Cape Peninsula
University of Technology

MARKETING AND MANAGEMENT FRAMEWORK TO CREATE SUSTAINABLE HEALTHCARE SECTOR NON-PROFIT ORGANISATIONS IN SOUTH AFRICA

by

PROMINENT CHOTO

Thesis submitted in partial fulfilment of the requirements for the degree

Doctor of Commerce in Marketing

in the Faculty of Business and Management Sciences

at the Cape Peninsula University of Technology

Supervisor: Prof Chux Gervase Iwu
Co-supervisor: Prof Robertson Khan Tengeh

District Six, Cape Town
August 2019

DECLARATION

I, Prominent Choto, declare that the contents of this thesis represent my own unaided work and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Prominent Choto. August 2019

Signed **Date**

ABSTRACT

Poverty gaps and poor living conditions in developing countries have led to an increasing need for social support. Owing to this, there is a growing number of new players in the non-profit organisation (NPO) sector, which has given rise to intense competition for donor funding. More so, the global economic crisis of 2008 resulted in reduction and uncertainty in funding and philanthropic income. The environment in which NPOs operate is no longer favourable especially considering the intense competition for donations. Thus, sustainability has emerged to be a critical issue for these organisations, as they have to sustain a long-term, perpetual need with limited funding. In response to this, many scholars have concluded that adopting marketing strategies, and business-oriented methods and practices, can contribute and enable these organisations to achieve sustainability.

Even though some NPOs have moved towards adopting these strategies, sustainability remains a challenge for them. The reason for this could be that NPOs are not utilising marketing and management strategies as widely as they should be. This prompted the following research question: *To what extent do healthcare sector NPOs employ marketing and management strategies in their operations?* In order to address this question, a combination of techniques was adopted which included literature review, in-depth interviews, focus groups discussion, and thematic and content analysis.

Some say that the lack of adoption of marketing strategies and business-oriented methods is mainly due to a lack of understanding of the benefits of marketing and the perception that marketing is only for the for-profit sector. This incited the question of *what should be the impact of including marketing strategies on growth and sustainability of healthcare sector NPOs in South Africa?*

In the literature review, evidence was presented that NPOs are of significant value to any economy they serve, they aid in addressing inequality gaps, and they provide services that cannot be provided by the state to disadvantaged communities and individuals. In light of the value-add NPOs bring, it is imperative for these organisations to operate for the long-term. This could be achieved through the adoption of marketing and business-like approaches as noted in previous studies, however, this is not the case as these organisations are faced with funding challenges and intense competition. This elevated the question: *How should the challenges to the current NPOs marketing efforts be addressed?*

This study utilised the qualitative method. Qualitative methods were considered the most applicable for this study because they help the researcher to gain deeper insights into the research problem through interactions with the study participants. The study finds that the inability to adopt business-oriented methods in NPOs is owing to a lack of skills and

expertise, lack of knowledge of how to approach marketing and the high dependence on donor funding. The respondents concur that the high dependence on donor funding has resulted in a lack of independence on how to utilise the funds. According to the literature, due to a high dependence on donor funding, the design of NPOs' projects is usually framed to suit donor requirements and within the budget line items that are acceptable to the donor; essentially donors require their funds to be used only for charitable activities they are interested in. This raised a question: *What should be the main funding streams for NPOs in the healthcare sector in South Africa?*

In response to the literature, research questions and the study findings, a framework was developed which could provide NPOs with the basic understanding of how to adapt marketing and management strategies for sustainability; where the process should start, what it should involve, what are the outcomes thereof and the benefits to NPOs. This then overall answers the question of *how marketing and management strategies should be effectively deployed to achieve NPO sustainability.*

ACKNOWLEDGEMENT

Foremost, I would like to express my sincere gratitude to my supervisors, Prof Chux Gervase Iwu and Prof Robertson Tengeh, for the continuous support of my PhD study and research, for their patience, motivation, enthusiasm, and immense knowledge. Their guidance helped me during the research and writing periods of this thesis. I could not have imagined having better advisors and mentors for my PhD study.

Besides my advisors, I would like to thank Dr Virimai Victor Mugobo, Dr Norbert Haydam, and Prof Rodney Duffett, for their encouragement and insightful comments.

I would also like to thank my family for their support. Their encouragement made this journey a lot easier. My mother and father, supportive siblings, Weddington Choto, Wonder Junior Choto, Patrice Choto and Tafadzwa Zure.

My sincere thanks also go to my husband Rhodrick Musakuro for his support and input throughout the study. He cheered me on in moments when I wanted to give up.

Also, I wish to thank the NPOs that granted me permission to conduct interviews within their organisations and everyone else who participated in this study. Each input shared is truly appreciated.

Last but not least, I would like to thank:

- Mr Vincent Titus and Mrs Emma Francis, my former managers for granting me permission to attend to my research and for their assistance in preparing for the doctoral defence meeting.
- Shane Everts, for sharing knowledge on marketing, monitoring my progress and encouraging me to push harder.
- Crecencia Chauma, for affirming this qualification even before I started.
- The research editor, Takudzwa Musiyarira.
- CPUT, for financing and supporting this study, I am forever grateful.

DEDICATION

I dedicate this thesis to my parents, Mr Wonder Choto and Mrs Potricia Choto, for their prayers, love, support, guidance and encouragement. I could not have made it this far if it was not for their prayers and supporting me to pursue my dreams.

TABLE OF CONTENTS

APPENDICES

LIST OF FIGURES

LIST OF TABLES

ACRONYMS

BEE	Black Economy Empowerment
CBO	Community-Based Organisation
CDE	Centre for Development and Enterprise
CIM	Chartered Institute of Marketing
CIMA	Charted Institute of Management Accountants
CIPC	Companies and Intellectual Property Commission
CMS	Council for Medical Schemes
CSI	Corporate Social Investment
CUPB	Clinic Upgrading and Building Programme
DSD	Department of Social Development
ECD	Early childhood development
FBO	Faith-based organisation
GEAR	Growth Employment and Redistribution
GDP	Gross domestic product
HHS	Health and Human Services
ICAEW	Institute of Chartered Accountants in England and Wales
ILO	International Labour Organisation
NDP	National Development Plan
NGO	Non-governmental organisation
NPC	National Planning Commission
NPC	Non-profit company
NPI	Non-profit institution
NPO	Non-profit organisation
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PPP	Public-private partnerships
SARS	South African Revenue Service
SECA	Southern Early Childhood Association
SWOT	Strength, Weaknesses, Opportunities and Threats
UN	United Nations
USAID	United States Agency for International Development
VAT	Value-added tax
WCED	World Commission on Environment and Development
WCE	World Commission on Environment

DEFINITION OF KEY TERMS

Donor	An individual or organisation that gives support to an NPO to fulfil its mission, support its programmes and operational costs (Department of Social Development (DSD), 2001).
Management	Is the process that involves working with people to achieve the goals of the organisation through strategic planning, managing resources, organising human and financial resources that are essential to reach these goals and evaluating outcomes (Alabi, 2016; Hissom, 2009).
Marketing	“Is the process by which individuals or organisations identify, create, communicate, deliver and exchange products and services of value to meet the needs of their clients, customers, partners and the society profitably (Kotler, 2017; AMA, 2013).
Marketing Strategies	Refers to the short-term and long-term activities that an organisation adopts to place emphasis on its products, markets, marketing activities, and to analyse the strategic position of the organisation and formulate, evaluate and select market-oriented strategies that contribute to the goals of the company and its marketing objectives (Varadarajan, 2010; Homburg, Kuester & Krohmer, 2009).
Non-Profit Organisation	“An organisation that has been formed to pursue a specified goal with no intent to make a profit or distribute extra income to employees or management of the organisation’’ (Smith, Stebbins & Dover, 2006).
Sponsor	An individual or establishment that openly funds an NPO, its activities or its events, usually to obtain recognition or advertising for the sponsor or the sponsor’s business (Carter, 2011:23).
Sustainability	The capability of an organisation to survive in the long-term in terms of cost-effectiveness, efficiency, financial performance and handling natural and public resources that constitute its capital (Giovannoni & Fabietti, 2014:28).

CHAPTER ONE
INTRODUCTION AND BACKGROUND

1.1 Introduction

With the growing number of new players, non-profit organisations (NPOs) now have to compete for funding in order to fulfil their obligations. Therefore, NPOs have to adopt strategies aimed at sustainability (Chetkovich & Frumkin, 2003; Dart, 2014; Bryson, Gibbons & Shaye, 2001). As stated above, the need for sustainability stems from spiralling of competition in the non-profit sector, accompanied by growing numbers of new players in the sector. More significantly, it was the global crisis of 2008 that caused shrinkage and uncertainty around funding and a reduction in traditional charitable income sources (Phillips, 2012; Chew & Osborne 2009; Bingham & Walters, 2012; McAlexander & Koening, 2012; Gayle, Harrison & Thornton, 2017). According to Weerawardena, McDonald and Mort (2010:346), the environment in which NPOs operate is no longer favourable especially considering the intense competition for donations. Thus, sustainability has emerged to be a critical issue for these organisations (Omura & Foster, 2014).

According to the World Commission on Environment and Development (WCED) (1987), sustainability is the ability to meet current needs without compromising the capacity to meet future needs. It is the ability to maintain well-being over an indefinite period of certain essential characteristics of the environment and social system (Kuhlman & Farrington, 2010:3441). Sustainability is an all-inclusive process which comprises of the internal environment, actual systems, the human aspect (intelligence and wisdom), and the external environment, to be self-supporting, to exist, to resist and to develop in self-balancing for an unlimited time, within the value chains in the universe (Pater & Cristea, 2016:365). This study adopted a combination of the above definitions, that is:

> *"Sustainability is the capability to meet the organisational needs over a long period of time without compromising the ability to meet future needs".*

The increasing need for sustainability has forced NPOs to consider innovative methods to sustain their offerings whilst retaining viability (Weerawardena et al., 2010). Omura and Foster (2014:255) assert that the main challenge of sustainability for most NPOs and philanthropic organisations originates from the fact that they produce non-commercial outputs. In order to ensure survival and continuity in a fluctuating milieu, there is a need for, among others, the effective adoption of marketing and management strategies to attract and retain donors. The growing size and complexity of the NPO sector have resulted in a push towards being business-oriented through embracing tools, techniques and superlative practices for the organisation (Polonsky, 2003; Polonsky & Grau, 2008; Chad, 2013; Shani, 2015).

In support of the above notion, Collins (2006), Chad, Kyriazis and Motion (2014) affirm that the most crucial aspect that NPOs should adopt from the profit-making is marketing or specific brand management to support them to deliver on their mission. A number of scholars support the transferal of marketing skills from the profit-making sector to the non-profit sector (Andreasen, 1994; Andreasen, Goodstein & Wilson, 2005 in Modi, 2012). Marketing is of greater importance to any company's success whether for-profit and non-profit, even though diverse companies may view the significance of marketing differently. Adapting marketing in NPOs allows them to fully comprehend the needs of both the NPOs' customers, beneficiaries and donors. Gainer and Padanyi (2005) argue that comprehending and gratifying the consumers' needs improves their satisfaction; on the other hand, meeting donors' expectancies and remaining subject to them attracts resources commitment from the donor (Vazquez, Alvarez & Santos, 2002; White & Simas, 2008). However, the full benefits that NPOs may possibly gain from the effective adoption of marketing are not being enjoyed, as they should be (Bruce, 1995 in Dolnicar & Lazarevski, 2009:3); this could be owing to lack of understanding, significance and applicability of the marketing concept in NPOs (Modi, 2012). NPOs perceive marketing as simply occasional promotion and advertising (Whalley, 2010; Chad, Kyriazis, & Motion, 2013). Álvarez-González, García-Rodríguez, Rey-García, and Sanzo-Perez (2017) maintain that the adoption of marketing in NPOs is positively linked to volume of funding, the scale of operation and the accomplishment of the organisation's mission. In other words, marketing enhances the performance of an NPO in terms of finance and operations.

NPO research has gained momentum over the past years (Omura & Foster, 2013; Weerawardena et al., 2010; Iwu, Kapondoro, Darko & Tengeh, 2015; Abraham, 2003; Al-Tabbaa, Leach & March, 2013). Many scholars agree that the NPO sector has grown significantly and the industry has become saturated, resulting in competition for funding in order to remain sustainable. NPO sustainability has, therefore, become eminent across the globe and in research studies (Iwu et al., 2015; Weerawardena et al., 2010; Haugh & Tawlar, 2010; Hendrickse, 2010). Bose (2015:1) agrees that even though the growth of NPOs is considered favourable due to the better delivery of goods and services, it has resulted in increased competition for the charitable donor. According to Ludovic (2016:4), the past decade has comprehended a substantial growth in the number of NPOs around the world, which has resulted in an increase in the bureaucratic procedures from various funding agencies. The substantial growth in the number of NPOs can be attributed to factors presented in the following section.

1.2 Background

Infrastructural, technological, economic and social changes have exposed the world to pressing challenges such as poverty and increasing needs for social welfare. These have inadvertently led to the increased yearning for and development of various mechanisms for survival. Often these mechanisms are found in the form of social support (Omura & Forster, 2014:255). Social support is generally provided by three sectors, namely government, profit organisations and not-for-profit organisations. The non-profit sector is acknowledged as the main driver for social support and promoting good behaviour in society (Omura & Forster, 2014:255). Weerawardena et al., (2010:346), agree that NPOs deliver critical services to the society through social value creation; they focus on the gap in the society that is not addressed by corporate or governmental sectors (Wright, 2015:1). According to Statistics South Africa (2011:1), in South Africa, non-profit institutions (NPIs) play a vital role in the national economy, improving economic statistics and aid in decision-making for policymakers, businesses and civic leaders.

In South Africa, NPIs/NPOs include non-governmental organisations (NGOs), community- and faith-based organisations (CBOs and FBOs), religious organisations, public or sports clubs and a multitude of other development and public forms of organisations whose focus is on society's community issues (Statistics South Africa, 2011:4). NPOs engage in a varied collection of activities and take diverse forms in different regions of the world. Some of these organisations are political ambassadors, religious, humanitarian and healthcare providers. The healthcare sector, in particular, has a large impact on an economy. It enhances wellness, provides health services, and creates employment, training and capacity building (Mahmud & Parkhurst, 2007:8). According to Booth (2013:2), healthcare is one of the prominent social subjects in South Africa. Booth further descries the difficulties the healthcare sector in South Africa faces. Harrison (2009) concurs and speaks about significant accomplishments post-apartheid which are however downplayed by the increasing burden of diseases related to HIV/AIDS. Therefore, this study focuses on the healthcare sector NPOs in South Africa.

Despite the significant role that NPOs play, very little research has been done on the survival of these organisations (Kyalimpa, 2013, Weerawardena et al., 2010; Andreasen, Kotler & Parker, 2003; Pope, Isely & Tutu, 2009; Smith & Saker, 1992; Padanyi & Gainer, 2004;

Izquierdo & Samaniego, 2007). NPOs provide social services to the public free of charge, their offering to the community is of non-commercial value (Gayle et al., 2017), and therefore, they rely heavily on both international and local funding (Omura & Foster, 2014:255). They are established for the public, and the income generated is ploughed back into the business. In line with this view, Wright (2015:26) identified donations and private funding as the common income streams for NPOs. Therefore, donor and funder stewardship are critical for the non-profit organisation.

One of the important roles that NPOs in South Africa play is to support the government to fulfil its statutory obligation (Wyngaard, 2013:2). In the National Development Plan (NDP) (2011:344), it is also noted that all the provinces in South Africa rely heavily on NPOs to deliver services. However, the sector faces a number of challenges, which include rivalry, limited government funding, insubstantial government funding criteria and an overall lack of government backing (Stuart, 2013). Hendrickse (2013:18) also notes that, during the apartheid period (pre-1994), donors did not strictly control the administration and expenditure of funds for NGOs. Lately, a shift to more stringent lending practices is commonplace, due to corruption, lack of financial management and poor governance, which have resulted in the demise of many South African NGOs (Hendrickse, 2013:18).

Even though NPOs face these challenges, the community or society in which they serve, expect them to fulfil their obligations and deliver the services promised to the society. Similarly, Al-Tabbaa et al. (2013: 659) assert that NPOs have strong acceptability, have gained community confidence, and are extremely entrenched within humanity; therefore, are expected to continuously provide services to the community. Abraham (2003:5) mentions that due to societal interest, NPOs face different pressures unlike other sectors if they attempt to leave a non-profitable market. The different pressures faced by NPOs emanate from local society groups, cultural, religious groups and other organisations that are of the view that the upkeep of some activity is reliant on the NPOs sustaining the present activity. In order to maintain such expectations from the communities, NPOs must acquire vital resources from external sources (Murray, 2010).

1.3 Statement of the research problem

NPOs are confronted with a number of challenges, which hinders them from operating effectively. Some of these challenges include limited budgets, lack of marketing skills, and inadequacy of research. Worse still is the fact that the sector experiences intense competition and a shortage of volunteers (Andersean & Kotler, 2003; Lamb, Hair, McDaniel, Boshoff, 2008). Salamon, Geller and Spence (2009) are also of the view that the harsh reality of fighting for survival correlates with declining corporate social investments budgets, belt-tightening by individual donors and re-channelling of funds by international donors and government. There is also the concern that the NGO sector has become saturated with too many of them offering the same or nearly the same service. In some cases, a number of these NGOs are funded by one donor thereby making it difficult to report on the value-add. This condition sets off the need for intense competitive practices which Johnson, Whittington and Scholes (2011:49) consider vital for any organisation wishing to remain relevant in an environment where similar services and or products are offered by many.

As far back as 2004, Netswera noted that there was uncertainty in the future of international funding for South African NPOs. Interestingly, many NPOs in sub-Saharan Africa continue to rely on a single external funding source (Kyalimpa, 2017:22). According to NGO Pulse (2012), many NPOs have closed down or scaled back on their operations due to severe financial and capacity challenges. In the event that funding starts to run out, NPOs adopt measures, such as staff cuts and reduction in administration costs (Bose, 2015), which often leave them with an increased difficulty of attracting new donors (Kyalimpa, 2017).

Research by Archer et al. (2015:49) affirms that only a few NPOs (5%) have reserves that can cover three to six months and about 23% with no reserves at all. Operating under such circumstances, NPOs have to identify their unique selling point and constantly work on retaining and attracting donors. NPOs, therefore, need to acknowledge these challenges, by identifying their strengths and weaknesses and examine how to become unique and more captivating to prospective businesses (Al-Tabbaa et al., 2013). In the same vein, Maple (2013) insists that NPOs need to give emphasis to their unique aspects in comparison to other existing NPOs in order to create a unique position.

From the above, it is evident that sustainability for NPOs is very crucial as it ensures the continual provision of a service, addressing a social challenge in the society and avoiding circumstances whereby NPOs close down. Coetzee (2013:2) states that sustainability has become one of the biggest issues in NPOs, thus leading them to consider models whereby they can generate own revenue and be less dependent on donors. Coetzee (2013) further states that NPOs, in their quest for less dependence on donors, have shifted towards multiple sources of funding, and increasing financial resources by adopting the following strategies: running side businesses, marketing main products to customers, marketing main sponsored products to customers, engaging beneficiary groups in initiatives and certifying businesses of NPOs.

However, these strategies have not been well received by many NPOs, as they view making a profit as exploiting their beneficiaries and the fear of losing their NPO status (Coetzee, 2013:7). According to Pope et al. (2009:185), even though the necessity for marketing is greatly expressed, there is little understanding and consensus on how NPOs should advance towards marketing.

Thus, it is the purpose of this study to put forward a framework that will address these identified challenges faced by NPOs and present how best marketing and management strategies can be effectively implemented in order to improve the sustainability of the South African healthcare sector and review the importance of marketing in NPOs. The framework can serve as a foundation for improving the growth of NPOs, effective adoption of marketing and management strategies in NPOs, which will in turn, improve the sustainability of NPOs in South Africa and ensure that they continue to meet their obligations and deliver social value to the communities they serve.

1.4 The rationale of the study

This study investigated and scrutinised how marketing and management strategies can be effectively adapted to aid in transforming NPOs in the healthcare sector into a sustainable business model. It is inevitable to overlook the role that NPOs play in the economies they operate in. At present, little attention is placed on the marketing and management aspects in NPOs. This study avails some benefits to a number of stakeholders, which included NPOs, the government and funders, communities that benefit from the services provided by NPOs, the South African economy, marketing professionals, researchers and other countries.

In this study, a detailed enquiry of the connection between the marketing, finance and operations functions in an NPO was conducted. This was with a view of revealing the significant role that marketing plays towards achieving organisational growth and sustainability. This study proposed a framework and hopes that it will offer effective marketing and management strategies that will improve the sustainability and growth of NPOs. Achieving growth and sustainability for NPOs means long-term survival, increased revenue, and extended delivery of social value to the economy and communities they serve. Furthermore, by being sustainable, the NPOs will be less dependent on external funding sources and will be able to operate on their own even when sources of external funds run out or is withdrawn. This is useful to both existing and emerging NPOs.

More so, continual survival of the NPOs beyond donor funding is beneficial to the economy of South Africa in the sense that underserved communities can continue to receive services from the NPOs, thus improving living conditions, reducing poverty gaps. In addition, access to complimented healthcare services from the NPOs improves life expectancy and relieves public facilities from catering for the entire communities. For example, NPOs in TB and HIV treatment are introducing and providing innovative mobile healthcare services, conducting community home visit to deliver healthcare services, testing, counselling and delivering medication.

This research will possibly be of pronounced value to the South African government, in the sense that, the outcomes of the study will edify the development of policies that encourage and support the operations of the NPOs, to ensure lasting survival and growth. NPOs also fill the gap that is not catered for by public and private organisations. Their continued survival and sustainability help in bridging this gap and thus relieving the burden on the State.

The results would also be beneficial to marketing professionals. The study revealed the importance of sustainability and the importance of marketing in NPOs. By revealing the importance of marketing, employment opportunities for marketing professionals may start to emerge in the NPO sector as they may shift their perception on the value of marketing in this sector.

This research served as a medium of informing the funders on how they are perceived and the challenges faced by NPOs and possibly reconsider or consider making provision for a marketing budget when allocating funds to NPOs. As the research findings indicated, at present funders do not make provision for a marketing budget when making donations to NPOs. When NPOs engage in marketing activities, the cost is not catered for by the funder.

Lastly, the study also benefited academics and intellects, as it forms the basis for additional research in the area of NPO sustainability, marketing and management. The study serves as a basis of reference for forthcoming researchers on similar topics thus adding value to the current body of knowledge. Research articles were also published as a knowledge base for future research.

1.5 Objectives of the study

The primary purposes of this study were: (1) to carry out a critical analysis of NPO sustainability, by looking at the methods they are currently utilising to ensure sustainability, and (2) to propose a framework of how marketing and management strategies can be effectively incorporated into the operations of NPOs in the healthcare sector in South Africa.

This was with a view of improving NPO sustainability and ensuring continued support to the communities they serve.

Sub-objectives

A number of sub-objectives were developed to assist in reaching the research aims:

- To put forward a framework that will help in addressing some of the challenges to the current NPOs' marketing efforts in the healthcare sector.
- To determine the impact of the inclusion of marketing strategies on the growth and sustainability of healthcare sector NPOs in South Africa.
- To determine how marketing and management strategies should be positioned in the healthcare sector NPOs in order to improve sustainability.
- To identify the different funding streams that are available for NPOs in South Africa.

1.6 Research questions

The primary research question that this study sought to address was: to what extent do healthcare sector NPOs employ marketing and management strategies in their operations and how can these marketing and management strategies be effectively deployed to improve NPO sustainability?

Research sub-questions

The study also anticipated addressing the following research sub-questions:

- How should the challenges to the current NPOs marketing efforts be addressed?
- What should be the impact of including marketing strategies on growth and sustainability of healthcare sector NPOs in South Africa?
- How should marketing and management strategies be positioned within the healthcare sector NPOs in South Africa to improve sustainability?
- What should be the main funding streams for NPOs in the healthcare sector in South Africa?

1.7 Summary of literature

The literature associated with this study was reviewed in two chapters (Chapter Two and Three). Literature review in Chapter Two which was an overview of NPOs in the healthcare sector, focusing on understanding what an NPO is, their overall importance, NPOs in the

South African context, NPO trends and the current trends in the South African healthcare sector. Chapter Three of this study covered the theoretical framework, marketing strategies, importance of marketing strategies in NPOs, management strategies and NPO sustainability, the importance of management strategies in an NPO, sustainability strategies, and NPO sustainability.

1.7.1 Theoretical framework

A theoretical framework lays out the logic that underlies and justifies the study. The most prominent theories and analytical tools which were identified as most appropriate in explaining marketing strategies and NPO sustainability were the Ansoff Matrix, SWOT Analysis, Boston Matrix, three overlapping model, and the four-capital model of sustainability.

The Ansoff Matrix is a strategic tool that presents a framework to assist key management and marketers to develop strategies for the organisation's future growth (Spencer, 2013). The matrix comprises four strategies for growth, which are "market penetration, market development, product development and diversification". This matrix was adopted for the study because it encompasses the different growth strategies. The utility of growth strategies will significantly explain how NPOs' sustainability can be achieved.

The second theory utilised in justifying the study is the Boston Matrix. It is a model that ranks products or services to weigh the achievable monetary contribution and need of each product or service (Zic, Hadzie & Ikonic, 2009:101). This matrix could be used to identify the categories or rating of the different services offered by NPOs. This was with a view of identifying which ones are the biggest contributors to the NPOs' revenue and ones that the NPOs should capitalise on.

This study adopted the SWOT Analysis theory. Harrison (2010:92) explains a SWOT analysis as the investigation of a company's inner strengths and weaknesses, opportunities for progression and enhancement, and the threats the outside environment poses to its existence. It is a type of strategic marketing analysis that an organisation can execute for its products, services, and markets when determining on the best technique to attain future growth (Free Management eBook, 2013:6). Giannetti et al. (2019) believe that the sustainability of a process or systems is dependent on its strengths and weaknesses. In the same view, the researcher explained how survival, growth and sustainability can be achieved by taking cognisance of the internal and external environments.

The study also adopted the three overlapping circles (three-pillar model) to scrutinise NPO sustainability. The overlapping circle model identifies the intersection of three aspects which are economic, environmental and social, and depending on the organisation's mindset, one factor is labelled as most dominant, a key requisite to achieve sustainability (Thatcher, 2014:749). The researcher believed that this model is suitable for this study because the operations and success of an NPO are influenced by these three aspects. The study looked closely at the theory, visualising the connection and detailing how all these three aspects are applicable when examining NPO sustainability and determining which one is the most dominant to achieve NPO sustainability.

Lastly, the study adopted the four-capital model (prism model) of sustainability. This theory identifies four different types of capital in each environment which are human, financial, environmental and manufactured capital. It implies that sustainability is not achieved if the four capitals are not balanced (Thatcher, 2014:750). This theory was espoused to elucidate the aspects of the NPOs that need to be balanced for them to remain or achieve sustainability.

The above-identified strategies and how they can be linked to NPO sustainability are discussed in-depth in the next chapters.

1.7.2 Importance of NPOs

According to Berg (2013), NPOs are providers of steady employment who require specialised personnel to run their day-to-day operations smoothly, with goods and services, such as computers, internet services, utilities, and phones, in order to generate revenue to the supplying companies. Singh and Bodhaya (2014) highlight that NPOs contribute to the development of the community and the enhancement of the human race. According to Ciucescu and Alecsandri (2009:14), NPOs efficiently mobilise resources as well as tangible solutions at a lesser cost to those community problems which the government does not have resources for. Kyalimpa (2013:2) agrees that governments in Africa are confronted with limited capacity and resources to deliver services needed by the public, therefore NPOs fulfil an important role in poverty alleviation.

Ciucescu and Alecsandri (2009:14-17) further identified the following as benefits of NPOs:

- Delivering public services and goods.
- Providing better services and goods in comparison to those delivered by the State.

- Acceleration of community and governmental integration and contribute to entities and groups in society.
- Supporting the reinforcement of social structures by giving societies the opportunity to impact public policies, to criticise and to observe the state policy.
- Creating a structure where the interests and the rights of the public can be expressed.
- Promoting the diversity of views of people and their members, awareness of the presence of different opinions, and interests in the public.
- Highlighting concerns that might be overlooked by the public authorities and help to solve problems utilising their own human resources, organisational capacity and monitoring the activities.

These are discussed comprehensively in the following chapters.

1.7.3 Line functions and NPO sustainability

Kuhlman and Farrington (2010:3441) define sustainability as the ability to maintain well-being over a long, and undefined period. It is the ability of management to sustain an organisation in the long run (Sontag-Padilla, Staplefoote & Morganti, 2012:2).

In this study, the resource-based theory was used to assess and investigate the effects of marketing and management strategies towards achieving sustainability. The resource-based theory analyses and interprets the in-house resources of the organisations and emphasises resources and competencies in articulating a plan to attain a competitive advantage (Madhani, 2009:2). It draws upon the scarce, valued, unique and non-substitutable internal resources and competences within an organisation in order to cultivate a sustainable competitive advantage (Madhani, 2009:2). Therefore, with the right capabilities and effective utilisation of internal resources, healthcare NGOs can leverage operations, finance and marketing function to their advantage.

1.7.3.1 The financial function and sustainability

The financial function of the organisation is responsible for the financial records keeping, transaction processing, payroll administration, budgeting, cash management and managing accounting information that will aid the organisation in decision-making (ICAEW, 2011:6). According to the ICAEW (2011:2), the finance function cannot be deliberated in the isolation of functions, such as marketing, human resources and information technology. For instance, financial targets or goals are directly linked to the organisation’s marketing activities. The financial function entails the use of tools and techniques that help in resources allocation, management, acquisition and providing information that aids management to make informed decisions that in turn help in achieving financial sustainability (Cerf & Savage, 2006:1). Financial sustainability is the capability of an organisation to retain financial aptitude in the long run (Bowman, 2011). However, according to Sontag-Padilla et al. (2012:2), retaining the ability to be financially responsive over a long period is very critical for NPOs as they assist high-need populations that require the unswerving and continuous availability of services. Similarly, Kyalimpa (2013:20) put forward that funding sustainability in an NPO is vital as it enables the organisation to survive and to continue serving its constituency. Collins (2006:2) asserts that a great organisation is one that creates exceptional impact and brings greater performance over an elongated period.

Bowman (2011:94) thus indicates the need for a balance when it comes to financial accountability; organisations that survive in the long-term but unmaintainable in the short-term may face shortages of money. On the other hand, those that survive in the short-term but not in the long may have sufficient money but inflation will affect the value of assets and cause them to weaken. This will result in a diminution in the quantity and quality of services (Bowman, 2011:94).

1.7.3.2 The operations function and sustainability

Sanders (2014) describes the operations function as a unit which undertakes the activities and processes of formation of products and services and includes preparation, scheduling and monitoring all the inputs required to manufacture the organisation's goods and produce the service. The function also entails managing human resources, equipment, expertise, information and entirely all resources required for the manufacturing of goods and services. Sanders (2014) concludes that the operations function is a core function of any company.

According to Bettley and Burnley (2008:875), sustainability is intensely affected by operations management and it is vital for the operation function to embrace organisational sustainability. Organisational sustainability refers to the ability of an organisation to find and manage sufficient resources to achieve its objectives successfully and reliably over time and not depending on a sole funding basis (USAID, 2000:4). High sustainable organisations perform significantly better than their competitors over the long-term; they lay the foundation that will place them in a leading position when the recession ends (Eccles, Ioannou & Serafeim, 2011; Nidumolu, Prahalad & Rangaswami, 2009 in Wales, 2013:41-42). This is crucial for NPOs given that they operate in a saturated and competitive environment. According to USAID (2000:4), organisational sustainability is especially beneficial to organisations operating in the healthcare sector because of the pivotal role they play in bringing facilities that would be inaccessible and reaching individuals that are unserved.

Ferrer (2008:7) further explained and identified three objectives that an operations manager should keep in mind in order to achieve sustainability amongst these is the ability of the organisation to provide real services based on the consumer needs. Customer needs are identified through market research; this is where the marketing function comes into play.

1.7.3.3 The marketing function and sustainability

The marketing function of an organisation focuses on identifying and satisfying consumer needs. Mahea (2014) maintains that the marketing function also includes branding of the organisation, engaging in public activities, advertising, and customer interaction. In order to identify consumer needs, one needs to conduct marketing research and analyse customers' needs and wants and how to satisfy them. This function involves the marketing mix that is the product/ service, price, promotion and place. The marketing function is important for it leads to service sustainability. Service or product sustainability is the ability of the service or product provided to make an impact and to carry on long after main or key donor backing is withdrawn thus ensuring the continuation of products/ services offered (USAID, 2000:5). It is important for NPOs to offer sustainable services which cater to perpetual needs and long-term causes. The marketing function, therefore, ensures that the service or product provided is what is needed by consumers through conducting market research.

1.8 Research paradigm

Every study is built on some fundamental theoretical assumptions about what institutes effective research and the approaches that are most applicable for understanding the problems in a particular study. The positivist's paradigm considers knowledge as objective and quantifiable and more likely employs quantitative methods (Kaboub, 2008:343). The positivist adopts scientific methods to reveal reality and present it in realistic means (Henning, Van Rensburg & Smith, 2004:17). Conversely, the constructivist or interpretive paradigm employs a qualitative approach that assumes that there is no particular truth; essentially that truth needs to be interpreted.

For this study, the researcher employed the constructivist approach. Consistent with Iwu et al. (2015), Weerawardena et al. (2010) and Hadebe (2014), the constructivist or interpretive approach was employed to gather the different views, experiences and the perceived importance of the marketing and sustainability concept by different NPOs. According to Iwu et al. (2015:9565) due to the dissimilarity in NPOs, situational factors need to be considered and in such cases interaction with research subjects becomes very critical for obtaining perceptions, feelings and beliefs on the matter under study.

1.8.1 Research method

Myers (2013:24) describes a research method as a strategy of enquiry; it is the process used for data collection. The methodology provides the cement that holds the study together. It is the common rationality and hypothetical perception of a study (Bogdan & Biklen, 2007:35). The US Department of Health and Human Services (HHS) (2017) describes research methodology as a recipe whereby a list of ingredients is provided to make a dish by bringing together the major components of the research project together and the plan to successfully carry out a research study.

The above research paradigms mentioned in 1.9 are consistent with two research methods namely quantitative and qualitative. Mostly it is established that three enquiry methodologies exist which are “quantitative, qualitative and mixed methods” (Cohen, Manion, & Morrison, 2011; Creswell, 2013). In quantitative research, research aims are addressed through an experimental assessment that involves statistical measurement and examination. In this case, the researcher assumes that knowledge is objective and tangible (Zikmund, Babin, Carr & Griffin, 2013:134). Conversely, a qualitative method utilises observations, interviews and content analysis to address the research objectives, whereby the researcher assumes that knowledge is subjective and personal (Long, 2014:428). According to Myers (2013:5), qualitative research is designed to aid the research to understand what people say and do.

This study utilised the qualitative method. Qualitative methods were considered the most applicable for this study because they help the investigator to gain deeper insights into the research problem through interactions with the study participants. Qualitative research aims to investigate the research problem in a natural setting or processes; it attempts to make sense and deduce an occurrence constructed on the connotation that individuals convey to them (Denzin & Lincoln, 2017). A qualitative study also assisted the researcher to appreciate the context or settings in which participants address the problem under investigation (Creswell, 2013). A review of previous studies on NPOs (Iwu et al., 2015; Weerawardena et al., 2010; Hadebe, 2014) also informed the selection of qualitative methods. Thus in this study, interviews were used to collect data.

1.8.2 Research design

Zikmund et al. (2013:64) define a research or study design as a master plan that lays down the approaches and processes for gathering and examining the required information. It is a strategy for directing a study with firm control of the factors that may influence the correctness of the research outcomes (Burns & Groove, 2003:195). This study was a descriptive cross-sectional study; the data was collected in specific months at a particular point in time.

This study employed a non-experimental survey design. It is the most suitable for a study where the researcher cannot regulate, influence or modify the variable or subjects, but instead, relies on understanding, observation or interactions with the subjects to come to a conclusion (Bordens & Abbott, 2011:104). Non-experimental survey design falls into three categories which are single-variable research, correlational research and quasi-experimental research. For this study, correlational research methods were used because the researcher believes this approach allows for better appreciation of the variables and will help in examining the relationship between marketing, finance, operations and their impact on NPO sustainability. Historical research was also used in developing the literature and discussing the outcomes.

1.9 Demarcation of study

Delimitations are those characteristics that limit and define the confines of a study (Simon, 2011). Due to financial restrictions and time constraints, the study is delimited in the following ways:

- **Targeted population:** The study focused on selected participants in NPOs in the healthcare sector. This was exclusive of other NPOs who are not in this particular sector.

- **Geographical Area:** The research also focused on NPOs in South Africa with a particular focus on the Cape Metropolitan area in the Western Cape Province. This excluded other regions outside of the study's defined area.

- **Class of informants:** This study also targeted marketing management, financial management and operations management in an NPO. This excluded all other people in the organisation who do not fall into these categories.

- **Methodologies employed:** Each technique used in a study has its own limitations. The researcher used selected “non-probability sampling methods”. With the non-probability sampling method, there is a risk of focusing on informants who are not well-informed about the research and excluding those that are fully informed on the matter under study.

Despite the identified delimitations above, the researcher believes that the proposed framework may assist marketers and inform NPOs’ management in developing better strategies that will assist in improving the sustainability of NPOs.

1.10 Research processes

This section presents the research processes followed for this study, this includes the population and the sample size.

1.10.1 Population

“A population is any complete group that share a common set of characteristics” (Zikmund et al., 2013:385). Hanlon and Larget (2011:7) defined a population as all characters or units of research interest. It can also refer to members that meet the specified section criterion for a research investigation (Alvi, 2016:10). The Department of Social Development (2017:29) reported that a total of 153 667 were registered in the financial year 2015/16, with an increase of 12% to the total 172 429 registered NPOs in the financial year 2016/17. Seven percent (7%) of this total are operating in the health care sector (DSD, 2018) and Cape Town-based healthcare sector operators accounting for 960 of the total number (DSD, 2016; DSD, 2018).

Considering the research questions and the nature of the information to be collected, the following target groups were selected:

- Marketing management of NPOs in the healthcare sector in the Cape Metropolitan area;
- Operations management of NPOs in the healthcare sector in the Cape Metropolitan area;
- Finance management of NPOs in the healthcare sector in the Cape Metropolitan area.

1.10.2 Sampling technique and size

In research, there are common constraints that researchers usually face, such as time, cost and resources, to carry out the study amongst other factors. Due to the prior constraints identified, it is inevitable for a researcher to reach all the subjects in the study; therefore, a sample is selected as a representation of all the participants. Sekaran and Bougie (2013:241) define a sample as a subsection of a larger group called a population. Teddlie and Yu (2007:78) identified three categories of sampling, which are “probability sampling, purposive (non-probability) sampling and mixed methods sampling”. This study adopted non-probability sampling methods.

Non-probability approach

A non-probability sampling approach was utilised targeting NPOs in the healthcare sector. In non-probability sampling, the likelihood of each component being selected is not known; subjective approaches are used to select which components are included in the sample (Battaglia, 2011:523).

A sample was drawn from the 960 healthcare sector NPOs that are in the Western Cape (DSD, 2016:29). The researcher utilised the judgmental sampling method to select the organisations and the individuals from corporates who participated in in-depth interviews. In judgmental sampling, the sample is selected based on the researcher’s judgement and experience. The subjects to participate in the study are to satisfy the researcher’s purpose (Zikmund, 2003 in Haydam & Mostert, 2013:131). This selection of participants was based on the researcher’s intuition. The sample selection was guided by the following: subjects were to be from marketing, finance and operations functions in order to be included in the survey. The criteria for the selection of the participating NPOs was based on the following:

- The NPO should be in the healthcare sector,
- The NPO should have received donor funding,
- The NPO should have been in operation for three years or more; the researcher believes that these are established and potentially have the three key functions under investigation.

Altogether, the study reached 30 participants, comprising of 15 participants who participated in in-depth interviews and 15 participants from the three focus groups which consisted of five participants in each group.

1.11 Data collection instruments

This study employed triangulation: a multi-strategy approach for gathering data. Triangulation permits for the collection of information using multiple sources maintaining the same emphasis (Burns & Groove, 2001). Triangulation was utilised for this study in order to reduce the confines and partialities that come from using a single approach, to provide a comprehensive, more profound perspective (Perone & Tucker, 2003:2). In line with a similar study on online marketing and fundraising strategies by Booth (2013), the researcher applied methods that will follow below.

1.11.1 In-depth interviews

"An interview is a verbalized conversation between two or more people with the intention of collecting the desired information relating to a research study'' (Kumar, 2013). According to Kvale (1983:174), an interview aims to collect explanations of the experience of the study subject with respect to the understanding of the meaning of the described occurrences. Boyce and Neale (2006:3) described in-depth interviews as a qualitative research method that consists of conducting thorough one-on-one interviews with a small number of participants to explore their viewpoints on a specific area, situation, or program. In-depth interviews help to review hidden motivations, attitudes and sensitive issues relating to the matter under research. The interview is guided by the responses provided by interviewees (Haydam & Mostert, 2013:68).

Fifteen (15) in-depth interviews were conducted with the marketing, finance, and operations management of seven NPOs in the healthcare sector. The selection of these participants was based on purposive sampling but the appropriate number of interviews conducted was guided by data saturation. According to O'Reilly and Parker (2013), Walker (2012) in Fusch Ness (2015:1408), data saturation is realised when there is sufficient data to duplicate the study and when the ability to get extra new facts has been reached. The researcher conducted interviews until the point where no new information was collected and when the information collected no longer contributed anything new to the study. Guest, Bunce, and Johnson (2006) note that data saturation may be deemed to be reached by as little as six interviews dependent on the sample proportions of the population.

In-depth interviews were selected to be the most preferred interview method for this study because they helped the researcher to obtain detailed information about the research problem, gather personal feelings and opinions of the participants, give room for extra questions to be asked and captures verbal and nonverbal cues (Opdenakker, 2006; Wyse, 2014). Although Wengraf (2001:194) notes that face-to-face requires double attention as the researcher needs to listen to the responses to understand them, while simultaneously keeping in mind the research needs. The researcher feels it is the most appropriate approach for the collection of high-quality data because of its nature for direct interactions with the study participants. Appointments were made with the study respondents before the interviews. This allowed for ample time for the researcher and the subjects to prepare for the interview thus allowing for effective time allocation. The researcher recorded all interviews with a tape recorder and transcribed notes during the interview sessions.

1.11.2 Focus group

Focus group interviews were also conducted to complement the in-depth interviews. A focus group comprises of a small group, normally between two (2) people (dyads) to ten (10) people, who are grouped together to discuss, explore attitudes, perceptions and feelings relating to a topic (Haydam & Mostert, 2013:66). Three (3) focus groups comprising five (5) people each were held with the marketing, finance and operations personnel of the NPOs surveyed. The comprehensive breakdown of the focus group participants is provided in Chapter Five. The objective of the focus groups was to identify and understand if there are linkages between these three key functions in an NPO and their understanding of the marketing function in an NPO environment.

1.11.3 Pilot study

The researcher conducted entry interviews with experts in NPOs' marketing teams to gather their thoughts on what will be the relevant questions to include in the surveys. This aided the researcher to assess the validity of the questions to be asked during the interviews and the focus groups. The researcher also looked at the existing NPOs trends and the burning questions that are being asked on different forums in relation to the subject matter which remain unanswered.

1.11.4 Fieldwork

The researcher approached the respondents (NPOs), requested their permission to be included in the study and obtained a letter that confirms their participation in the study. The data collection was performed in two stages. First, face-to-face interviews with key management, in the marketing, finance and operations functions of the organisation were done. This helped to gather background information about the organisation performance, understanding the value of marketing function within the organisation, investigating whether they employ marketing strategies in the organisation and the sustainability of the organisation. The second phase was focus groups or triads with people from these key functions of marketing, finance and operations.

1.12 Data coding and analysis

Data analysis is the use of intelligence to understand the information that has been collected (Zikmund et al., 2013:68). Creswell (2013:182-188), believes that qualitative data analysis is best exemplified by spiral images whereby the researcher progress in logical circles rather than using a permanent undeviating method. Miles, Huberman and Saldana (2014:277-284) note some guidelines that should be kept in mind when analysing descriptive data, which are: observing patterns and trends, making contrasts and comparisons, and constructing a coherent chain of evidence.

The researcher voice-recorded data and employed verbal transcription during interviews. Standard editing and coding were then applied to qualitative data analysis. Editing is checking the data collected for mistakes, omissions, legibility and consistency and coding is the allocation of meaningful categories and character symbols to data, which helps with tabulation (Zikmund et al., 2013:68). The researcher followed the content analysis and thematic analysis approach for data analysis. Content analysis allows for data to be presented in words and themes, allowing for easy interpretation of the results (Bengtsson, 2016:10). The thematic analysis brings meaning and interpretation to the data by allocating codes and assigning themes to the collected data (Neuendorf, 2019). The recorded and transcribed text was allocated appropriate labels, themes, codes and categories in alignment with the research questions and objectives of the study (Bazeley, 2013).

1.13 Ethical considerations

Before the fieldwork was done, there were ethical considerations that needed to be reflected. Ethics apply to both the researcher and the study objects (Zikmund et al., 2013:88-99). This study adhered to the following ethical issues:

- **Permission to conduct the study:** Permission was requested from the participating NPOs (Appendix A). The researcher only started the surveys after getting the necessary approval from the participating companies.
- **Informed consent:** The researcher ensured that the study participants were well-informed around the nature of the study and were given the choice to participate in

the study or not. The respondents in this study participated willingly. The participants' approval was documented through a signed consent letter (Appendix A).

- **Confidentiality:** Confidentiality was maintained. The information gathered was not shared with third parties. Confidentiality aligns with the **obligation of the participant to be truthful**. Zikmund et al. (2013:88) construct that where confidentiality is maintained, it is easier for the participant to respond truthfully. The researcher also clarified to the participants that they have the right to pull out when they feel uncomfortable in proceeding with the study.

- **Anonymity:** In order to motivate the respondents to give open and authentic answers, the researcher also gave assurance of anonymity. Names of respondents were not disclosed in the study findings or written in the interviews' responses.

- **The right to privacy:** The right to privacy is the participant's freedom to comply with the researcher's request (Zikmund et al., 2013:92). In order to make sure that quality data is collected, the researcher did not force the participants to respond to matters, which they do not feel comfortable discussing. Obtaining information forcefully may result in obtaining false or distorted information.

- **Protection from harm:** Mostly protection from harm in a research study rises when it involves tasting of food or drink (Zikmund et al., 2013:92). Psychological harm can also be experienced in the study due to the types of survey questions. The study did not involve any tasting of food items, there were no experiments, and the research design was verified by a third-party and the Cape Peninsula University of Technology (CPUT) Ethics Committee (Appendix D) to check if there is no harm to the study participants.

- **Honesty in presenting study results:** The researcher ensured that accuracy was maintained and that there is no misrepresentation when presenting the study results. The meaning of study findings was not overstated or understated.

1.14 Limitations of the research

The greatest limitation of this study is that the outcome or solution proposed by the researcher is a general solution from the researcher's opinion and according to the study findings, and does not guarantee that implementing this outcome will be a complete solution to the improving or creation of sustainable NPOs.

Other limitations of this study include:

- The study only focused on marketing and management strategies to improve NPO sustainability. There may be other ways of improving NPO survivability besides marketing and management.
- Owing to the often secretive nature of strategies, it is possible that key management of the NPOs surveyed may have withheld information relevant to the study. This view is consistent with literature that confirms key management's inclination to withhold information in order not to expose its weaknesses.

1.15 Chapter outline

This research is divided into six sections, which are as follows:

Chapter One: Introduction and Background—Chapter One is a roadmap; it is a guide to the study. It is an opening chapter, which focuses on the study's background and identifying the research problem. In this chapter, the background and the context of the problem was presented. The chapter introduced what the thesis will look at, the need to conduct research, study aims, and the research questions guiding the study. The research design, methodology to be followed for gathering data, and the significance and outcomes of the study were also discussed. Data analysis and ethical matters are also highlighted.

Chapter Two: An Overview of NPOs in South Africa—In this chapter, the researcher looks at a broad review of literature relevant to the research, the healthcare sector NPOs in the South African context, the emergence of NPOs in South Africa, and the present trends in the sector. Understanding this will aid the research in doing an accurate investigation and analysis of the research problem.

Chapter Three: Sustainability, Marketing and Management Strategies in NPOs— Chapter Three looks at previous studies based on the research questions that the study intends to address. This chapter is critical for it is a review of previous studies in order to avoid duplication of existing work. The chapter looks at key concepts related to the study. This chapter also aids the researcher in identifying research gaps from previous studies and understanding of key terms and trends in NPOs. In addition, the chapter covers the conceptual framework for the study, defining sustainability, the importance of sustainability in NPOs, defining marketing strategies, the importance of marketing strategies in healthcare sector NPOs and the relationship between marketing strategies and NPO sustainability.

Chapter Four: Research Process and Methodology—The focus of Chapter Four provides a detailed overview of the research methodology. The research procedures followed by the researcher to collect suitable information to the area of study are outlined in detail. The chapter consists of the study area, methods utilised, data collection tools used and how they were designed to maximise the response rate. The reasons for selecting particular instruments are specified and explained.

Chapter Five: Data Analysis, Discussion and Interpretation of Results—This chapter is a presentation of the research findings and discussion of the results of the data collected in relation to previous literature.

Chapter Six: Proposed Framework, Conclusion and Recommendations—Chapter Six is a presentation of the proposed framework or solution for NPO sustainability, the conclusion to the study, recommendations, and direction on further research.

1.16 Summary

This chapter was an introduction to the study. It presented the research background, statement of the research problem, the rationale of the study and the study objectives. The chapter covered a brief summary of the literature and the research methodology employed for the study. The research methodology employed was briefly highlighted. This included the research design, population and sample size selection, in-depth interviews and focus groups as data collection instruments utilised for the study. The last section of this chapter looked at a summary of the data analysis process, ethical considerations and presented the limitations of the research. The subsequent chapter's focal point is on the review of relevant literature in an effort to contextualise and substantiate the research problem deliberated in this study.

CHAPTER TWO
AN OVERVIEW OF THE HEALTHCARE SECTOR AND NPOs IN SOUTH AFRICA

2.1 Introduction

This chapter builds on the introduction and background presented in Chapter One. In order to effectively address the research questions and objectives, it is imperative to comprehend the present state of the healthcare sector and in general NPOs in South Africa. Firstly, the chapter presents a general or broad overview of NPOs, specifically focusing on the definitions of NPOs, the different types of NPOs, the importance of NPOs, and the challenges faced by NPOs. In discussing the challenges faced by NPOs, both the macro and micro environments in which these organisations operate are examined. This approach is used in order to determine how best these organisations can operate or be supported to achieve sustainability.

This is followed by an outline of the history and the emergence of NPOs in South Africa. A review of the current state, the challenges and the successes of the healthcare sector in South Africa will follow thereafter. Following the analysis of the current state of healthcare in South Africa, the role of NPOs in the healthcare sector will be discussed, to comprehend the importance of these NPOs given the status of healthcare in South Africa. The chapter is concluded by reiterating the findings of the chapter.

2.2 Definition of an NPO

The term NPO is a broad concept that is understood and described differently by diverse entities. Often, NPOs are contextually characterised thus: organisational, functional, and people-centric views.

- **Organisational view:** With respect to the organisational view, an NPO is described as a trust, company or organisation established for a public purpose, and the income received is not dispersed to members or employees of the organisation (Western Cape Government, 2009; Non-Profit Organisations Act 1997).

- **Functional view:** NPOs’ functions vary owing to the size and the type of value they bring to society (Morris, Kuratko & Covin, 2008). Nonetheless, they are established with the main purpose of organising and overseeing voluntary social action focused on humanitarian problem-solving (Mokwa, 1990 in Tabaku & Mersini, 2013:80). Their operations are for non-financial objectives to produce a public benefit for a particular sector or society (Gonzalez, Vijande, & Casielles, 2002:56). Similarly, Smith, Stebbins and Dover (2006: 158) concur that NPOs are regularly committed to a specific public cause or promoting a certain point of view whilst obtaining a non-distributable income. Income generated is often used to further their mission.

- **People-centric view:** The people-centric view sees NPOs as entities that are established to be accountable, trustworthy, open and honest to every person who they serve and has invested time, money, and faith into the organisation (Frasier, 2008). They value relationships more than anything (Abraham, 2006).

Tabaku and Mersini (2013:79) further explained that there is no standard definition for describing an NPO; however, there are some characteristics, which distinguish NPOs from

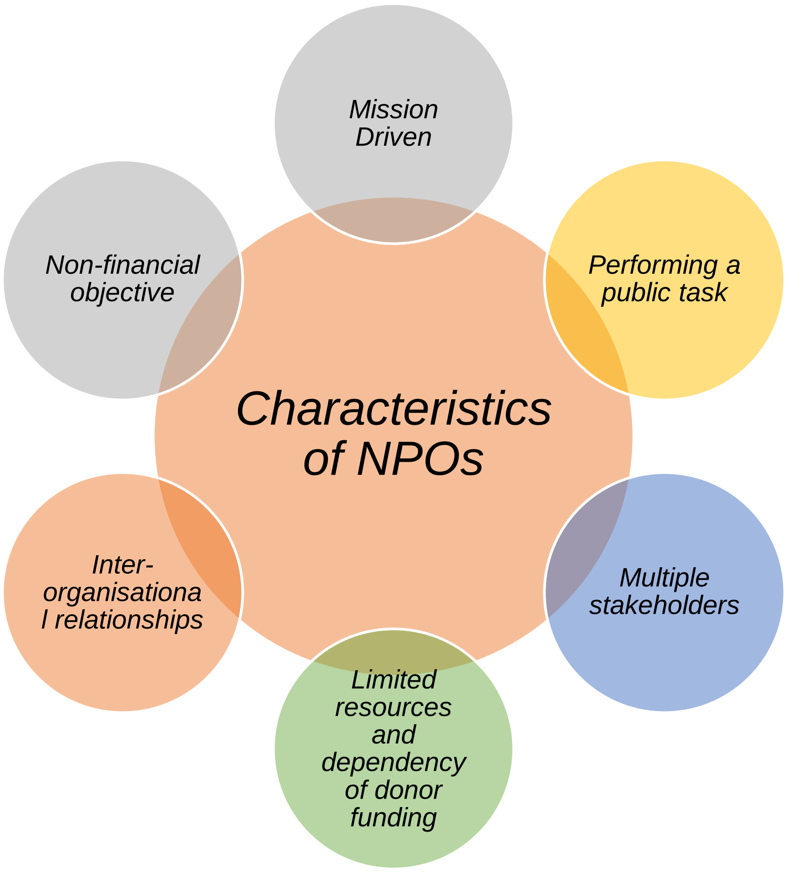

Figure 2.1: Characteristics of NPOs (Source: Tabaku & Mersini, 2013)

oher organisations. These include:

1) Mission driven

A mission defines the scope and space in which an organisation operates (Papulova, 2014:13). It describes what the organisation does. Kanter and Summers (1987) in

Tabaku and Mersini (2013:80) argue that the mission of an NPO is normally constructed around the service they provide. In the same view, the Southern Early Childhood Association presents that NPOs are structured around a mission whose importance is central to their work. According to Hasenfeld (2015), and Göttlichová and Soukalová (2015), NPOs are bound by the shared mission to deliver on the social needs of vulnerable populations. Their objectives are to fulfil a social mission through the different activities and projects they implement (Kitonga, 2017:11). However, this mission cannot be achieved effectively without the engagement, participation and eagerness of the beneficiaries of the NPOs activities. Three dimensions need to be considered when defining the mission, which is who is the customer, what is the need and how will it be satisfied (by what expertise, knowledge or distinct capabilities) (Hill, Jones & Schilling, 2014). Thus, marketing becomes a crucial function in an NPO in order to establish these three dimensions.

2) Non-financial objective

Apart from being mission-driven, NPOs operate for non-monetary benefit; their profits are not dispersed among staff or any person with a beneficial interest in the organisation (Courtney, 2002). Similarly, Vasigh, Fleming and Mackay (2010:19) concur that NPOs purse a specified objective without the intention of giving out excess income to members or leaders. Gonzalez et al. (2002) agree that NPOs operate without a financial objective for the benefit of society. Adding on, Swilling and Russell (2002:7) described NPOs as *"private, self-governing, voluntary, non-profit distributing organisations operating, not for commercial purposes but in the public interest, for the promotion of social welfare and development, religion, charity, education and research".*

3) Performing public tasks

NPOs also perform public tasks that are in demand, which the State or the for-profit sector can neither fulfil; normally these tasks are delegated to them by the State (Macedo & Pinho, 2006). They embark on promotional activities and initiatives that are beneficial to the public (Salamon, 1999). Rosenthal (2012:3) concurs that NPOs are created to advance a purpose in the public interest and address a social need. Market research, therefore, becomes imperative for NPOs to be able to identify these social needs.

4) Multiple stakeholders

More so, the NPO sector is a sphere or associations of organisations positioned between the household, the State, and the prevalent economic system, in which individuals with shared interests associate voluntarily (Civicus, 2002:3). Considering the nature of their operations and their servicing of different communities, NPOs interact with multiple stakeholders, which includes the people they serve, funders, government agencies, board members, volunteers, staff and other service providers (DSD, 2009).

5) Inter-organisational relationships

As a result of these interactions with multiple stakeholders, NPOs form inter-organisational relationships. The organisation and the people working in the sector are often tightly networked with others. Networks can be in the form of collaborative projects, mutual funding sources or servicing the same clientele. NPOs are normally closely linked and regularly in contact with people doing similar work. According to Abraham (2006), these NPOs value informal relationships and voluntary participation and strive to maintain these relationships.

6) Limited resources and dependency of donor funding

Many NPOs operate with limited financial resources, they depend on grants and donations to cover their operational costs. Mazibuko (2000) presented that most NPOs depend on donor funding to perform their tasks, and these donations may come from a local and foreign government, individuals, foundations or business in the form of Corporate Social Investments (CSI). The resource dependence theory (RDT) also presents that organisations are not able to produce all the essential resources, therefore, the need to rely on external relationships (Arshad, Bakar, Sakri & Omar, 2013:210).

Over the years, there has been growth in the number of NPOs globally, which has resulted in increased demand for donor funding (Behn, DeVries & Lin, 2010; Zainon, Atan, Wah & Nam, 2011); however, there is no proportionate increase in resources available to NPOs (Mishra, Biswas & Roy, 2005). As a result, many NPOs are faced with resources shortage in varying degrees and proportions (Balabanis, Stables & Phillips, 1997).

More so the indefinite and asymmetrical funding defies NPOs' long-term plans to improve their services and build sustainability. The ability to secure resources is now depended on how well an NPO can compete with other organisations and how good can it explore other options to find resources (Batti, 2014:57). It is also about how well the relationship is between the NPO and the funding source (Mazibuko, 2000). Modi (2012) concludes that market orientation is vital for attracting resources in NPOs.

Even though many intellects have come up with different meanings and characteristics for NPOs, the non-financial objective aspect and the mission of delivering social benefit is consistent. This study considers how marketing and management strategies are implemented by different NPOs at different levels, therefore, adopt the following definition:

> “*NPOs are civil society organisations that range from the faith- and community-based organisations, non-governmental organisations, charities (welfare), traditional organisations, other development and social forms of organisations working tirelessly on the social fabric of society”* (DSD, 2015:6).

2.3 Different types of NPOs

Besides the characteristics identified above that distinguish NPOs from other organisations, NPOs can further be categorised by their legal structure and size. Their legal structure and size may influence their way of operation and, in general, affecting their ability to become marketing oriented. Over 100 000 NPOs are operational in South Africa, with at least 53% of these classified as less official, local and public based; with several of them deficient in professionalism, fundraising, management expertise and structure (Russell and Swilling, 2008)

According to van Pletzen, Zulliger, Moshabela, and Schneider (2014), due to differences in nature of NPOs geographically in numbers, resources, type of undertakings and type of partnerships and networks, an identical approach for policy implementation may not cater for these variations. It is therefore imperative to understand the different types of NPOs, their legal structure and size. According to Nahavandi (2012), NPOs vary from small informal grassroots organisations to multi-billion dollar foundations. They are characterised by a wide selection of organisations of different sizes and form across the political, economic and public continuum of the society DSD, 2015:6). There are different types of NPOs in South

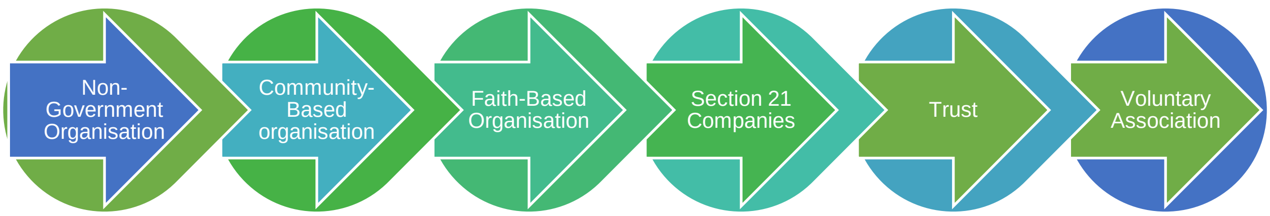

Figure 2.2: Types of NPOs
(Own compilation based on Machava, 2015:15 and DSD, 2015)

Africa. Machava (2015:15) and DSD (2015) identified the following types:

2.3.1 Non-governmental organisations (NGOs)

Vakil (1997:2060) describes NGOs as self-regulating, private, not-for-profit organisations that are established to improve the quality of life for underprivileged people. They are neither established to make nor distribute profits, but rather to recover their operational cost (Netswera, 2004:7). Lewis and Kanji (2009:2) describe NGOs as independent organisations that are neither run by the state nor motivated by a profit motive. Similarly, Willets (2002) agrees that an NGO operates independently with no direct control from the government, no involvement in moneymaking or illegal activities in order to serve a common purpose. Lewis (2010) explains that even though NGOs are neither run by the government nor driven by a profit motive, there are some NGOs that heavily depend on government funding and seeks to make a profit that is invested back into their business.

NGOs may be involved in income-generating activities, however, they do not distribute the profit or surplus (Western Cape Government, 2009). Cleary (1997) in Lekorwe and Mpabanga (2007), summaries that *"even though there is contestation of the definition of an NGO, it is widely accepted that these are organizations which pursue activities to relieve the suffering, promote interests of the poor, protect the environment, provide basic social services, and undertake community development".*

2.3.2 Community-based organisations (CBOs)

Coles (2012:2) describes a CBO as a public or private, NPO involved in addressing the social and economic prerequisites of the public in a specified geographic area. It delivers social services at a local level and its operations are heavily dependent on the voluntary contribution of resources, that is material, labour, and financial support (Chechetto-Salles & Geyer, 2006:4). CBOs are active and react to the development needs of societies they operate in. Their aim is to design, devise, and keep track of social and economic advancement programs and provide technical and financial aid to the society (Hussain, Khattak & Khan, 2008:749). Similarly, Dill (2010) described the activities of these CBOs as producing public goods and creating benefits to the residents of the communities in which they operate. The leaders and employees of CBOs are usually the local community members, who usually pay a membership fee to become part of the organisation (Dill, 2010).

2.3.3 Faith-Based Organisations

A Faith-Based Organisation (FBO) is an NPO that is motivated directly or indirectly by religion or spiritual values and purposes to improve the wellbeing of the underprivileged (Vodo, 2016: 6-7). They are important international players in responding to emergencies and people's need (Ferris, 2005:311). They are the religious-affiliated organisations with or without a non-profit status that provide public services (Watson, 2012:6). According to Vidal (2001), FBOs are generally found in three types which are congregations, national networks and free-standing religious organisations. Goldsmith, Eimicke and Pineda (2006) explains that these organisations are not that different from secular organisations, however, they have unique strengths that distinguish them from their counterparts: That is, *"they are generally trusted by their communities, particularly in distressed areas, they create and provide community leadership, they can access human and financial capital in the form of volunteers and donations, they are community and cultural anchors in areas where they have long been located, they are typically more readily holistic in nature, and they are driven by a higher calling".*

2.3.4 Section 21 companies

The Companies and Intellectual Property Commission (CIPC) describes Section 21 companies also known as Non-Profit Companies (NPC) as companies that are registered to provide services with no intent to make a profit. They are business-oriented in their legal structure but do not operate for gain, do not have share capital and cannot issue or give dividend shares to members (Makapela, 2010). Section 21 Companies should comprise of at list seven members and two directors' minimum (Wyngaard & Brewis, 2006; CIPC, 2017). The South African Companies Act 61 of 1973 also governs the Section 21 companies (Western Cape Government, 2009). The founding document for these companies is called a Memorandum and Articles of Association (Wyngaard & Brewis, 2006). Section 21 companies may be formed for the elevation of religion, charity, sciences, the arts, education, recreation, any other traditional or public activities (Companies Act 61 of 1973).

2.3.5 Trust

Wyngaard and Brewis (2006:5) explain that a trust is formed when a person donates property to other persons with an agreement that the donated property will be utilised for a specific purpose and for the benefit of specific people. The transfer may be by transcribed contract, testamentary letter, or court order. The agreement signed between the parties to the trust is termed the Trust Deed (Wyngaard & Brewis, 2006:5). The one who manages the trust property is called a trustee (Trust Property Control Act 57 of 1988). Trusts are registered with the Master of the Supreme Court under the Trust Property Control Act 57 of 1988 (Western Cape Government, 2009). Trusts can serve a range of purposes, for instance, it can be formed to fund education for a particular family or individual or maybe formed whereby trustees are given freedom to use the trust possessions for a broad purpose, such as a charitable purpose (Statistics South Africa, 2017).

2.3.6 Voluntary association

Voluntary association is a consensus between three or more people with the aim of promoting a public purpose, other than making a profit (Wyngaard & Brewis, 2006:4; Kumaran, Samuel & Wiston, 2012:33). The agreement can be vocal and does not necessarily have to be documented in writing (Nortjie, 2016). They are traditionally informal organisations who provide services in the communities they are based (Statistics South Africa, 2015), formed voluntarily with no legal requirements or regulations, which requires them to be formed or stops them from being, established (DSD, 2015). They are characterised by voluntary participation, small numbers of board members and beneficiaries giving their time freely (Khan, 2013:18). Formation documents are called Constitutions (Western Cape Government, 2009). It is one of the popular legal entities that is mainly being used for setting up NPOs because it is easy, inexpensive and quick to set up (Wyngaard, 2012). According to the NPO Directorate, voluntary associations represent about 95% of the entities that are listed and registered in terms of the NPO Act. One of the challenges of the legal structure is the inability to open a bank account if not registered in terms of the NPO Act.

Even though some legal structures as identified above have no legal requirements or regulations, which requires them to be formally registered, the lack of ability to be registered may present them with challenges. Wyngaard (2012) explained that in order to access State funding, NPOs must be registered in terms of the NPO Act. This implies that those NPOs that are not listed in terms of the NPO Act do not have access to government funding. The NPO Act was introduced with the intention to benefit and create enabling environments for NPOs (Machava, 2015), however, in reality, this does not seem to be the case. Wnygaard (2012) concluded that the South African environment is not supportive when starting an NPO; many small organisations take the longest to be fully operational due to the registration requirements. Dismayed, Wnygaard (2012) recommended that the government should seriously consider revising Section 3 of the NPO Act, and synchronise the execution of its policies and processes in a way to stimulate, support and increase the ability of NPOs to perform their functions and continue delivering important value to the society.

2.4 Importance of NPOs in society

The role of NPOs in social transformation has been remarkable. Globally, NPOs play a valuable role, with the potential of rectifying various market failures and delivery of public goods and services that are not delivered by the state (Edwards, 2013:1). They are acknowledged as the main driver for social support and promoting good behaviour in society (Omura & Forster, 2014:255). Weerawardena et al. (2010:346) agree that NPOs provide critical services and contribute to the society through societal value creation; they focus on the gap in the society that is not addressed by corporate or governmental sectors (Wright, 2015:1).

In South Africa, NPOs play a vital role in improving economic statistics and aid in decision-making for policymakers, businesses and civic leaders (Statistics South Africa, 2011:1). They help address critical issues like violence, societal and developmental issues, victim aid, poverty alleviation and job creation, among others (Wiggill, 2014). They play a critical role in advancing community development and protecting citizens from dehumanising experiences and circumstances (DSD, Strategic Plan, 2015:7). Some of the importance of NPOs include:

2.4.1 Employment creation

According to Berg (2013), NPOs are providers of steady employment; they require specialised personnel to smoothly run their day-to-day operations with goods and services, such as computers, internet services, utilities, and phones in order to generate revenue to the supplying companies. Suresh (2013), added on that not all people employed by NPOs are volunteers, these organisations also have paid staff even though they receive lower pay compared to the commercial private sector. In addition, NPOs employ students during their vacation, which necessitates skills development and experience.

According to Swilling and Russell (2002), the NPO sector employs more people compared to other major sectors in the economy. Salamon, Sokolowski, Haddock and Tice’s (2013) findings specified that, globally, the NPO sector employs 10% or more of the labour force, making them one of the leading employers of any industry. In South Africa, more individuals are employed in the NPO sector more than in national government, construction, transport and commercial services (Habib, 2002). The South African NPO sector provides over a million employment opportunities, both paid and unpaid (Dlamini, 2019). Thus, NPOs contribute immensely to reducing unemployment levels.

2.4.2 Poverty alleviation

NPOs also play a significant role in reaching the poorer population that remains unserved. Kyalimpa (2013:2) agrees that governments in Africa are confronted with limited capacity and resources to deliver services needed by the public, thus NPOs play an important role in closing this gap (McMahon, Seaman, David & Lemley, 2015; Wo, 2018). The National Treasury Provincial Budgets and Expenditure Review 2010/11 – 2016/17 (2015:103), reported that in South Africa, a number of measures have been introduced to remove discrimination, however, immense inequities continue to mark the socioeconomic landscape, especially in rural areas. The review further commends the works of NPOs and proposes cementing of the relationship between government and viable NPOs in order to strengthen the capacity of service delivery and reducing these inequalities.

Herlin and Pazirandeh (2011:411) prove that NPOs have contributed to cross-sector collaboration between companies and NPOs, through public-private partnerships (PPPs), which has resulted in an increasing number of initiatives commenced to overcome market and public failures, particularly in the international public health sector. Buse and Waxman (2001) agree that these partnerships introduce major resources that can be of great benefit to large populations of beneficiaries serviced by NPOs.

2.4.3 Provision of public services and goods

Miraftab (1997), Kilby (2006) and Albareda (2008) noted that the state has withdrawn some of its free services and contracted out to the private sector. In South Africa, this is evident with the emergence of PPPs relations established. The apartheid-era has also resulted in service gaps to the poor. There is limited public services provision from the State due to limited financial resources; the inequality gaps have therefore increased (Salamon, 1994; Gray, 2006; Lehman, 2007). According to the National Treasury Provincial Budgets and Expenditure Review 2010/11 – 2016/17 (2015:99), NPOs are the main distribution arm of public welfare services and the social development sector relies greatly on them for service delivery. They provide better services and goods compared to those provided by the public sector. Ciucescu and Alecsandri (2009:15) maintain that there is increasing demand for public services, therefore, the need for diversified and critical resources and services provided by NPOs (Smith, 2014; Gayle et al., 2017; Wo, 2018).

2.4.4 Provision of better goods and services

Ciucescu and Alecsandri (2009:16) are of the view that NPOs provide better goods and services as compared to the ones provided by the public sector. More so, NPOs have less rigid administrative structures and the availability of volunteers enables them to respond to issues faster and to deliver goods and services at a lesser cost.

2.4.5 Social responsibility and improvement of society

Vidal and Torres (2005:7) presented that increasing complexity in society has led to the emergence of a diverse organisation that coexists and works together for the betterment of the community. NPOs develop community through upliftment of the human race (Singh & Bodhaya, 2014). DSD (2009:3) presents that NPOs bring solutions to urgent social problems. They are committed to bringing about innovation for the betterment of the society. The projects and programs they implement are helping in improving the quality of life for communities. According to Ciucescu and Alecsandri (2009:14), the development of society is achieved when NPOs efficiently mobilise resources as well as tangible solutions at a lesser cost to those community problems, which the government cannot reach. Consistency in NPOs' missions and values results in world improvement (Vidal & Torres, 2005:12).

Vidal and Torres (2005) presented this integration and how social value is delivered by NPOs

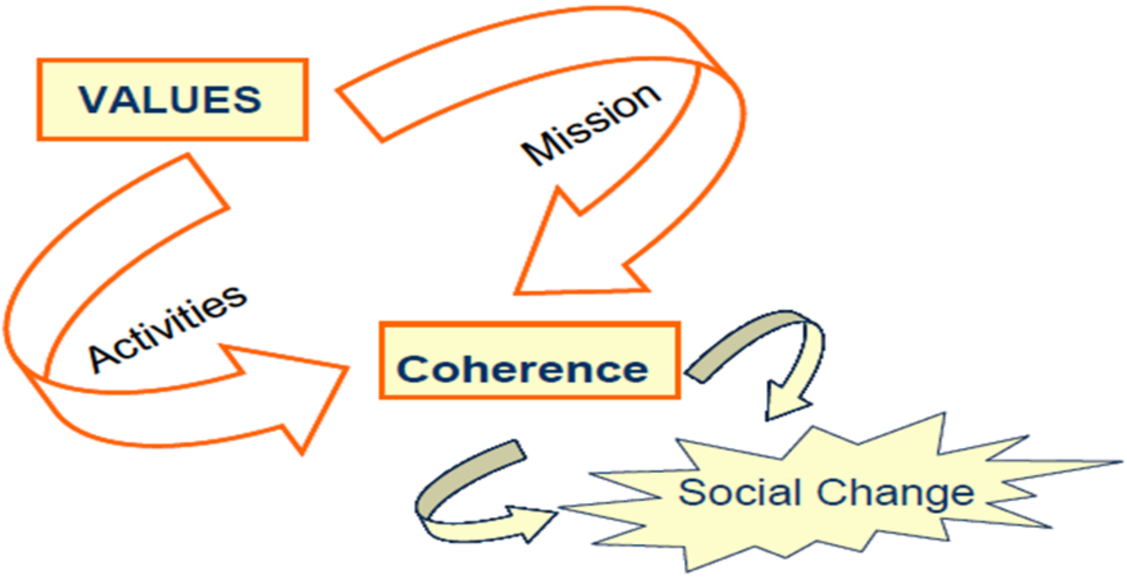

Figure 2.3: The framework of social responsibility for NPOs (Source: Vidal & Torres, 2005)

as shown below in Figure 2.3.

2.4.6 Supporting the strengthening of social systems

NPOs support the government and the funders to advance the development strategy through strengthening the institutions, increasing the level of professional qualifications of their personnel, and training their staff in order to acquire a good management capacity (Ciucescu & Alecsandri, 2009:15). They support the reinforcement of social structures. They give citizens the opportunity to influence public policies, to condemn, and to observe the government policy. Oosthuizen (2014) concurs that NPOs often support the weak or failing government services and this is critical for the continued growth of the country socially and economically.

2.4.7 Research and information source

Anbazhagan and Surekha (2017:20) affirm that NPOs can also act as a source of information, which can be utilised in the development and formulation of national policies. NPOs can meet an economy's needs based on their direct contact and interactions with different communities they serve. According to Issaka and Issaka (2016), NPOs conceptualise and formulate projects that respond to communities' particular needs and constraints. More so, NPOs contribute to all phases of research, which include fostering the significance and value of the research, priority setting, and data interpretation to action (Anbazhagan & Surekha, 2017:21). In South Africa, some NPOs have been established specifically for carrying out research and some in the healthcare sector have formed partnerships with universities for research purposes, for example, the Desmond Tutu TB and HIV Centre.

2.5 Criticisms against NPOs

Even though NPOs are recognised for the benefits and value that they create in the economy and societies they operate in as noted above, there are some criticisms that are associated with them (Matthews, 2017; Anbazhagan & Surekha, 2017).

2.5.1 Dominance of international power

Society has lost faith in the services provided by the State, and the government is mostly viewed as corrupt. This has caused a major change in funding movement in Africa as donors have moved to a conduit of international funds through NPOs rather than the State (Chege, 1999:6). The power of the State has become limited as international players take dominance

(Matthews, 2017). Limited power of the State's position leaves African people at the sympathy of funders and increases dependence on donor funds.

2.5.2 Focusing on the technical solution

According to Matthews (2017), NPOs focus on bringing a technical solution to poverty rather than addressing the original issues. They bring a product or service to address an issue without getting to the root of the problem. For instance, the provision of food supplies to the community without addressing the root cause of these communities not having sufficient food. In other words, NPOs are rather reactive; they act as relief aiders instead of being solution providers.

2.5.3 Accountability to funders than the people they serve

NPOs have now shifted to be more responsive to their donors than the people they aid. This is due to the high dependence of donor funding which has resulted in their projects, and services offered being designed according to the donor preferences instead of the beneficiaries (Matthews, 2017). The concentration and accountability to the funders has resulted in servicing of short impacts rather than the critical needs of the people they serve (Suresh, 2013). More so, variations in the funding landscape have incited ordinance for more financial transparency and good governance in NPOs (Aschari-Lincoln & Jager, 2016). NPOs now need to continuously adhere to tedious reporting rules to remain genuine and credible in the eyes of the donors. The focus has greatly shifted towards impressing the donors and being obliged to serve the donor's mandate, rather than the people (Hershey, 2013).

2.5.4 Employment offered to the elite

Matthews (2017) presented that NPOs offer jobs to foreigners and the local elite. Employment is provided to those people that are qualified in specific studies like development studies, and this does not offer empowerment to the local population. Mostly, NPOs provide services to the poorer communities and in these areas, the number of people who have had the opportunity to receive full education is minimal.

2.5.5 Narrowly focused programs and competition

Anbazhagan and Surekha (2017:19) are of the view that NPO programmes are usually focused on a specific area or problem and overlooking or giving little attention to other areas that may be in dire need of the NPO's intervention. This is due to some interventions or problems being more marketable to the donors than the others. More so, NPOs may compete and not coordinate actions with similar NPOs and country programs pursuing the same mission (Anbazhagan & Surekha, 2017:19).

2.5.6 Non-verifiable quality

NPOs provide services and deliver goods to deprived populations that provide little or no feedback on the quality of the services or goods provided (Werker & Ahmed, 2008). These populations are in dire need of the NPO's assistance and are not at liberty to choose as compared to a normal setting whereby one has a choice to buy or not to buy a service or product from a certain supplier. Generally, the NPO target market will settle for what has been made available to them.

2.6 Challenges faced by NPOs

It is important to also examine the developments and issues that hinder NPOs from operating effectively. Examining these will help in identifying where these organisations need the most support and proposing solutions to the identified problems. More so, according to the Knowhow NPO (2017), the success and sustainability of an NPO are only realised when the organisation is aware of forces and trends in the environment they operate. The environment in which NPOs operate can present them with challenges or opportunities. Understanding the challenges was considered critical in this study as it aids in finding a solution on how best NPOs can be assisted, having realised their importance to a community and a country. More so, long-term sustainability is achieved when NPOs are able to identify these challenges and plan strategically before they are experienced.

In discussing the challenges, the SWOT analysis (focusing on strengths, weaknesses, opportunities and threats) and the PESTLE analysis (focusing on political, economic, social, technological, legal, and environmental factors) theories were adopted. The SWOT was adopted to analyse the micro environment while the PESTLE theory was used to analyse the macro environment in which NPOs operate. Figure 2.4 below presents a summary of the factors found in both micro and macro environments.

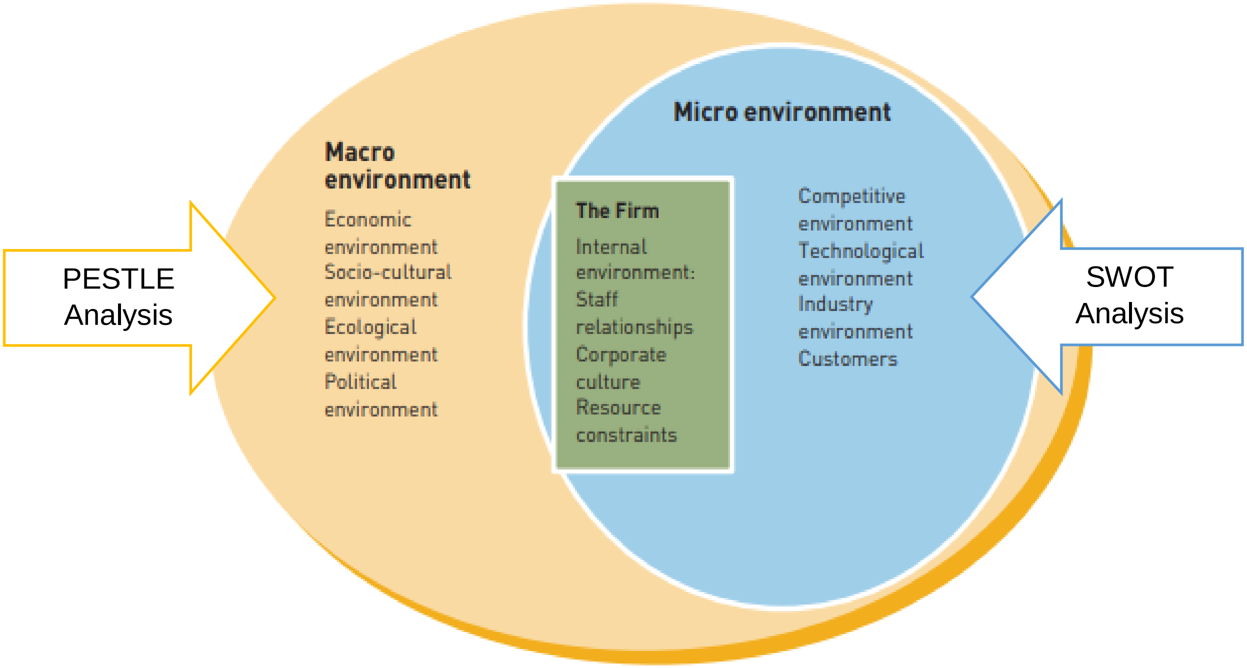

Figure 2.4: Environmental Factors (Source: Blythe and Prelims, 2013)

2.6.1 Micro environment

According to Marr and Creelman (2012), the micro environment refers to the organisations' SWOT. It refers to elements that are close to or internal to an organisation that hinder the ability of the organisation to function effectively and are within the organisation's control. Some of these micro factors include management and personnel, finance, competitors, customers, suppliers, public, and marketing intermediaries (Blythe & Prelim, 2013:30).

2.6.1.1 Competition

Competitors refer to similar organisations that serve the same customer base or aim to fulfil a similar need (Pindiche, 2013:329). There are growing numbers on new entrants to the NPO sector (Chew & Osborne, 2009), which may be considered beneficial as it results in the greater provision of goods and services (Bose, 2014). However, the growing number of new players has resulted in increased competition for donor funding and limited resources (Phillips, 2012; Dana, Gurău, Hoy, Ramadani & Alexander, 2019). Batti (2014:59) concurs that the increasing number of NPOs has resulted in duplication of resources; a case whereby

10 or more NPOs operate in the same geographical area, offering similar services and competing for the same funding.

More so, shrinkages and uncertainty in funding and reduction in traditional philanthropic income have also accompanied the competition for donor funding (Phillips, 2012, Chew & Osborne 2009, Bingham & Walters, 2012, McAlexander & Koening, 2012). Adding on, the increasing competition has left emerging NPOs under great pressure of proving themselves to the donors as compared to larger NPOs (Batti,2014). Operating in such an environment, NPOs have to fight for survival and to remain sustainable (Weerawardena et al., 2010).

In order to survive the competition and to remain sustainable, Chams and Alsagheer (2017) and Galbreath (2018) recommend the effective allocation of resources, profit maximisation, and promotion of social welfare. Dart (2014) advocates for the adoption of new strategies aimed at sustainability. This is in order for NPOs to be less reliant on donor funding, to remain viable and withstand competition. Organisations need to start thinking of innovative options for diverse and multiple funding sources that will support the organisations to take on their missions (Batti, 2014:61). There is a need for the adoption of a viable business model, engaging in private entrepreneurial initiatives and effective use of the existing infrastructures (OECD, 2012; Dana et al., 2019). Watson, Wilson and Macdonald (2019), Pappu and Cornwell (2014), and Bauer and Matzler (2014) recommend partnerships between NPOs that can help to improve the resources' value, sharing of skills and capabilities, innovation, better supply chain reach, and great service delivery.

2.6.1.2 Funding and financial issues

Previous studies have noted financial sustainability as a major challenge for NPOs (Harvey & Peacock, 2001; Brown & Kalegaonkar, 2002). Globally, many NPOs rely heavily on donor funding to finance their mission and fulfil their obligation (Kyalimpa, 2013). Awan and Hameed (2014:55) concur that donations are an essential part of NPOs as none of them can be sustainable without the donation. According to the USAID's (2010) Sustainability Index report, only a few NGOs are capable of generating substantial revenue by pursuing economic activities, assigning a cost to their services, or collecting membership fees.

Arshad et al. (2013:211) agree that NPOs depend on different sources of funds ranging from membership fees to the sale of assets and mainly institutional donations. However, donations are not easy to access; funding is clustered among a few organisations that are well established (Koch, Dreher, Nunnenkamp & Thiele, 2009) and who are able to adequately provide information of their operations and organisational activities (Hodge &

Piccolo, 2005; Saxton, Kuo & Ho, 2011). For a lot of NGOs, financial feasibility may be equally reliant on the availability of international donors and the ability of the NPO to compete for international donor funds (USAID, 2010).

According to Stuart (2013), funding is one of the main challenges faced by NPOs in South Africa. Lombard (2008) noted that there are major inconsistencies in the distribution of funds from the state to NPOs due to lack of transparency organisations. Oosthuizen (2014) explains that NPOs in South Africa have played a significant role in trying to address some of the challenges and inequalities that are prevailing; however, they are also faced with limited funding and support. Even though some of the NPOs in South Africa have become proactive in addressing these funding challenges, many are under-resourced and are highly dependent on a single source of funding (Dlamini, 2019). Funding for NPOs in South Africa remains unpredictable, therefore, making it challenging for NPOs to pursue ideas in alignment with their strategies (Ratlabyana, Mkhonza & Magongo, 2016).

The major funding sources like the National Lotteries Board and CSI have cut down their support for NPOs (Oosthuizen, 2014). This has, in turn, led to NPOs cutting down on their services to beneficiaries, staff retrenchment and closure of the business (Akintola, Gwelo, Labonte & Appadu, 2016). According to the survey on “Nonprofit job losses and service cuts survey” conducted by the GreaterGood South Africa in 2012*,* 80% of the NPOs surveyed had experienced funding cuts which led to cutbacks on staff and the closure of many NPOs. This implies that NPOs may not able to reach everyone who needs their services; therefore, remains an unserved population in South Africa. According to the Funds for NGOs (2019) the main sources for NPOs globally are as follows in their respective ranking:

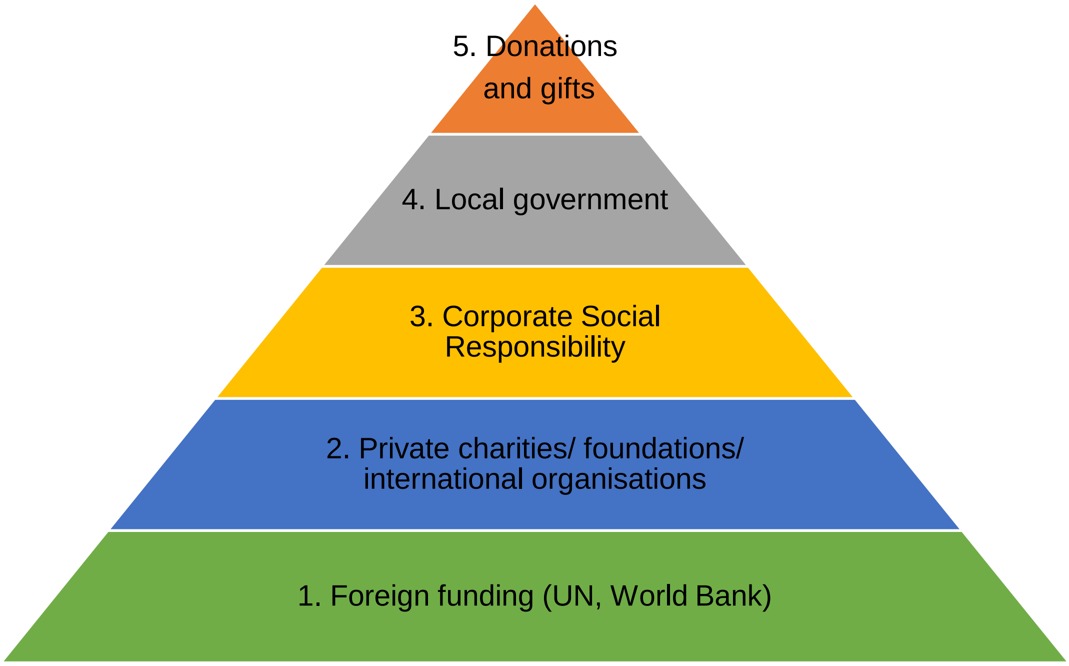

Figure 2.5: Major funding sources of NPOs globally (Own compilation based on Funds for NGOs website)

In South Africa, according to Statistics South Africa report in 2017, majority of the income of NPOs in the country comes from three main sources which are: local donations, government subsidies, and membership subscriptions. Government subsidies have been identified as the largest contributor to the total NPOs' income, accounting for 44%, followed by donations, with the NPOs involved in social services receiving half of the government subsidies (Statistics South Africa, 2017). Similarly, Gebresselasie-Hagos and Smit (2013), in their study, found that 43% of organisations surveyed received funding from the government. This high dependency on government, as a single source of funding, creates a negative effect should the funding be limited or not forthcoming from the government (Ratlabyana et al., 2016).

2.6.1.3 Governance issues

Fukuyana (2013:3) describes governance as the ability to create and administer rules and deliver services. According to the United Nations Economic and Social Commission for Asia and the Pacific, it is the practice of making decisions and implementing them. According to Batti (2014:60), the right structures to support the growth of the organisation are non-existent in NPOs. In organisations where a board exists, it is less functional and rarely effective in providing strategic direction to the organisation.

Chams and García-Bland (2019) maintain the role of board members as promoting awareness for the implementation of systems and tactics towards sustainability and maintaining a balance between the organisation, its customers and its stakeholders. The board's role is critical for achieving alignment between the organisation's profit, effectiveness and responsiveness to the environmental pressures, and improve employees' commitment to sustainability (Waring, 2008).

Boards are created to provide leadership and oversight on the operations of the organisation (Kapyepye, 2013:86). According to Granovetter (1985) in Chams and García-Bland (2019), one of the functions of board members is to improve the organisation's performance through effective distribution of resources. The board should be responsible for organisational strategy, resources mobilisation and ensuring that the organisation has sufficient resources to operate. It provides oversight for the management executives in their delivery of organisational goals (Chelliah, Boersman & Klettner, 2015); however, most boards are not aware of their part in supporting the organisation (Batti, 2014).

More so, NPO boards operate in the absence of stakeholders and are accountable to no one. Board members should play an active role towards the growth and sustainability of the NPO that they serve, their role should not be limited to providing strategic direction but rather extend to funding mobilisation, stakeholder engagement, and creating visibility for the NPO. In some instances, donors request for governance information as they make decisions on funding allocation. Many times NPOs lack critical governance implements, such as the constitutions, policies and guidelines which affect their potential to get funding and scare away prospective funders (Batti, 2014:60). This has resulted in many organisations collapsing and their subsequent entering into a financial crisis (Steen-Johnsen, Eynaud & Wijkstrom, 2011).

2.6.1.4 Accountability and transparency

As highlighted above, poor governance results in NPOs being unable to meet the funder's requirements. Batti's (2014) findings indicated that many NPOs lack two critical pillars, which are transparency and accountability. According to Batti (2014), many NPOs lack proper systems for financial management, monitoring and evaluation and managing the overall program performance that leads them in failing to earn their sponsors trust. Othman et al. (2012:7) maintains that inefficiency in internal controls has resulted in donors and stakeholders losing trust in NPOs. Similarly, Parthasarathy (2013:35) agrees that good governance, together with accountability and brand building, is essential to guarantee the incessant flow of funds in NPOs. Helmig, Jegers, and Lapsley (2004) also highlighted that internal functioning challenges have affected the operations of NPOs and their ability to achieve their mission successfully.

2.6.1.5 Founders syndrome

Batti (2014:60) describes founders' syndrome as when the founder regulates and manages the operations of the organisation with insignificant participation of other members. Williamson (2002) presents that management for NPOs should be more concerned about acting in favour of the organisation, involving the interested parties and employees and ensure accountability to sponsors and employees for the use of resources. Management for NPOs may include the founders, the Chief Executive Officer and board members accountable for overseeing the operations of an organisation, they plan, lead, organise. When the management and founders' actions are not considering the interest of its stakeholders or employees, it may result in conflict within the organisation, which may end up affecting its operations.

Furthermore, the process in which decisions are made in an NPO may pose a big challenge to the operations of the organisation in the sense that poor decisions may negatively affect the operations of an organisation, and in several instances, what founders say is usually what is followed in the organisation, regardless of other employees' opinions. More so, management may become too content with the present approaches and may not be keen to explore other innovative ways (Batti, 2014:60). As noted that it is crucial for NPOs to be conscious of the environment in which they work in, it also implies that management needs to be able to react promptly to any changes in the environment. However, due to the bureaucracy in leadership or management, NPOs might be slow in responding to opportunities or challenges; this therefore, affects their competitive advantage.

2.6.1.6 Lack of experience and skills

Morris et al. (2008:108) are of the view that the management team of an NPO is usually not as experienced as that of organisations that operate for profit, which strive for financial and technical efficiency. Batti (2014) established that many NGOs in African countries lack networking skills. Instead of collaborating towards a common cause, they are seen competing for resources. They lack the ability to attract the right skill set, participants, and champions who can assist in maintain and developing their work after setup (Dana et al., 2019). More so, lack of skills has resulted in many NPOs being incapable of communicating effectively who they are, their mission, purpose, and their successes, which has resulted in poor visibility of the organisation and a lack of effectively marketing their programs (Batti, 2014). This has resulted in NPOs missing the opportunity to acquire essential resources, as funders are not aware of the existence of the organisation within the area, sector or country.

Othman et al. (2012), concludes that lack of experience and skills has resulted in NPOs losing out in critical areas like financial health enhancement and expansion even though some argue that this is due to limited resources and funding. Brown (2012) agrees that NPOs lack fundraising expertise, which is a critical area for ensuring the financial health of the organisation.

2.6.1.7 Lack of resources and capacity

More so, limited resources and funding in NPOs have also resulted in significant capacity limitation in terms of human resources. Batti (2014:60) maintains that having insufficient staff in NPOs has resulted in these organisations being unable to access appropriate funding or resources. For NPOs to access funding, they need the right staff with the right skill set to draft winning proposals and to continuously conduct research on what is available out there. Batti (2014) also indicated that NPOs are unaware of the opportunities that exist and are available to them, this might be owing to lack of resources and capacity to do market research.

Batti (2014) recommended on drawing of locally generated resources and investing wisely in order to achieve sustained development for any organisation. Excessive reliance on external resources sets limits on the organisation and creates some vulnerability. Even though the organisations realise the benefit of less dependency on donors and the necessity for local funding, this mechanism for resources mobilisation has not been given priority (Batti, 2014)

2.6.1.8 Beneficiaries

The beneficiaries are largely the consumers of the NPOs' services or products; they are an important group of people that can influence the delivery of the NPO's mission or obligation. The way the NPOs are perceived by this group of people may also affect the NPO's operations and sustainability in the end. NPOs need to ensure that this group of people are satisfied and are informed on the NPO's operation. Negative communication or reports from beneficiaries can affect the NPO's reputation and ability to attract donors. NPOs should at all times ensure that good relations are maintained with their beneficiaries. Beneficiaries are central to creating brand awareness. Thus, relationship marketing becomes of utmost importance to strategically guide the NPOs in identifying, developing and maintaining relationships (Catoiu & Tichindelean, 2012).

2.6.1.9 High staff turnover

Bezuidenhout (2017:32), outlines that NPOs also experience high staff turnover, employees leave the NPO sector for better salaries in other sectors. This has resulted in capacity issues and the inability to retain skills in the sector. Adding on, NPOs are failing to retain staff due to low salaries and poor benefits which have resulted in a high turnover of skilled staff (Ratlabyana et al., 2016). The 2015 Non-profit Employee Engagement and Retention Report identified the following reasons as to why NPOs experience high staff turnover: compensation, communication, organisational culture, poor leadership, stress, hiring practices and lack of training and development. Inyathelo (2016) described high staff turnover as a chronic problem being faced by NPOs, this has resulted in NPOs incurring more costs recruiting, hiring and training new staff and losing out in productivity and institutional knowledge.

2.6.1.10 Shift in donor behaviour

Weideman (2012) presented that there has been a shift in donor behaviour. Donors are now more proactive in making contact with the organisation they prefer to work with; they define the conditions and criteria of when and how the charities should communicate with them. This shift poses a challenge to all other organisations that desire to raise funds and are not the donor’s preference.

2.6.2 Macro environment

Batti (2014:61) mentioned that it is critical for organisations to understand and evaluate the external environment in order to realise the issues that may influence their resource mobilisation efforts. The macro environment refers to those factors that are outside of the organisation's control, and are common to all companies within a particular industry and other industries. Some of these factors include government policies, economic climate, and culture (Blythe & Prelims, 2013). Some of the factors overlap between both the micro and macro environments, for instance, competition. Even though there are a number of ways of classifying the macro environment factors, most studies agree that the environment comprises of the following elements: social, economic, technological, political, legal and environmental, global factors (Birnleitner, 2013; Blythe & Prelims, 2013; Pindiche, 2013; Thompson, Peteraf, Gamble & Strickland, 2012). The study examined the macro environment for NPOs using the PESTLE theory.

2.6.2.1 Political and legal

The political and legal factors are discussed together due to their interconnection. Usually, the prevailing political environment, in turn, influences the legal aspect. The political environment has an influence on the operations of organisations in the sense that the political parties have policies in place, which the majority have to adhere to. According to Blythe and Prelims (2013), the ruling party often sets the tone on how the country should behave as a whole and mostly in governmental departments. The USAID Sustainability Index report 2010 concludes that for any NPO to be sustainable, the legal and political environment should support the needs of NPOs by facilitating new entrants, help prevent governmental intrusion, and give NPOs the required legal support to engage in suitable fundraising undertakings and appropriate revenue-generating activities.

2.6.2.1.1 New legislation and laws

The appointment of a new government may also result in the introduction of new laws, legislation, constitutions, and policies. This may pose challenges in the way NPOs operate.

According to the Sustainability Report (2012), the Non-Profit Organisation’s Act of 1997 was introduced in September 1998, replacing the old Fundraising Act that had been in place during apartheid to restrict the activities of NPOs. Stuart (2013) presented that the introduction of the NPO Act 1997, which sought to clarify the role of NPOs in the new independent SA in practical terms proved to be challenging, as it obliges the government to build a supportive environment for NPOs to execute their purposes effectively. However, this has not been the case as many NPOs still struggle to obtain funding, accessing the state support, forming partnerships and capacity building which will enable them to fulfil their mandate (Habib & Taylor, 1999).

Some policies and activities like budget restricting may result in a reduction for funding or support towards NPOs. Even though registration is voluntary in South Africa, tax and skill levy exceptions have motivated many NPOs to register with the Department of Social Development (DSD, 2009:6). In 2013, 36 488 NPOs were deregistered (Child, 2013). This deregistration of NPOs was due to non-compliance (Stuart, 2013). Deregistration of NPOs may result in exclusion from funding opportunities as most funding agencies, the State, the National Lottery Fund usually requires an NPO to be registered before they can grant them funding (Stuart, 2013). Nortjie (2016) agrees that being registered according to Section 11 of the Act allows the state to allocate benefits and allowances to NPOs.

Stuart (2013) concludes that the registration and compliance of NPOs are justifiable, however, the government should provide NPOs with the necessary support in order for them to be compliant. Nortjie (2016) concludes that even though starting an NPO is simple, the registration process is quite complex. In South Africa, a registered NPO can be in the form of a trust, voluntary association or a Section 21 company (DSD, 2009:9). The legal requirements surrounding NPOs differ according to the structure of the NPOs. The requirements of each different type are presented in Table 2.1 below.

Table 2.1: Registration requirements for NPOs
(Own compilation based on DSD, 2009)

Type	Registration requirements	Governing Act
Voluntary Associations	• A completed NPO application form and • Two signed copies of its Constitution	Constitution / NPO Act No 71 of 1997
Section 21: Companies Act of 1973)	• A completed NPO application form • Memorandum and Articles of Association	Companies Act of 1973
Trust	• A completed NPO application form and • Deed of Trust/ Trust Deed	Trust Property Control Act of 1988

2.6.2.1.2 Tax law

The Sustainability Report 2012 reported that the Taxation Laws Amendment Act of 2000 also affected the funding for the NPO sector. The Act created Public Benefit Organisations (PBOs) which are exempt from paying taxes under certain conditions for non-profit activities. Even though this was to benefit all organisations with PBO status, Umhlaba Development Services (2005:47) found that the Act only benefited those organisations in urban areas and operating at the national or provincial level, listed as Section 21 companies and members of networks or alliances.

More so, the recent development in the increase of Value Added Tax (VAT), may also affect NPOs. When international donors make a donation, they do not make provision for VAT, NPOs are liable for paying their own VAT of whatever procurement or purchase that they make.

2.6.2.1.3 Political stability

The political and legal aspect may also affect international donation. An unstable political environment is likely going to push away donors; on the other hand, a favourable political

State attracts more funds into a country. Political instability can also exacerbate social turbulence (Cilliers & Aucoin, 2016). According to the NGO Pulse (2004), rising political instability in South Africa has resulted in increased poverty, unemployment and inequality; this implies that NPOs' social burden will also increase, as many people need to be catered for. Cilliers and Aucoin (2016:2) reported that in 2011, 10.2 million people lived in extreme poverty whilst 28 million people in South Africa are poor (earning income below R779 per person per month).

More so, social stability is affected by political trends prevailing in a country. According to Cilliers and Aucoin (2016:4), poverty, unemployment and inequality have affected social stability in a complex way, living conditions increase the risk of crimes, violence, substance abuse and health which in turn increases the burden on NPOs to redress these challenges created. In addition, some NPOs are directly or indirectly associated with political parties within their countries. Due to this link, the activities of the political party may also affect the operations of the NPO, either positively or negatively, depending on the stability and image of the political party at that moment.

2.6.2.2 Economic

The economic environment refers to the level of demand in the economy; it includes economic conditions, economic policies and the economic system of a country.

2.6.2.2.1 Global economy

An economy may experience an economic boom or recession. An economic boom or growth is demarcated as a rise in the size of national economies, invention and consumption of goods and services, which is usually indicated, by the increase in Gross Domestic Product (GDP) (Haller, 2012:66). Economic growth has a positive impact on society; it leads to improved and increased standards of living (Haller, 2012). Improved standards of living imply that the community burden that NPOs have to address is minimum.

On the other hand, a recession occurs when the gross national production decline for three repeated months. During the times of economic recession major purchasing or investment decisions are withheld or postponed. For instance, the Global Crisis of 2008 affected a number of donors and resulted in many donors being hesitant to donate and some withdrawing their funding. Davis (2012) affirms that the Global Crisis resulted in the substantial diminishing of individual and private donations towards NPOs in South Africa. The economic downturn also resulted in the reduction of CSI budgets (NGO Pulse, 2012).

According to Stuart (2013), many NPOs in South Africa have turned to the government for support, which has resulted in increased competition for government funding. However, with the dependency on government funds, NPOs will inevitably become closely connected to the State and it may be difficult to separate the two (Pratt & Myhrman, 2009). Being identified with the government might not work in the favour of NPOs, in the sense that the State is usually identified as inefficient. Keeping track of funds is difficult hence, donors prefer making donations through NPOs.

2.6.2.2.2 Exchange rate

The exchange rate is also another element of the macro economy that affects all businesses including the NPO sector. Exchange rate refers to the value or ratio of which a currency can be traded for another currency at any specified period of time (Evans, 2014). Small changes in the exchange rate can have a significant impact, can lead to a period of uncertainty, and may influence investment decisions (Runyan, 2016). South Africa at present is experiencing fluctuating exchange rates. Internationally funded NPOs who find their resources in other countries may be affected by falling Rand value. According to the Ebury Report (2014), donors often provide a substantial amount to NPOs in the form of restricted funds set out to achieve a single goal specified by the funder. The reliance on foreign currency from international donations has exposed charities to great risk, as the funds are most open to fluctuation. Exchange rates, in other words, affect the long-term planning and budgeting for NPOs. Management SA (2014) recommends the cultivation of local alternative sources of funding.

2.6.2.2.3 Inflation

Inflation refers to cash induced changes that result in a weakening of the buying power (Cachanosky, 2009:2). Oner (2017) describes inflation as how costlier a set of goods and services turn out to be over a certain period. Increases in the price of goods and services will likely affect NPOs that are involved in purchasing and procuring services' input resources in order to deliver on their mission. High inflation may result in the provision of NPOs' services being costly, which may in turn, lead to scale back on service provision. Ryder (2009) presents that rising cost of inflation results in increased cost of living; this also leads to NPO employees requesting for salary increases to match the cost of living. Failure to address this may lead to low staff retention and losing out key staff.

2.6.2.3 Social

Blythe and Prelims (2013:33) classified the social environment into four categories, which are demographics, culture, social responsibility and ethics, and consumerism. They justified that there is a relationship between them. The study also adopts some of these categories and

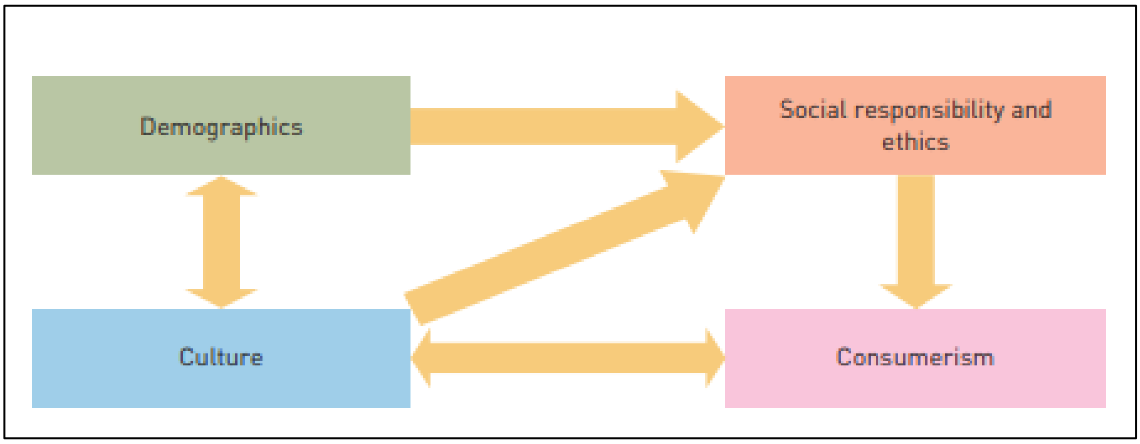

Figure 2.6: Social factors affecting NPOs (Source: Blythe & Prelims, 2013)

their relationship in detailing the social challenges faced by NPOs.

2.6.2.3.1 Demographics

Hartmann (2009:13) defined demographics as the study of the population composition, size, and territorial distribution, which may be identified with mortality rates, migration and change of social status. It is the study of populations with regards to age distribution, size, growth, density, mortality, fertility and the assimilation of all these with social and economic conditions (Cseh & Terebessy, 2015). Demographics are largely influenced by variations in birth rate, death rate, and shifts in wealth distribution, immigration and emigration, which can be caused by a change in government policies (Blythe & Prelims, 2013:4). Demographics may cause an increase or decline in population, which will in turn, affect the demand for services and resources in an economy. Changes in demographics may present both opportunities and threats to NPOs.

As we will note later in this chapter, the government is not capable of rendering the services to the entire population and extends this responsibility to NPOs to fill in this gap. However, with the shortage and reduction in funding for this sector, NPOs are challenged to meet these needs. More so, donor priorities may shift due to changes in demographics, for instance, if the death rate is high in infants some funders might decide to channel their resources towards this cause, which may result in them withdrawing funds from NPOs that are not within this focused area and channel them to the one which is most aligned. Awan and Hameed (2014:57), in their study on NPOs, found out that income and education levels also affect the level of donations that people make. More so, the study found out that young individuals, women and high-income earners are more likely to donate (Lee & Chang, 2008).

2.6.2.3.2 Social responsibility and ethics

According to Stuart (2013), NPOs provide goods and services to communities with high levels of imbalances, and high degrees of spiritual and cultural heterogeneity. Patel (2011) agrees that South Africa is very ethnically diverse and experiences inequity demand of goods conveyed in the years of tribal seclusion and coercion. A study by Carman (2004) also concludes that social factors and peer participation play a role in influencing one's attitude towards donating. NPOs should strive to shape a positive attitude of people through trust and transparency (Awan & Hameed, 2014:72).

2.6.2.3.3 Culture

Cultural refers to the commonly shared set of beliefs, traits and behaviours prevailing within the environment or community in which an organisation operates, which may include religious beliefs, customary ways of doing things, language, values and gender roles (Idang, 2015:98). Culture plays a significant part in the operations of an NPO in the sense that it influences how the services, offering and products of an NPO are accepted. Culture affects both the internal and external aspects of an organisation and may affect the ability of NPOs meeting their obligations. For instance, an NPO operating in South Africa has to adhere to the rules of the community, consult the head of the community and comply with all the customary ways of working of that particular community before conducting its operations. In cases whereby the community leader disapproves of the operations of the NPOs, the works of the NPO cannot proceed. In other instances, getting these approvals might take a while which in turn has an effect on the targets and reach of the NPO. Cultural beliefs may also affect the choice of the cause that a donor chooses to support; some people donate for the sake of religion (Raganathan & Henley, 2007).

2.6.2.4 Technological

Technology advancement has a huge influence on the operations of NPOs. The management and leadership of NPOs need to be aware of new technology and promptly adapt to the changes. New technologies have made it much easier for NPOs to engage in fundraising activities and to increase the size of clients served. As noted by Glinksi and Pratt (2007), NPOs' adaptation to improved technology leads to significantly greater fundraising.

New software is also being developed to enable NPOs to run their obligations effectively. Many NPOs pursuing growth and expansion have adjusted to these new technologies with the objective of attaining proportionate efficiency gains and growth in support of their mission (Saigal, 2008).

The Cloud software has been developed which gives NPOs access to all-important applications that will necessitate them to operate effectively and spend responsibly, improve efficiency and increase visibility (Rathi, 2017; Ong, 2014). Technology has also enabled NPOs to create platforms for fundraising, for example, GoFundMe, Crowdfunding, and Charity Water, among others. SnapScan has also been introduced as a means for making donations in South Africa. The use of social media platforms as ways of advertising has also increased. Many NPOs have adopted the use of information technologies to provide services to clients (Hopkins, 2010). A few examples of information technology being used by NPOs include websites, email systems, and databases.

However, in order to have access to the developed technology; the organisation should have the necessary infrastructure, of which some of the NPOs operating on a small scale do not have such. Failure to adapt to new technology may result in NPOs not being able to be competitive in the sector. Advancement in technology may also affect NPOs negatively in the sense that some people are hesitant to donate online owing to security risks; personal data is at risk when ones make a payment online.

2.6.2.5 Environmental

According to the Business Dictionary in Rumohr (2012), environmental factors refer to all the elements that affect the continued existence, operations and progress of an organisation. A shortage of staff or volunteers, the donor environment could potentially affect the operations of NPOs.

2.6.2.5.1 Donor environment and operations

Batti (2014:59) identified a number of challenges around the donor environment and operations that potentially influence the ability of NPOs operating to their full potential. The following were identified:

2.6.2.5.1.1 Donor agenda and change in priorities

Donors dictate how their funds should be used and the priorities that NPOs should focus on. Many times, NPOs have been faced with a decision to make, such as whether to shift their focus to meet the donor priorities or be completely excluded from the funding as they are not eligible or do not meet the donor's priorities (Batti, 2014:59). Change in donor priorities and financial objectives results in a mismatch between the donor and the NPO, which may lead to the donor withdrawing the association, resulting in disastrous financial challenges for the NPO (AbouAssi, 2013). In many instances, NPOs have involuntarily changed their focus to align with the intentions of the donors (Reith, 2010). This implies that NPOs have no freedom to run projects according to their own ways; the funder, in other words, guides their operations. In essence, NPOs begin to identify with the bodies that finance them rather than the societies they serve. Due to this reason, several NPOs have embarked on adopting other strategies to increase their incomes (Yang, Lee & Chang, 2011), and engage in more professionalised fundraising to be independent of donor funding and restrictions (Haltofova & Stepankova, 2014). Thus, revenue diversification has become imperative in NPOs to survive the intensive competition for funding (Mayer, Wang, Eggington & Flint, 2014).

2.6.2.5.1.2 Funding allocation criteria

Apart from the dictation of priorities, donors continuously change their preferences and they have become choosy. They apply different conditions on funds, for instance they specify projects that can be supported within their budget, the population and demographics, the type of partnerships and collaboration, geographical area, sector, properly established organisations, and adherence to specific policies. The design of NPOs' projects are usually framed to suit donor requirements and within the budget line items that are acceptable to the donor (Kelly, Birdshall, Tshose, Banati, & Low-Beer, 2005). Donors require their funds to be used only for the charitable activities they are interested in (Behn et al., 2010; Zainon et al., 2011). This implies that NPOs have no freedom to run projects according to their own ways; the funder, in other words, guides their operations. They become identified with the bodies that finance them rather than the societies they serve.

2.6.2.5.1.3 Donors conditional ties

Donors also set out the conditions in terms of the interactions and collaborations that the NPOs should engage in. Even though Adena, Alizade, Bohner, Harke and Mesters (2019) are of a different view that NPOs are not subject to strict regulations, Gary (2010), Kapyepye (2013:23), Ferdinando and Act (2011), Dietz and Keller (2016) and Yermack (2017) advance that donors place restrictions on NPOs, which has hindered them to progress freely. For instance, a donor may not give consent for them to absorb a donor who is not in good relations with the existing donor during the period that they are funding the organisation. This affects the NPOs' ability to increase their income sources. Many times, NPOs are requested to state all the other sources of income they have when applying for funding. If there is an association with an organisation that the approached donor does not approve of, the NPO will automatically fail to get the funding.

2.6.2.5.1.4 Donor prejudices

Batti (2014:59) also presented that organisations that have a virtuous track record have better access to funding and resources compared to those that lack a track record. The donors usually look at what the organisation has previously done, therefore a good track record is essential for attracting donor funding. Many emerging NPOs are often faced with this challenge of a poor brand image, and donors do not entrust their money to organisations that they are not aware of and lack a proven track record (IRIN, 2011).

2.7 History of the emergence of NPOs in South Africa

The apartheid era in South Africa exposed African people to discrimination and oppression. The government created under the first constitution in 1910 generated a lot of inequality (Jagwanth, 2003). Policies developed during this era in 1948 favoured the white population who were already wealthy (Kumaran et al., 2012:34). As a result, NPOs emerged in response to the inequalities created by apartheid. NPOs provided social services to the alienated population (Michael, 2004). For instance, particularly in healthcare, NPOs played a role in reaching those people deprived of access to healthcare services by the apartheid government. According to Mazibuko (2000), the late Steve Biko and Dr Mamphela built a health facility in the Eastern Cape to provide healthcare services during apartheid. Mobile clinics were also introduced through an NPO project called Black People Convention in order to provide for poor communities (Mazibuko, 2000).

The shift from apartheid which began in 1990, made the newly appointed government acknowledge the role of NPOs and introduced policies to support their development; however, the policies did not materialise as anticipated (Michael, 2004; Jagwanth, 2003; Kumaran et al., 2012). NPOs still faced hostility from the State officials who were reluctant to adapt to the development of the civil society.

According to Heinrich (2001), after the apartheid period, South Africa experienced an identity crisis; the government was liable for the role of providing for the entire population with resources and services (Deegan, 1999). However, the government could not effectively carry out this role as there were numerous matters to be dealt with in the early post-apartheid days. The government began to initiate partnerships with NGOs/ NPOs to cater for the needs and provide resources to citizens that could not be reached by the government (Deegan, 1999 in Kumaran et al., 2012).

Kumaran et al. (2012), maintain that some NGOs failed to adapt to the change and discontinued their services whilst some were quick to transition to the new working relationship with the government. The partnership led to the formation of three groups in the sector, which are NPOs operating in partnership with the state to provide services on behalf of the State, NPOs operating locally within marginalised communities, and NPOs operating to affect policy change at the State level.

After the democratic elections in 1994, the NPO sector remained in chaos as it sought to redefine its relationships with the State, defining its roles, strategies and identity in the newly established democratic structures (Weideman, 2015:2). More so, the elected government absorbed the skilled and experienced staff, especially those in management positions; leaving the sector with less experienced staff. This resulted in a contraction of the sector and forced a scale down (Weideman, 2015).

Even though the sector gradually improved in the late 1990s, it remained smaller, less functioning and disjointed than it had been in the 1980s (Weideman, 2015). Only those NPOs with the ability to cope with governmental bodies, with the capability to comply with reporting, accountability, and monitoring and evaluation requirements of the donor sector survived (Weideman, 2015). In the early 2000s when the ruling government implemented the Growth Employment and Redistribution (GEAR) policy, it further led to increase in inequality and poverty in South Africa. Furthermore, the global economic crisis in 2008 resulted in a further decline in donor funding (Weideman, 2015; NGO Pulse, 2013). According to the Global Journal, there are about 10 million NPOs/ NGOs globally, out of which 153 667 exist in South Africa (DSD, 2016:4).

2.8 Current state of the healthcare sector in South Africa

According to Booth (2013), healthcare is the most prominent of social issues in South Africa. Dell (2007) also found out that good health has a substantial bearing on economic growth and development. Such conclusions, therefore, motivate for the significance of investing in the healthcare sector. The sector experienced significant accomplishments post-apartheid; however, these were overshadowed by the increasing burden of diseases related to HIV/AIDS (Harrison, 2009:2). Health and health services have been influenced by powerful historical and social factors, which include income gaps, discrimination, unemployment, poverty gaps, race and gender discrimination (NDP, 2010:302). The following section explains these accomplishments and weakness in detail.

2.8.1 Accomplishments

2.8.1.1 Legalisation and gazetted policy

Harrison (2009) highlighted that post-1994 there was a restructuring of public healthcare, policies and legislations in favour of access. Validation of health management and more balanced health expenditure were implemented. Accomplishments in the healthcare sector were noted on providing free primary healthcare, the introduction of critical drugs programmes, anti-tobacco regulation and community services for graduating health experts (Harrison, 2009:2).

According to Harrison (2009:14), at the beginning of the Nelson Mandela presidency in 1994, all healthcare amenities in public facilities were delivered at no cost to expecting women and children below six years. Since 2006, free access to primary healthcare has been extended to all users. More efforts that are significant were made in terms of access to affordable medicine; suppliers were regulated to charge specific prices. However, to date, this is not the case as an increase in market competitiveness affected the pricing structure (Taylor, 2007 in Harrison, 2009). Furthermore, newly graduated health professionals were given one-year community services, which led to increased human resources in the sector (Harrison, 2009).

2.8.1.2 Better health systems management

Major advancements were also noted in improved infrastructure, clinic expansion, and the introduction of hospital revitalisation programmes (Harrison, 2009); the establishment of the district-based system resulted in making the sector supervision more reactive to local situations and allocating resources equitably. The introduction of the Clinic Upgrading and Building Programme (CUPB) in 1994 also led to the upgrading and addition of new clinics (Harrison, 2009). The Hospital Rehabilitation and Reconstruction Programme in 1998 also led to the replacement of old equipment and the construction of district and regional hospitals (Harrison, 2009:17).

2.8.2 Weaknesses

2.8.2.1 Inequalities in access to healthcare

Inequalities in access to healthcare services date back to the apartheid period. In the course of this time in South Africa, blacks and coloureds had no access to appropriate healthcare services, whilst the whites received great attention and excellent care (Stuckler, Basu & Mckee, 2011). Post-apartheid, inequalities in healthcare started to be addressed as there was a redistribution of resources, and access to healthcare became a constitutional right

(Stuckler et al., 2011). Even though this redistribution of resources achieved significant improvements, it is noted that an unfavourable economic recession in 1998 towards the completion of Nelson Mandela's presidency resulted in the cut down of resources towards healthcare (Kinney & Lawn, 2009 in Booth, 2013: 9). This also resulted in the South African Treasury implementing tax levies for healthcare to redeem the situation and cater for poorer provinces (Stuckler et al., 2011).

In the late 1990s, under the presidency of Thabo Mbeki, there was the privatisation of healthcare insurance, which led to the underprivileged communities being unable to afford private healthcare (Booth, 2013). Public hospitals were shut down and private hospitals only catered for only those who could afford private healthcare. Kinney and Lawn (2009:2) affirm that these inequalities still exist in South Africa. In the same view, the DSD (2015) presented that since 1994 there have been significant efforts made towards removing all forms of discrimination; however, vast inequalities continue to exist. More so, the increased burden of diseases eroded the momentum gained in the sector (Harrison, 2010:2).

2.8.2.2 Allocation of healthcare expenditure

Although the healthcare expenditure is split evenly between the public and private sectors, the private sector only accounts for the smaller portion of the population whilst the majority of the population is catered for by the State (Council for Medical Schemes (CMS), 2013; National Treasury, 2012). The private sector with 50% expenditure supports only 17% of the population whilst the State with healthcare expenditure of 47% caters for 80% of the population (CMS, 2013). This is indicated in Figure 2.7 below.

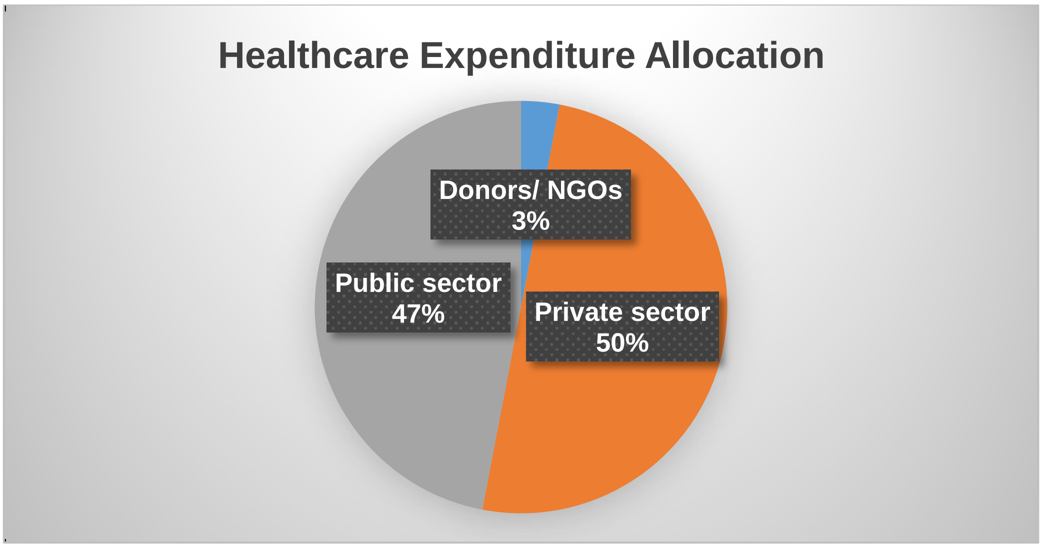

Figure 2.7: Healthcare expenditure allocation (Source: CMS, 2013)

Therefore, the State is, faced with a huge burden to deliver healthcare services to more than 80% of the inhabitants with limited resources (Brand South Africa, 2012). Most of the private sector organisations consider healthcare services as a commodity, which is to be sold at a profit, whereas the government has to provide the services since it is a constitutional right, which states that everybody has the right to have admission to healthcare services, food, water and social security (Booth, 2013:11).

2.8.2.3 Poor / Ineffective management

According to the Centre for Development and Enterprise (CDE) (2011:8), the South African economy is faced with a badly designed and poorly managed public sector and a customer-oriented private sector with overpriced services reaching only a small minority who can afford. Health outcomes coincide with income and geographic location, such as people from disadvantaged communities or rural areas who depend solely on public services. They receive the worst healthcare services though they are the neediest (CDE, 2011:9). More so, high prevalence of poverty, lifestyle challenges and lack of good infrastructure have contributed to poor health outcomes in the public sector. The CDE (2011) also described the public healthcare sector as complex, large, fragmented and poorly managed, which is most evident in finance and human resources.

2.8.2.4 Quality of healthcare

The Health Department Budget speech (2010) indicated that the health system of South Africa is ineffective and provides poor quality services, which have resulted in people shifting their perceptions towards favouring the private healthcare sector as the only solution to meet the country’s healthcare needs. Schellack, Meyer, Gous and Winters (2011) presented that South Africa’s health outcomes are very poor; when equated with other countries, the outcomes do not match the expenditure. According to the DSD (2015), shortage of staff and limited funding has also contributed to the poor quality of healthcare. More so, there is a greater need for developments in the superiority of care and service provision which included improving waiting times and patient satisfaction (Harrison, 2009).

2.8.2.5 Weak and poor health systems

The National Planning Commission (NPC) (2011:301) highlighted that since 1994 the overall performance of the health system has been poor even though good policies were developed. More so, imbalances in spending between the public and private sectors have affected the distribution of healthcare services which has resulted in increased cost of services. The healthcare system is also characterised by poor authority, low staff morale, weak accountability, inappropriate functions, lack of adherence to policy, marginalisation of clinical procedures, operational inefficiencies, and insufficient leadership and motivation (Harrison, 2009; NPC, 2011). Many healthcare professionals have become more concerned about their salaries and working conditions and less concerned about their responsibilities and the patients receiving the services (NPC, 2011).

2.8.2.6 High expenditure versus poor outcomes

Bidzha, Greyling and Mahabir (2017) also indicate that although South Africa is categorised as a middle-income state, public health expenditure is quite high and matched to upper-middle-income countries, while health outcomes are poor compared to those of low-income countries. Bidzha et al. (2017) also found out that South Africa spends more on health than any other Africa country. The World Bank (2014) reported that in 2014, public health expenditure as a percentage of GDP was 4.3% which is equated with the upper-middle-income country average of 3.8%.

2.8.2.7 High burden of disease

The South African healthcare sector also experiences a very significant burden of disease due to HIV/AIDS, stoppable conditions like poor sanitation, nutrition, poverty and the increasing burden of non-communicable diseases (CDE, 2011:11). According to the National Planning Commission (2011:299), South Africa faces a quadruple burden of disease, which includes HIV/AIDS, tuberculosis, sexually transmitted diseases (STIs), non-communicable diseases, maternal and child mortality, violence and injuries. Mortality rates have doubled especially among infants and young women (NPD, 2011:300). Faced with such, it is very crucial for the sector to embark on strategies and mechanisms that improve the functionality of the sector. Such mechanisms include partnerships with NPOs, and addressing organisational management and leadership.

Even though the State is keen to cater for all the population needs, the apartheid regime improvised the State ability, therefore unable to satisfy all the requirements of the population, which it is responsible for (Mazibuko, 2000). From the above, it is also evident that the state alone cannot provide for all the healthcare requirements of the entire population. The sector experiences inequitable distribution of resources, which has led to the sector being more reactive rather than being proactive (NDP, 2011). These findings, therefore, motivate for the role of NPOs in aiding the State to deliver services to the large population. The Department of Social Development proposed the development of a long-term approach to support and fund NPOs. Brand South Africa (2012), affirms that NPOs play an essential role on a national, provincial and local level; therefore, they are very essential for a functional healthcare system. Booth (2013) confirms that NPOs play a critical role in services delivery in the healthcare sector. More so, NPOs promote skills development, socio-economic growth, and community empowerment in the communities they operate (Alliance for Advancing Non-Profit Health Care, 2012).

2.9 Role of NPOs in the South African healthcare sector

Faced with such trends in the healthcare sector, it is vital to review the role of NPOs in order to address some of these trends. NPOs play significant roles, which include:

2.9.1 Free or discounted healthcare services

As discussed above, the majority of the population cannot afford private healthcare, while at the same time the government cannot provide for all. NPOs play a vital role in supporting the population that remains unserved by both the government and private healthcare. NPOs deliver services for free or at a discounted rate in order to reach these unserved, low-income earners, needy patients and those without health insurance (Sobolewski, 2010:5).

2.9.2 Education

NPOs being recognised, as providers of education in general, dates back to the apartheid era, where blacks were deprived of education in State-run schools, nearly all the education for blacks was delivered by non-governmental organisations (Mazibuko, 2000). This educational role still stands to date. NPOs in the healthcare sector also provide community health education programmes. Communities are provided with useful information about how to live healthy lives and how to manage particular diseases or conditions. Healthcare sector NPOs also participate in community health planning which helps in identifying community needs and devise a solution to help the community. Apart from that, NPOs in the healthcare sector also provide medical and research education (for example, Health Systems Trust), and environment, child and adolescent education (for example Childline and Soul City).

2.9.3 Reducing the burden of diseases

As noted above, NPOs in the healthcare sector provide health education. This in turn, leads to the effective management of health conditions, offering preventative measures to communities, which in turn results in a reduced burden of diseases. More so, some NPOs specialise in a particular focus area, for instance, HIV/AIDS, drug or alcohol abuse, and youth or children, which are the main contributors to the high burden of disease in South Africa. NPOs to date have largely played an important role in fighting and addressing the HIV epidemic. They assist by relieving the burden of public healthcare facilities through the provision of home-based support, counselling, training and support to local communities (Friedman, 2002; DSD, 2002, 2003). Furthermore, they are closely embedded in the communities and can closely monitor and respond to community health needs.

2.9.4 Community development and empowerment

Healthcare sector NPOs are usually established within communities. Through this local establishment, many opportunities are brought into the communities they operate in. Apart from that, NPOs also support the local community projects, which necessitate community development and empowerment.

2.10 Summary

The chapter presented the summation of NPOs; the state of NPOs in the healthcare sector. The chapter looked at the significant role of NPOs in the society, the history to the emergence of NPOs in South Africa, and the challenges faced by NPOs. The literature reviewed in this chapter has revealed the importance of NPOs, and their significant contribution to the economies and societies they operate in. The economy and communities the NPOs are operating in are benefiting significantly from the services and products offered, more so a large burden is relieved from the State when NPOs step in to assist in meeting the needs of communities. Even though there are criticisms that are associated with NPOs, their value and continued existence cannot be overlooked. More so, the literature reviewed makes it evident that in their operations, NPOs face a number of challenges, which may hinder them from effectively adopting strategies towards sustainability to ensure that they continue delivering social value. It is apparent in this chapter that the benefit of NPOs to communities are highlighted therefore sufficient coverage has been given to the broad scope of this study i.e. determining the significance of NPOs to community development and how NPOs relieve the government from certain responsibilities. The next chapter will focus on literature review relating to sustainability, marketing and management strategies in the NPO context.

CHAPTER THREE
SUSTAINABILITY, MANAGEMENT AND MARKETING STRATEGIES IN NPOs

3.1 Introduction

This chapter comprehensively discusses the concepts of sustainability, management functions and marketing. The first part will examine the concepts of sustainability and will cover the definition of sustainability, which is considered as a sustainable NPO. The importance of NPO sustainability and sustainability strategies in relation to NPO sustainability are also discussed. The second part of this chapter discusses the key management functions of an organisation and their applicability to NPOs, looking at the relationship between these functions and sustainability. A discussion of the concept of marketing follows on, then the importance of marketing and different types of marketing. NPO marketing, the importance of NPO marketing and the challenges of NPO marketing are also discussed. The last part of this chapter covers marketing strategies and theories, and how they can be applied towards achieving NPO sustainability. In reviewing the literature, cognisance is given to the research questions and study objectives.

A number of studies have been done on NPOs which covered different aspects of NPOs. Weerawardena et al. (2010) examined NPO sustainability in relation to NPO strategy focus. Iwu et al. (2015) evaluated the determinants of sustainability and organisational effectiveness. Omura and Foster (2014) studied the nature of competition for private donation in not-for-profit organisations given that they produce non-commercially viable outputs. Morrison (2016) examined governance and performance in NPOs. Helmig, Ingerfurth and Pinz (2014) studied the success and failure of NPOs. Hendrickse (2013) examined the governance and financial sustainability of NGOs. Bezuidenhout (2017:124) looked at the essential marketing principles for NPOs, reviewed the lack of marketing expertise and management skills in NPOs, and recommended for a more innovative business model in NPOs in order to achieve sustainability. He further recommended that future studies should focus on developing a framework for market-oriented NPOs and examine marketing principles for NPOs with the aim of developing a strategy for NPO marketing.

As noted above, sustainability is becoming increasingly important for NPOs. The question is on how this sustainability can be achieved in NPOs. This study, therefore, aims to examine how marketing and management strategies can be effectively deployed in NPOs to achieve sustainability. This is with a view of assisting NPOs in achieving long-term growth and survival, which will ensure the continued provision of services to communities served by NPOs.

3.2 Defining a strategy

A strategy is a series of actions—a plan that is adopted towards achieving a specific goal. It is that which top management ensures that it is of great significance to the organisation (Steiner, 1979 in Nickols, 2016:3; Wright, Kroll & Parnell, 1997). It is the pattern or plan adopted by an organisation to achieve goals, purpose or what it intends to be (Andrews, 1980 in Nickols, 2016), the mission and vision of the company (Mainardes, Ferreira, & Raposo, 2014). It is a deliberate action to choose to engage in a different set of activities in order to provide unique value (Porter, 1996). Strategy can be classified as designed (deliberate, defined, and it knows exactly where it is going), adaptive (strategy adopted in response to pressures inside and outside the organisation), or framed (loosely defined actions to achieve the expected result, or executed (done, implemented strategy) (Jonas, 2000). In developing strategy, nine dimensions need to be considered which are vision and mission, core values, goals and objectives, environmental factors, competitive advantage, logic, alliances and partners (Rumohr, 2012).

Nickols (2016) concludes that strategy is the joint area involving those who govern and those who manage an organisation. It helps bridge the gap between means and ends as indicated

Figure 3.1: Bridging the gap. (Source: Nickols, 2016)

in Figure 3.1 below:

In light of these definitions and the model presented, NPOs could potentially adopt marketing and management strategies as a way to bridge the gap of lack of sustainability.

3.3 What is sustainability?

Sustainability is a complex and open-ended concept that is interpreted differently based on the context it is used. Constanza and Patten (1995:193) strongly believe that the best approach to comprehend the concept is to consider its linkage to a system or hierarchy. Sustainability can refer to financial strength and uniqueness of an organisation (economic prosperity), environmental protection (environmental integrity), and processes to ensure social health and well-being (social sustainability) (Florea, Cheung & Herndon, 2013; Soto-Acosta, Cismaru, Vatamanescu & Ciochina, 2016; Tur-Porcar, Roig-Tierno & Mestre, 2018; Giannetti et al., 2019). In general terms, sustainability is the ability to survive or persist (Costanza & Patten, 1995).

This study considers the economic aspect which mainly focuses on the financial growth and competitiveness of an organisation that is achieved through various pathways (for example, price, quality products, and services). Thus, it presents different definitions of sustainability in an economic context. Sustainability is the ability to maintain well-being over a long and undefined period (Kuhlman & Farrington, 2010:3441), and the ability of management to sustain an organisation in the long-term (Sontag-Padilla et al., 2012:2), to keep the business going (Colbert & Kurucz, 2007). Boudreau and Ramstad (2005) describe sustainability as the ability of a company to succeed today without compromising the needs of the future. According to Dyllick and Hockerts, (2002:131) sustainability is meeting the needs of an organisation's primary and secondary stakeholders without bargaining its capability to satisfy the needs of future stakeholders.

Chigwedere (2013) defines sustainability as the continual assessment of the need to pursue a cause, assess if it is still valid and to be able to continuously seek funding opportunities to support such a cause. It is the ability for NPOs to raise and have sufficient funds to keep their programmes running beyond donor funding (Naidoo, 2014). This study adopted a combination of all the above definition, that is:

> *"Sustainability is the capability to meet the organisational needs over a long period of time without compromising the ability to meet future needs" (World Commission on Environment and Development, 1987)*

The increasing need for sustainability has forced NPOs to consider innovative methods to sustain their offerings whilst retaining viability (Weerawardena et al., 2010). Omura and Foster (2014:255) assert that the main challenge of sustainability for most NPOs and philanthropic organisations originates from the fact that they produce non-commercial outputs. In order to ensure survival and continuity in an unstable environment, there is a need for, among others, the development of effective marketing and management strategies to attract and retain donors.

Sustainable NPOs are organisations that are able to adjust to the changes in the external environment by reacting strategically, efficiently, adjusting and reviewing their mission accordingly (Hailey & Salway, 2016). The continual assessment of the external and internal environments is vital in supporting, developing and implementing policies, strategies and action plan towards a sustainable future (Giannetti et al., 2019).

3.3.1 Measures/ indicators of sustainability

Patlins (2017) argues that sustainability is incomplete if it cannot be measured. Several authors have identified the indicators and measures of sustainability based on emerging systems in an organisation (Sevegnani, Giannetti, Agostinho & Almeida, 2017; Agostinho, Sevegnani, Almeida & Giannetti, 2018), material or resources flow analysis (Barles, 2009), environmental footprint (Barrett, Vallack, Jones & Haq, 2002), and lifecycle assessment (Corcelli, Fiorentino, Petit-Boix, Rieradevall, & Gabarrell,2019).

Gianetti et al. (2017), proposed a five-sector model which outlines that there is no uniform approach to defining sustainability indicators, the selection of indicators should consider the relevance and applicability to a specific sector. This study adapted the indicators identified by Coetzee (2017) who explained that when an organisation has reached a point of sustainability it is shown by the ability to: nurture a diversity of income sources, generate a profit or surplus, build a financial reserve, nurture the essential organisational competencies**,** keep key employees engaged, make practical strategic decisions, act ethically towards beneficiaries, stakeholders and suppliers, act ethically with respect to the environment, and take calculated risks.

3.3.2 Importance of sustainability

Eccles, Perkins and Serafeim (2012:43), in their article on how to become sustainable, found out that sustainable organisations are good in engaging with external stakeholders. Their culture is based on innovation and trust, and they establish a record of accomplishment of effecting large-scale change. More so, sustainable organisations significantly outperform their competitors, their employees have a high level of trust, and are ready to take the necessary risk to support transformation and innovation within the organisation (Eccles et al., 2012:43-45). In order to engage with these external stakeholders, there is a need for relationship marketing.

More so, a sustainable business also helps attract and motivate employees, even though it might not be enough of a problem to prevent them from taking a job (Zukin & Szeltner, 2012:21). When employees are looking for employment, they sometimes consider how long the company has been in operation in order to ensure job stability and security. In other words, a sustainable business is likely going to operate for a long time; therefore, offering employment for a considerable period. Furthermore, Zukin and Szeltner (2012) maintain that happy employees are more productive and they stick around the organisation, which in turn helps increase the company's retention rate.

Sustainable NPOs also help attract donors and investors (Ernst & Young, 2011). Apart from the above, a sustainable business can survive on its own, generates its own resources, does not wait on the funds of donors and has no restriction on how to use its own generated resources. It lays the groundwork today that will ensure its survival even during economic downturns (Nidumolu et al., 2009). Eccles, Ioannou and Serafeim (2014) identified the following as the benefits of a sustainable business:

Table 3.1: Benefits of high sustainability organisations
(Own compilation based on Nidumolu et al, 2009; Eccles et al, 2014)

Benefits of the high sustainability organisation
• It allocates the responsibility for sustainability to its board of directors. • It engages in the formal stakeholder engagement process. • It is long-term oriented with a large investor base who are long-term oriented investors. • It outperforms non-sustainable or low sustainable organisations. • It values information for strategy execution. • It is competitive and profitable compared to non-sustainable organisations.

With sustainability in mind, it is vital for a business to continuously absorb activities or opportunities that promote sustainability. According to Llopis (2015), in order for a business to maintain sustainable growth, it requires top talent, searching for the right customers, sound decision-making, great leadership, and operational effectiveness. Operational effectiveness comprehends sensitivity to cost (finances), how the organisation operates (operations), and how it links the dots of opportunities (marketing) (Llopis, 2015). This implies that when all these aspects are integrated they help to ensure that undertakings within the organisation are in alignment with the needs of the business to build and sustain growth. The next sections look at sustainability strategies and how they can be applied to achieve NPO sustainability.

3.3.3 Sustainability strategies and NPO sustainability

In order to effectively discuss NPO sustainability, the research adopted the three overlapping circle model and the four-capital model.

3.3.3.1 Three overlapping circle model

Willard (2010) described the overlapping circle model as a model that acknowledges the intersection between the economic, social and environmental elements, the intersection that is adjusted based on what a company considers most important of the three factors. It implies that sustainability is achieved when the three factors work in unison (Thatcher, 2014: 749). In the same line of thinking, this study also proposes that if an NPO balances these three factors and takes consideration of them when designing their marketing strategy, then organisational sustainability is achieved. As identified by Coetzee (2013), a sustainable organisation is one that acts ethically with respect to the environment they operate in (environmental aspect), considers the people around it (social aspect) and takes calculated risks (economy aspect).

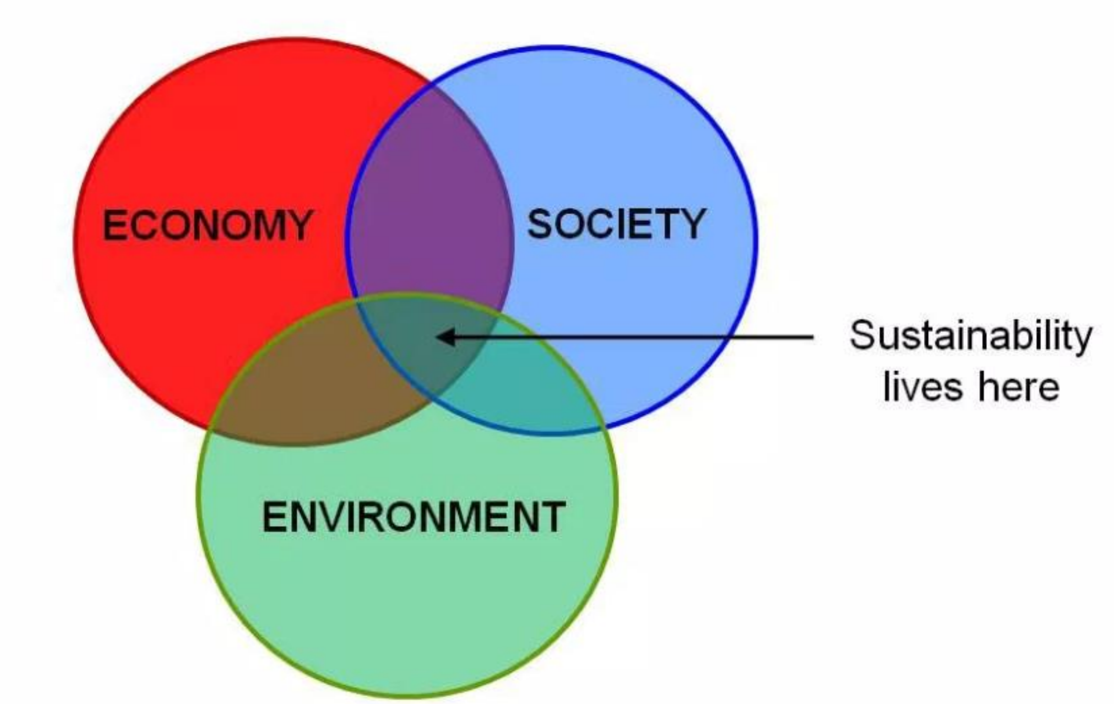

Figure 3.2: Three overlapping circle sustainability model. (Source: William, 2010)

3.3.3.2 Four-capital model and NPO sustainability

The four-capital model incorporates the economic, natural, human and social capital and signifies that in order to create and retain sustainability, these four factors must be balanced (Rajabifard, 2011). Similarly, Pulselli et al. (2015) presented sustainability as a matter of associations among compartments allowing the understanding of human activity and its physical, social, and economic contexts.

Economic capital refers to all the resources that are utilised to produce goods and services and the wealth that is created through economic well-being, for example, disposable income, infrastructure, and production activities (Ekins, Dresner & Dahlstrom, 2008: 66). The economic aspect stresses the importance of increasing the growth and efficiency of an organisation when using its resources (Cruz, Gaspar & de Brito, 2019).

Natural capital are elements of nature that are directly or indirectly related to human well-being; it includes pressure factors that can reduce the supply of resources (Ekins et al., 2008:66). It also focuses on minimising the effects of the external environment, adopting strategies that improve and protect the natural environment (Cruz et al., 2019).

Human capital refers to the health, well-being, and productive potential of individual people, for example, mental and physical health, education, motivation and work skills (Ekins et al., 2008:70). These elements not only support a happy, strong society but also develop the opportunities for economic development through a productive workforce.

Social capital refers to human well-being on a societal level; it comes from social relationships (Ekins et al., 2008:71). It refers to a structure of relatively long-lasting relationships between societies that are capable of inspiring collaboration and therefore of generating quantifiable assets (Ekins et al., 2008:66). A positive balance of social capital includes good connections within the community, access to basic services, support for families, income disparities, and a level of community trust, customs, and relationships that people leverage to solve common problems (Anon, 2012; Cruz et al., 2019). The components of social capital are all good for productivity as well as being desirable in themselves.

The same balance of these capital models should be applicable in NPO operations in order to reach sustainability. The economic aspect of the NPO framework refers to the availability of income and funds to finance the operations of the organisation. Natural capital refers to how the NPOs' activities affect the environment in which they operate. If the activities of the

NPO are positively impacting the environment they operate, the activities of the NPO are likely going to be supported by the society. Human capital, in this case, will refer to the well-being, motivation and work skills of the employees or volunteers of the NPOs. If the employees are happy, it implies that the productive potential and loyalty is improved. NPOs need employees that are dedicated and committed to their cause who will push forward the organisational mission. The social capital in NPOs refers to the health of the NPOs' social networks (government, donors, political and individual) that the organisation can draw upon.

All these factors if balanced contribute towards achieving sustainability in an NPO. In other words, the four-capital model implies that there needs to be a balance on the different organisational units from the financial, production, human resources to the communication or marketing aspects.

3.4 Management functions and NPO sustainability

The section discusses how the balance between different organisational units mentioned in the foregoing section can be achieved with a particular focus on the finance, operations and marketing line functions of the organisation.

3.4.1 What are the line functions?

The Business Dictionary defines a line function as the decision-making area of an organisation associated with daily operations. They are activities that have a direct impact on the ability of an organisation to deliver goods and services or meeting its mission, an interruption on any of these activities normally results in a short-term loss to the company or losing customers permanently (Tatum, 2018).

According to Kalpana (2018), the primary functions of an organisation are production/ operations, marketing and finance. The operations or production function initiates business, and marketing plays a role in the end, whilst finance supports both the operations and marketing functions. These functions carry more importance in the organisation as they are directly linked with organisational success, and an effective balance of the functions ensures better utilisation and mobilisation of company resources. More so, organisational responsibilities are distributed in such a way that nobody is overburdened as responsibility is shared.

3.4.2 Resource-based theory

According to Madhani (2009:2), the resource-based theory analyses, interprets the in-house resources of the organisations, and emphasises resources' competencies in articulating a plan to achieve a competitive advantage. The theory draws upon the scarce, treasured, unique and non-substitutable internal resources and capabilities within an organisation in order to encourage a sustainable competitive advantage (Madhani, 2009:2). It argues that a sustainable competitive advantage and greater performance in an organisation is because of specific resources and capabilities (Barney, 1991; Wernerfelt, 1984 in Theriou, Aggelidis & Theriou, 2008; Barney, 1991 in Álvarez-González et al., 2017). Every organisation needs to be mindful of and pursue the resources that would enable it to fulfil its mandate (Pfeffer & Salanik; 2002).

3.4.3 The financial function and sustainability

The financial function of the organisation is responsible for the financial records keeping, transaction processing, payroll administration, budgeting, cash management and managing accounting information that will aid the organisation in decision-making (ICAEW, 2011:6). According to the ICAEW (2011:2), the role of finance cannot be deliberated in isolation of functions, such as marketing, human resources and information technology. For instance, financial targets or goals are directly linked to the organisation's marketing activities. The financial function entails the use of tools and techniques that help in resource allocation, management, acquisition and providing information that aids management to make informed decisions, which in turn help in achieving financial sustainability (Cerf & Savage, 2006:1).

Financial sustainability is the capability of an organisation to retain financial aptitude in the long run (Bowman, 2011). However, according to Sontag-Padilla et al. (2012:2), retaining the ability to be financially responsive over a long period is very critical for NPOs as they assist high-need populations that require the unswerving and continuous availability of services. Similarly, Kyalimpa (2013:20) put forward that funding sustainability in an NPO is vital as it enables the organisation to survive and to continue serving its constituency. Collins (2006:2) asserts that a great organisation is one that creates exceptional impact and brings greater performance over an elongated period.

Bowman (2011:94) thus indicates the need for a balance when it comes to financial accountability; organisations that survive in the long-term but unmaintainable in the short-term may face shortages of money. On the other hand, those that survive in the short-term but not in the long may have sufficient money; however, inflation will affect the value of assets and cause them to weaken. This will result in a decline in the quantity and quality of services (Bowman, 2011:94).

Sontag-Padilla et al. (2012) identified the following as the challenges to financial sustainability:

Table 3.2: Challenges to financial sustainability

Challenges to financial sustainability
• Dependence on external funding sources and streams; • Building a non-profit brand, • Managing partnerships; • Maximising impact with scarce resources; maintaining the balance between accessible financial resources and demand for services. • Proving significance and accountability to funders; • Communicating the outcomes of regular evaluation; and • Supporting community participation and leadership while upholding integrity.

3.4.4 Operation function and sustainability

Sanders (2014) describes the operations function as a unit which undertakes the activities and processes of formation of products and services and includes preparation and scheduling and monitoring all the inputs required to manufacture the organisation's goods and produce the service. The function also entails managing human resources, equipment, expertise, information and entirely all resources required for the manufacturing of goods and services. Sanders (2014) concludes that the operations function is a core function of any company irrespective of size, industry or profit status. Ferrer (2008:7) identified three objectives that an operations manager should keep in mind in order to achieve sustainability. Amongst these is the ability of the organisation to provide real services based on the consumer needs. Therefore, marketing becomes imperative as part of the operational requirements (Pope et al., 2009).

According to Bettley and Burnley, (2008:875), sustainability is intensely affected by operations management and it is important for the operations function to embrace organisational sustainability. Organisational sustainability refers to the ability of an organisation to find and manage sufficient resources to allow it to achieve its objectives successfully and reliably over time, and not depending on a sole funding basis (USAID, 2000:4). High sustainable organisations perform significantly better than their competitors over the long-term, laying the foundation that will place them in a leading position when the recession ends (Eccles et al., 2011; Nidumolu et al., 2009 in Wales, 2013:41-42). This is crucial for NPOs given that they operate in a saturated and competitive environment. According to USAID (2000:4), organisational sustainability is especially beneficial to organisations operating in the healthcare sector because of the pivotal role they play in bringing facilities that are not accessible to the unserved communities.

3.4.5 Marketing function and sustainability

The marketing function of an organisation focuses on identifying and satisfying consumer needs. Mahea, (2014) maintains that the marketing function also includes branding of the organisation, engaging in public activities, advertising and customer interaction. In order to identify consumer needs, one needs to conduct marketing research, analysing customers' needs and wants, and devising ways on how to satisfy them. This function involves the marketing mix that is the product/ service, price, promotion and place. The marketing function is important because it leads to service sustainability. Service or product sustainability is the ability of the service or product provided to make an impact and to carry on long after main or key donor backing is withdrawn, thus ensuring the continuation of services offered (USAID, 2000:5). It is important for NPOs to offer sustainable services, which cater to perpetual needs and a long-term cause. The marketing function, therefore, ensures that the service or product provided meets the needs of the consumer.

Bennet et al. (2005:465) presented that organisations that are concerned about the market, customers and competitors implement and synchronise their marketing activities with all other functions of the organisation. Similarly, the Chartered Institute of Marketing (CIM) (2015) maintained that effective marketing requires collaboration between the marketing function and other functions such as finance, research, development and production. Kotler and Keller (2012) also believe that other functions, like finance, operations, and accounting, will not really matter if there is no demand for the organisation's products and services. This demand is created through marketing. Adding on, Kotler and Keller concluded that the financial success of the company is dependent on the organisation's marketing ability. In the same view, this study contends that the effective integration of these functions within an NPO helps the organisation to achieve sustainability, these functions should be interconnecting to one another in terms of strategy development and planning for the long-term benefit of the organisation.

3.5 Marketing and NPO sustainability

In order to scrutinise the application of marketing strategies for NPO sustainability, there is need to understand what marketing entails and what value does it bring to an organisation.

3.5.1 What is marketing?

Kotler and Keller (2012:5) define marketing as identifying and meeting the social and human needs profitably. Drucker (1973) describes the aim of marketing as to understand consumers in such a way that the product or service offered meets their needs and sells itself. It is the action taken to stimulate desired reactions from a targeted audience (Kotler, 2002:7). According to the Chartered Institute of Marketing (CIM) (2015), marketing is not merely about advertising and selling—it is a key management function that aids an organisation to ensure that it interprets the customers' desires and matches them with their service and product offerings.

As far back as 1973, Drucker (1973) affirmed that marketing can be defined in terms of the social and managerial function. The social definition views marketing as a societal process by which people obtain what they need and want through producing, offering and trading products and services of value with others freely (Drucker, 1973). On the other hand, the managerial definition according to The American Marketing Association (2008) describes marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."

Drawing from the abovementioned definitions, the different authors agree that marketing involves selling, exchange of products and services, creating a preference for services and building long-term relationships, which in turn contributes towards achieving of organisational goals. For this study, the American Marketing Association definition will be adopted which defines marketing as creating, communicating, delivering services and products in order to bring value to customers, consumers, associates and the society at large.

3.5.2 Who is a marketer?

Kotler and Keller (2012) describe a marketer as anyone who seeks a response in the form of a purchase, a vote, or a donation from another person. Marketers are skilled at and are responsible for stimulating demand for an organisation's products or services in order to meet the organisational objectives. Due to the critical role played by marketers, organisations have moved towards investing in training and development for marketing professional development (CIM, 2015). The CIM (2015) further describes the role of a marketer as to shape and implement a marketing strategy which contributes directly to the organisational objectives.

3.5.3 Defining a marketing strategy

Barone (2019) described a marketing strategy as the organisation's overall game plan for reaching consumers of the product or service provided by the organisation. It outlines the organisation's target markets, that is, the value that the organisation will deliver to the market based on the market analysis (Kotler & Keller, 2012). It maps out the strategies that the organisation will pursue in order to gain a competitive advantage and it merges the objective and activities of an organisation into a cohesive whole (Stokes & Lomax, 2008). The formulation of a marketing strategy is heavily influenced by marketing capability and managerial attitudes (Salwa, Sudarsan & Ramanan, 2018). Previous studies argue that a marketing strategy should consider all organisational activities and process which should be supported by top management (Armstrong & Kotler, 2011; Kerr & Drennan 2010). Chavan (2014) asserts that the strategy allows an organisation to focus its limited resources towards the greatest opportunities that will enable the organisation to achieve a sustainable competitive advantage. In order to accomplish all this, the marketing strategy needs to be coordinated with the available resources and the budget available (CIM, 2015).

3.5.4 Defining a marketing budget

According to the Business Dictionary, a marketing budget is an estimation of all costs (advertising, marketing communication, employing marketing staff) required to promote an organisation's products and services. It is important for estimating the amount that will be required towards stimulating demand for an organisation's products and services. The budget is formulated to fund an organisation's marketing efforts (Suttle,2017). Without a marketing budget, it is difficult for an organisation to achieve growth (Anderson, 2018). Developing a marketing budget might be a timely exercise, but it is worthwhile for it ensures that the organisation is moving ahead in the right direction, delivers on its promises and ensures that everyone is satisfied (Barlow, 2018).

3.5.5 Importance of marketing

Marketing is the core of business success, most functions of a business rely heavily on effective marketing (Eddine, 2015). Marketing is an investment in the organisation's future (Anderson, 2018). Marketing is essential to unlocking innovation in an organisation (Göttlichová & Soukalová, 2015). Inadequate marketing may result in a company failing to maximise or reach the potential customers even though the products offered are amazing.

3.5.5.1 Creating awareness

In order for an organisation to be successful, their offering should be known by potential consumers of the product of services (Eddine, 2015). Marketing gives the consumers the opportunity to know about the various products or services that are offered in the market (Vivekananth, 2015:497). It informs and communicates the value of a service or product to customers, the potential customers may never be aware of a company's offering if it is not marketed (Gross, 2016).

3.5.5.2 Decision-making

Kotler (2002) strongly believes that marketing informs major decisions in an organisation, which include budgeting (finance: how much to spend money), the production aspect (how much to be produced), and hiring of employees (how many people are required to meet targets). Marketing plays a critical role as the operations, finance and other roles of the organisation will not function effectively without it. The success of all these management functions heavily rely on marketing capabilities (Kotler, 2012:3).

3.5.5.3 Competition

Economic, global forces and environmental change of the 21st Century are occurring at an accelerating rate. Organisations need to develop and implement strategies aligned with this change (Kotler, 2012). Marketing plays a fundamental role in identifying these changes and coming up with ways of keeping up with the changes. Burnette (2008:12) agrees that each company must tailor its marketing activities to the environment and the exchange process. Market research gathers information, which informs the organisation's marketing mix, which includes pricing, promotion, product, place and creating a brand image for the company. Keeping up-to-date with trends enables the company to withstand competition in the market.

3.5.5.4 Increasing revenue/ High sales

Through marketing, the chances of potential customers making a purchase increase, which results in increased revenue for the company (Eddine, 2015). More so, when one is aware of a certain product, referrals and recommendations are likely going to be made to the customer's circle of friends. The revenue of the company will increase as word of the product or service offering increases. According to Vivekananth (2015:496), marketing is vital for any organisation, whether the organisation operates in the "for-profit sector" or" non-profit sector'', marketing brings revenue in the "for-profit sector" and attracts customers needed to reinforce the not-for-profit mission, for instance, to attract the donors who fund NPOs.

3.5.5.5 Company reputation

Marketing helps organisations to create brand name recognition (Vivekananth, 2015:497). The success of a business often depends on a solid reputation. Marketing builds a brand name, ensures brand recognition. Products or services supplied often identify with a company, and when a good reputation is built, the organisation stands on firmer ground. According to Kotler (2002), good company reputation is built with active involvement in the society, active communication, superiority of services or products and marketing efforts.

3.5.6 Different types of marketing

Burnett (2008) indicates that the approach that a company takes toward marketing is dependent on the business approach and the company strategy; therefore, each company should customise their marketing efforts towards organisational objectives. The different

Types of Marketing

- Micromarketing
- Goods marketing
- Service marketing
- Internet Marketing
- Local Marketing
- Regional Marketing
- National Marketing
- International Marketing
- Global Marketing
- For profit marketing
- **Non-profit marketing**
- Mass Marketing
- Direct Marketing
- Macro Marketing

Figure 3.3: Different types of marketing (Source: Burnett, 2008)

types of marketing that can be adopted are listed below:

From the types of marketing identified above, this study will focus is on non-profit marketing. Non-profit marketing is an approach to integrate the needs and wants of the external world with the purpose, resources and objectives of the institution (Drucker, 2006). In order to appreciate the application of marketing in NPOs, it is essential to understand the difference between for-profit and non-profit marketing. Burnett (2008) noted the following as the difference between the two:

Table 3.3: Difference between for-profit marketing and non- profit marketing

For-Profit Marketing	Non-Profit Marketing
Profit objective	Non-profit objective
The benefit is for the company	The benefit is for the society
Not tax exempted	Tax exempted
Exchange for money	Exchange for an opportunity to contribute towards a cause
Markets products and services	Markets a cause

Marketers in a for-profit sector measure their success in terms of how much profit they make and the ability to cover their debts and loans. Their continued existence is dependent on profit level. Conversely, non-profit marketers measure success in terms of the benefit provided to the society regardless of the profit made. Continued existence is dependent on the beneficiaries reached and proving to the donors that their resources are being put to worthy causes. More so, different laws apply to these sectors; for-profit is governed by tax laws whilst non-profit are tax exempted.

3.5.7 NPOs marketing

3.5.7.1 Background to NPO marketing

Like any other businesses NPOs operate in an extremely competitive environment, the competition stemming from the increasing number of players in the sector, combined with a decrease in funding (Sargeant, 2001a). Bezuidenhout (2017) believes that marketing is vital for the success and sustainability of an organisation, be it non-profit or for-profit. According to Salamon (2002), the marketing ethos inside the sector has increased as several non-profits embrace business management models of administration. Andreason, Goodstein, and Wilson (2005), Mirabella and Wish (2001), Smith et al. (2006) and Shani (2015) concluded that this shift to business-oriented practices is owing to the dramatic growth in the number of NPOs, hence the more competitive environment in which they operate.

NPOs in South Africa, like any other country around the globe, are also faced with funding challenges and are grappling to cope up with the decrease in financial resources and competition (Bezuidenhout, 2017). In 2013, Stuart reported that the number of NPOs in South Africa was around 150 000 whilst in 1994 the country only had 2 000 NPOs (Feuk, 2011:1). This continuous increase in the number of players in the NPO sector has intensified competition for funds. More so, the global economic crisis of 2008 has also contributed to this funding crisis in the non-profit sector in South Africa (Molefe, 2012:90 in Bezuidenhout, 2017). Due to this reason, Burnett (2008:7) maintains that the adoption of marketing is increasing in non-profit and non-business bodies. NPOs must differentiate their organisation from others, obtain public awareness of their brand name and mission, and engage in institutional advertising and public relations (Wymer & Mottner, 2009:186).

Collins (2006) concurs that the most crucial aspect that NPOs should adopt from the for-profit sector is marketing and defined brand management to finance and fulfil its mission. A number of scholars support the transmission of marketing skills from the profit-making sector to the not-for-profit sector (Andreasen, 1994, Andreasean et al., 2005 in Modi, 2012). Burnett, (1998), Sagawa (2001) and Sabo (2002) also suggest that NPOs should focus on building and sustaining relations with existing funders in order to survive. However, other researchers are of a different view, that developing relationships with existing donors maybe be costly and may fail to derive the expected benefit (Reinartz & Kumar, 2000; Payne & Holt, 2001). More so, several studies have been conducted on NPO marketing (Padanyi & Gainer, 2004; Andreasen & Kotler, 2007; Dolnicar & Lazarevski, 2009), but in several instances, there is a lack of prioritisation when it comes to marketing in NPOs (Dolnicar & Lazarevski, 2009; Drucker 2006; Williamson, 2009). According to Dolnicar and Lazarevski (2009), an insignificant portion of NPOs, who often lack the knowledge on how to approach marketing (Pope et al., 2009), only recognises the importance of marketing.

MacMillan, Money, Money and Downing (2003:806) advocate for the adoption of relationship marketing in NPOs. Sargeant (2001a) and Burnett (1998) agree that relationship-marketing activities would be most suited for the NPO sector. In the same view, Gainer and Moyer (2004) believe that NPO managers should identify prospective donors and manage sponsor relations, known as target marketing and relationship marketing. Relationship marketing, unlike the normal traditional marketing, gives emphasis to the development of long-term supportive associations with current supporters and suggest that an organisation will be better off when resources are concentrated on these particular relations than emerging ones (Gronroos, 1997 in MacMillan et al., 2003:807). Relationship marketing in NPOs is different from that of the for-profit sector. In the for-profit sector, relationships are directed towards the direct consumers of the company's products whilst in the NPOs, the relationships are directed towards experience and involvement in service delivery (Rothschild, 1979). The success or failure of organisations contending in a market is mainly reliant on the strategy they devise and implement. This study examines how marketing and management strategies can be effectively adopted in NPOs in order to remain sustainable.

3.5.7.2 Importance of marketing in NPOs

Marketing is of greater importance to any company's success, whether for-profit and non-profit, even though diverse companies may view the significance of marketing differently. Many might think that investing in marketing is not necessary for NPOs. However, it is beneficial because it aids with growth, attracting funding and prosperity for the NPO. Without the factors, the NPO's overall mission will diminish (Jain, 2015). Spector (2013) maintains that non-profit marketing helps to define and support the organisation's position and draw it closer to successfully achieving its mission. Tabaku and Mersini (2014:66) agree that adopting marketing in NPOs ensures that the NPO gains sufficient resources required to provide services in accordance with their mission.

Mahea (2014) explains that marketing is important for organisations to withstand increasing competition and to attract the target customers to the organisation's products and services. Adapting marketing in NPOs also allows for comprehending the needs of both the NPO's customers, beneficiaries and donors. Gainer and Padanyi (2005) argue that understanding and satisfying the consumers' needs improves their satisfaction. On the other hand, meeting donors' expectations and remaining accountable to them attracts resources' commitment from the donor (Vazquez et al., 2002; White & Simas, 2008).

Kotler and Levy (1969) in Sargeant (1999) summarise that marketing improves the levels of customer and donor satisfaction, attracts resources, helps an organisation define its competencies, and informs the NPO on the framework to work based on market research. Marketing also influences donors to contribute and volunteers to become involved (Tabaku & Mersini, 2014). Mahea (2014) also concludes that the success of an organisation is not only determined by the funds available but also by the establishing relationship with customers through marketing. However, the full benefits that NPOs may possibly gain from the effective adoption of marketing are not being enjoyed, as they should be (Bruce, 1995 in Dolnicar & Lazarevski, 2009:3).

3.5.7.3 Challenges to the effectiveness of NPO marketing

NPOs misunderstand marketing as sales and manipulation of customers and not necessary in an NPO setting (Sargeant, 1999:4). Pope et al. (2009) also identified the following as the issues that affect the effective adoption of marketing in NPOs:

3.5.7.3.1 Lack of resources/Support for marketing

Pope et al. (2009:192) found that there is a lack of resources, funds, time and knowledge to support marketing efforts in NPOs. Another finding was that donors are specific and place restrictions that their money should be spent only on the NPO's cause (Pope et al., 2009:192). Furthermore, the general public and potential donors fail to understand the need and importance of NPO marketing. There was also the realisation that even the management and board of the NPOs do not seem to understand the value of marketing and the need to include it in their annual budgets (Pope et al., 2009:193). Shortage of financial resources is also associated with low brand recognition, unclear target market and competition, and inability to utilise online marketing (Pope et al., 2009). They concluded that much energy should be given to finding funds for marketing in NPOs.

3.5.7.3.2 Lack of marketing skills

Several NPOs have embraced "business-like" marketing strategies (Akchin, 2001; Wenham, Stephens & Hardy, 2003; Eikenberry & Kluver, 2004; Padanyi & Gainer, 2004; Dolnicar & Lazarevski, 2009; Blery, Katseli & Tsara, 2010; Modi & Mishra, 2010; Brady, Brace-Govan, Brennan & Conduit, 2011; Andreasen, 2012), however they often do not have proper marketing knowledge (Brady et al., 2011). In support of this notion, Dolnicar and Lazarevski (2009) maintain that there is a small number of marketing personnel in NPOs who have never been formally trained in marketing. Pope et al. (2009) further maintain that for-profit marketing has not been totally employed in NPOs due to lack of skilled marketing personnel. Marketing is normally entrusted or relegated to volunteers or overworked employees who are not trained in marketing (Proust et al., 2013). Akchin (2001) is of the view that the non-existence of marketing skills in NPOs is due to low salary structures that do not attract top talent, and lack of appreciation of marketing as a complete process that should be incorporated into NPOs' operating strategies.

3.5.7.3.3 Ambiguous target markets and competition

Pope et al. (2009) also found out that the reason for the less effectiveness of NPOs in their marketing is the lack of clear target marketing. For marketing efforts to be effective and bring forth a positive result, the target market should be clearly defined and enable the designing on a marketing strategy. The NPO should be aware of its clients, competitors, donors and volunteers. Pope et al.'s (2009) findings indicated that NPOs could only specify their target market as the clients and not acknowledging all the other participants.

3.5.7.3.4 Low brand recognition

NPOs are finding difficulties in reaching certain economic groups due to cultural beliefs and perceptions towards the products offered by the NPO (Pope et al., 2009:193). For instance, trying to deliver NPO services like contraceptives to a culture that believes in maximising the number of offspring they leave behind. Brand recognition and elucidation of the NPO's purpose is therefore crucial. People usually accept or buy into a brand they can easily identify and associate with.

3.5.7.3.5 No targeted marketing to volunteers

Pope et al.'s (2009) study also found that NPOs have no marketing plans designed to attract and keep volunteers. Volunteers are an essential part of the success of an NPO and for long-term objectives (Pope et al., 2009:195). It is vital for NPOs to attract volunteers that are skilled and are passionate about the NPO's mission. Non-profit marketing strategies should also communicate, and address the specific and overall incentives of NPO volunteers.

3.5.7.3.6 Failure to use online marketing

More so, many NPOs fail to use their online platforms to their fullest potential. Due to limited resources, most NPOs do not have dedicated staff to manage their online platforms and many do not even have a website to market themselves. Of those with websites, they are mainly using them as a one-way communication platform.

3.5.7.4 Target markets in NPOs

Bezuidenhout (2017) identified the principles essential for NPO marketing. Amongst the principles is identifying priority markets that add value to NPOs and targeting the right markets. Helmig et al. (2004), Padanyi and Gainer (2009) and Tabaku et al. (2014) identified the following target markets, which NPOs should appeal to, which are customers or consumers, volunteers, staff and donors.

3.5.7.4.1 NPO client or consumer

The NPO client or consumer refers to the beneficiary or recipient of the NPO services. According to Pope et al. (2009:186), reaching the consumer is not a challenge for NPOs, as they deliver services that are not offered to the consumers by the government (Andreasen & Kotler, 2007). In other words, there is a need for NPO services in this target market, hence the consumer is willing to accept the NPO offering without much persuasion. Due to this reason, there is lack of customer orientation in most NPOs' marketing approach. Marketing efforts are targeted towards obtaining funds with less consideration of consumer satisfaction (Wenham, Stephens & Hardy, 2003).

3.5.7.4.2 NPO volunteer

According to the International Labour Organization (ILO) and the Law Dictionary (2017), a volunteer is a person of working age, who performs work or provides services to others without any expectations of receiving remuneration. Many NPOs globally and in South Africa, rely heavily on volunteer workers (Statistics South Africa, 2017). According to Govekar and Govekar (2002) in Pope et al. (2009:187), volunteers are an essential part of the survival of many NPOs; however, most of them do not understand volunteer enrolment as a marketing function. Recruiting and retaining good volunteers is essential to meeting long-term objectives of NPOs. Pope (2009:187) believes that NPOs should also give attention to volunteers as a target market when developing a marketing campaign. According to Studer (2016), volunteers are a unique set of stakeholders that require specific relationship management strategies that impact on their level of involvement within the NPO.

3.5.7.4.3 NPO funder / Donor

Donors or funders refers to the different individuals and organisations that support or fund the mission and objectives of the NPO. Many NPOs focus on this target market, devising ways of how to retain and keep donors satisfied and ensuring that they make repeated donations. Helmig et al. (2004) and Bennett and Savani (2004) in Pope et al.'s (2009:188) findings highlighted that many donors and funders do not see the value of engaging in marketing activities in NPOs. Marketing is viewed as an expense; therefore, they do not make provisions for a marketing budget when allocating funds. NPOs have to source more funds from other places to finance the marketing function (Pope et al., 2009). This study considers the marketing strategies that can be implemented by NPOs to appeal to the prior identified target markets.

3.5.8 Marketing strategies and NPO sustainability

Rust, Lemon and Zeithaml (2004) postulate that marketing strategies should be centred on building value for an organisation through managing and measuring marketing performance, which includes service quality and satisfaction of the consumer. Hassay and Peloza (2009:25) noted that recently, NPOs have started to adopt marketing concepts like market segmentation, market orientation, customer relationship marketing, loyalty and branding. In order to dissect the linkages between marketing strategies and sustainability, the Ansoff

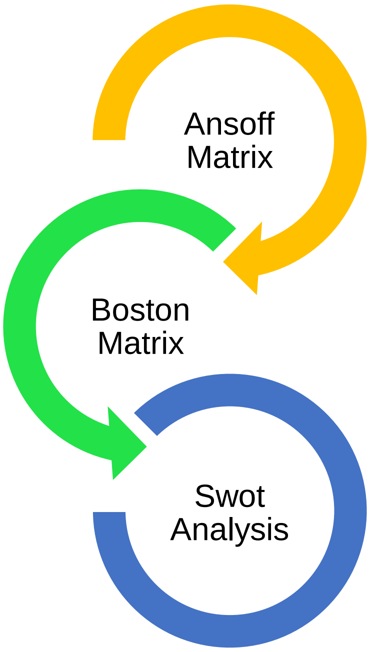

Figure 3.4: Marketing strategies for NPO sustainability (Own compilation)

Matrix, the Boston Matrix and SWOT Analysis were adopted.

3.5.8.1.1 Ansoff Matrix

The Ansoff Matrix is a tool that assists businesses when making decisions pertaining to their products, services and markets in order to achieve growth. It provides a framework to assist key management and marketers to devise strategies that will necessitate the organisation's future growth (Spencer, 2013). According to Morrison (2016), Ansoff created the matrix to

	Current Products	New
Current Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

classify different options for business expansion. It helps organisations to understand and to adopt marketing strategies that will enable them to grow (Chartered Institute of Management Accountants (CIMA), 2014). Ansoff (1965) presented two dimensions for an organisation to achieve a competitive advantage, one dimension being the product or service that the company offers, and the second dimension being the market to whom the product is offered. The study adopts the different options suggested by Ansoff as a means of aiding NPOs to achieve growth and sustainability. The theory identified the following strategies in Figure 3.5 below.

Figure 3.5: Ansoff Matrix (Source: Watts, Cope & Hulme, 1998)

The discussion that follows aims to determine how these growth strategies can be utilised in NPOs' context and to determine their credible link to NPO sustainability.

3.5.8.1.1.1 Market penetration

Market penetration is a growth strategy whereby an organisation focuses on marketing current products or services to the existing customers or market in order to increase revenue (O'Regan, 2002; Ansoff, 1965). NPOs specialise in the provision of services rather than products, even though this strategy is mostly adopted by for-profit companies and is rarely considered by NPOs. NPOs could sell their existing core products to their existing beneficiaries (Coetzee, 2013) as shown in Figure 13 below and acquire some revenue that can be used to build a financial reserve to be directed towards growth and sustainability of the organisation.

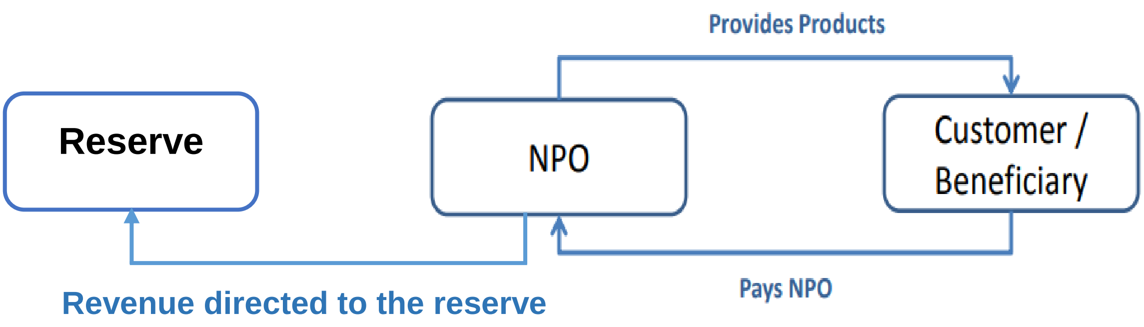

Figure 3.6: Market penetration income generation strategy for NPOs (Source: Coetzee, 2013)

In South Africa, a number of NPOs have already adopted this strategy. These include Soil for Life, Social Enterprise Academy, Social Audit Network, Helderberg Society for the Aged, Greater Capital, and Communicare (Coetzee, 2013:10). Selling of existing products or services offering to existing beneficiaries could be favourable for NPOs in the sense that through market penetration, an organisation secures market dominance. By achieving market dominance, it implies that there is a preference for an organisation's offering in a market. Customers easily identify with an organisation and it helps with endorsing and building a good brand image for the organisation. According to Custodio (2018), building a good brand is very crucial for an NPO as it creates uniqueness for the company, building trust for the organisation and recognition in the consumers' minds. Establishing a good reputation and brand image can potentially benefit an NPO giving it a competitive advantage over other players in the sector. Ansoff (1965) agrees that this strategy might not work to the NPO's advantage as the provision of more services means more funds required.

3.5.8.1.1.2 Market development

Market development occurs when a company takes strategic steps to develop its existing market for growth purposes. Mwiti (2011) describes market penetration as pursuing additional market segments or geographical areas. According to Coetzee (2013), NPOs are good at and are content with fundraising. They operate in a comfort zone of fundraising, even though there is a need to adopt business-like approaches for income generation. Using the market development strategy, NPOs can offer services to different markets, communities or new target markets with similar needs and which fall within the NPO's cause and mission.

They could potentially divide the market into different segments and offer some services free of charge and some for a set price. For example, as presented by Coetzee (2013), a national rehabilitation organisation that introduced a price differentiation strategy where certain services were offered free to poorer beneficiaries, but charged to others who could afford the services, as illustrated below in Figure 3.7. This means that the NPO can potentially gain a bit of revenue from the segments that are charged for the NPO services. Furthermore, some NPOs are collaborating with other non-profit organisations thereby developing their services offering and attracting new individual donors (Illinois Business Law Journal, 2009)

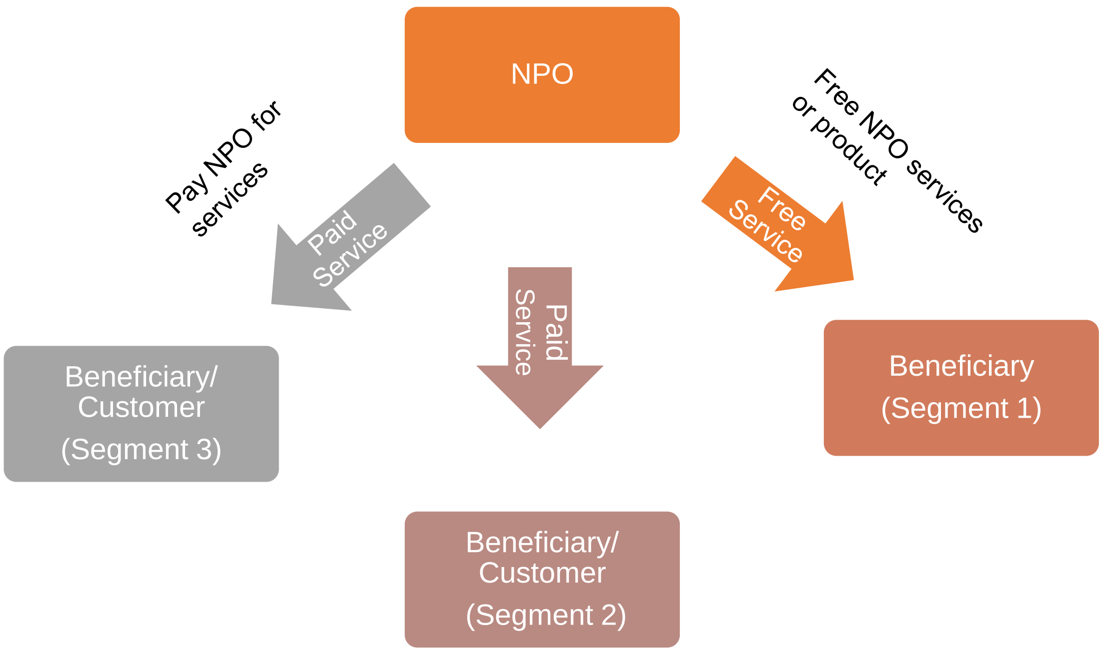

Figure 3.7: Market development—Price differentiation strategy (Own compilation)

3.5.8.1.1.3 Product development

Product development involves developing new or improved products or services that are targeted to existing or current markets for continuing business success (Bhuiyan, 2011:746). NPOs support certain causes and their range of services are offered to the society free of charge. Adopting this strategy means that the NPO could potentially introduce new additional products or services that they can offer to the society on a financial base. Besides donations, an NPO could earn additional revenue through sales of goods, such as educational material, books, consumables, offering services like technical support to other organisations, outsourcing staffing services, consulting, and project management. The revenue earned can be ploughed back into the organisation or can be invested towards building a financial reserve for future use and for long-term survival. For instance, the Sunflower Foundation introduced the selling of bandanas (ISSUU, 2018). Even though a few NPOs are adopting this strategy, there is a lot of resistance from NPOs fearing to lose their funding and clients.

3.5.8.1.1.4 Diversification

Diversification entails the organisation developing new products and entering new markets with the hope of achieving growth and increasing revenue. According to Chirani and Effatdoost (2013:23), diversification has become essential for the company's growth and survival. NPOs could adopt this marketing strategy as a means to achieve growth and sustainability. Besides offering the services that they are obligated to offer by donors, as a way of maintenance and building long-term survival, NPOs can start being creative and innovative and develop other products they can sell to an entirely new market on a profit basis. This will aid the organisation to increase its revenue. NPOs that diversify and pursue commercial activities are stronger and outperform their counterparts (Álvarez-González et al., 2017). A few NPOs in South Africa have started to venture into new markets besides the not-for-profit, diversifying their income streams and revenue strategies instead of waiting on donations. Coetzee (2013) agrees that NPOs should cultivate additional income through running side businesses and earning revenue through social enterprise activities, for instance, some NPOs in Cape Town have established car wash business (such as The Carpenters Shop), coffee or cafe shops (such as Common Ground Church), bookshop (such as Catholic Welfare and Development), training facilities, and social enterprise hubs. This strategy is illustrated below in Figure 3.8.

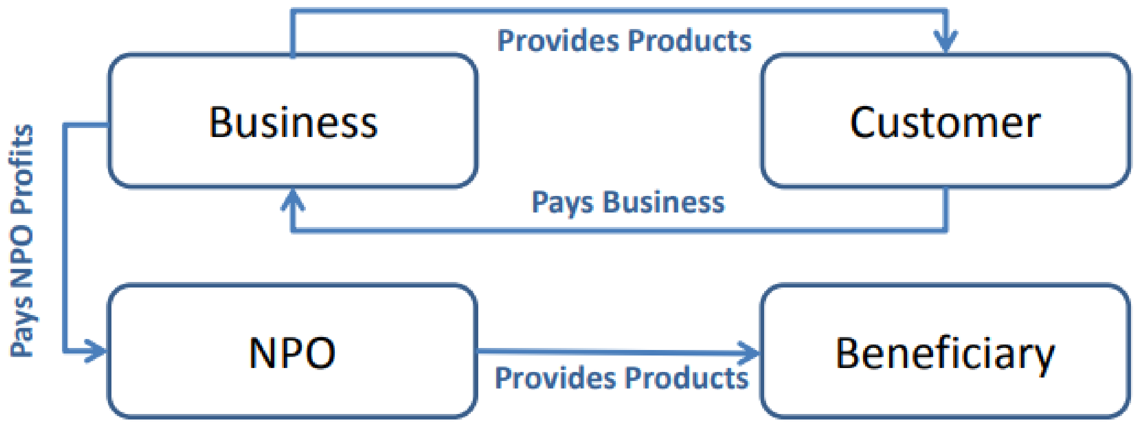

Figure 3.8: Diversification model for NPO growth and sustainability (Source: Coetzee, 2013)

NPOs could potentially adopt the strategies above for growth and as a way of creating income and achieving organisational sustainability in the long run. However, adopting this strategy in an NPO might not be easy, due to the reason that when donors allocate funding, they are usually specifying the geographical areas where the donor requires the funding to be utilised and if the service should be for free or not. Coetzee (2013) also highlighted that some donors, leaders and government departments are uncomfortable with NPOs earning a profit and expect them to work at a discounted rate without earning any profit. Coetzee (2013) concluded that donations are simply one form of income and there is no problem with NPOs generating revenue if beneficiaries are not undermined, neglected or misused in the process, and that profits and surpluses are ploughed back for advancing the mission of the organisation.

3.5.8.1.2 Boston Matrix

The Boston Matrix provides a method for ranking products or services to gauge the probable cash contribution and demands of each product or services (Zic, Hadzie & Ikonic, 2009:101). The matrix groups the organisation products according to performance as stars, cash cows, dogs or question marks, based on their growth rate, positive and negative cash flow and market share (Henderson, 1970).

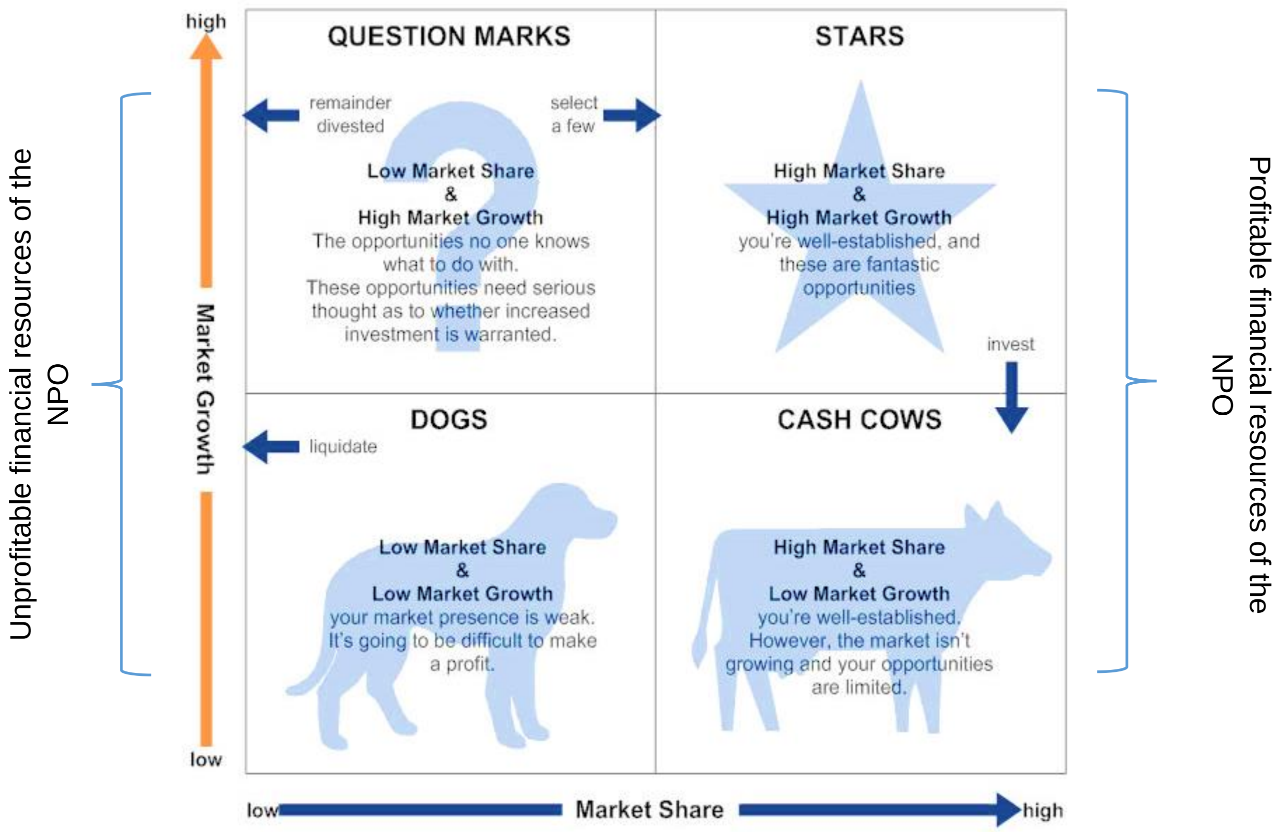

Figure 3.9: BCG Matrix/ Matrix for NPO financial analysis (Source: Henderson, 1970; Friesner, 2017)

The technique is used in brand marketing and product management to help organisations decide what products or service to add to their range and which opportunities in the market they should continue to invest in. It intended to avoid some of the adverse factors in weighing up the market share and industry growth (Zic et al., 2009:101). Haltofova and Stepankova (2014) presented on the theoretical applicability of the Boston Matrix in NPOs. The Boston Matrix supports businesses to decide on how to manage their range of businesses, brands and products, and marketing portfolio of the NPOs, expressed in terms of financial resources.

In this study, this matrix was adopted as a tool to aid NPOs to identify the biggest income contributors and different financial resources in their organisations, which they can capitalise on to create sustainable entities. According to Haltofova and Stepankova (2014:58), the Boston matrix helps NPOs analyse their financial resources (previous, current and future resources) and aids in better distribution of income sources and better assessment of independence on diverse financial sources. Positive income flow of an NPO could possibly be used for growing the company and building sustainability. The left side of the matrix above represents the unprofitable financial resources of the NPO and the right represents the profitable financial sources. Haltofova and Stepankova (2014:59) presented an adjusted Boston Matrix known as the Financial Sources and Fundraising Matrix as explained below.

3.5.8.1.2.1 Stars

These are financial resources or fundraising techniques intended for the future, including needs of the public and other donations with an indefinite result of their gaining. They can be financial sources already used by NPOs, which have not developed to their supreme potential and in the future can become the cash cows; for example, when funders support NPOs through tickets bought at a concert or when all revenue of sold products is directed to an NPO. In South Africa, individuals join races, and the amount won is usually donated to a specific charity.

3.5.8.1.2.2 Cash Cows

These are financial resources and fundraising methods currently being used by NPOs. Without these sources of income, the NPOs cannot exist or do day-to-day activities. Cash cows generate more than what is invested in them (Friesner, 2017). NPOs can potentially capitalise on these types of financial resources to achieve sustainability and organisational growth.

3.5.8.1.2.3 Question marks

These are financial resources that demand money but are not yet profitable. They are characterised by high costs than profits. NPOs should transform them to be more profitable or get rid of them. Question marks consume resources and generate little return (Friesner, 2017).

3.5.8.1.2.4 Dogs

These are financial resources and fundraising methods which are no longer being used by NPOs and do generate an income for the organisation (Haltofova & Stepankova, 2014), which the NPOs should get rid of (Sobanova, 2011:29). Dogs do not generate income for the organisation but rather absorb it (Friesner, 2017)

The finding of Haltofova and Stepankova (2014) proves that even though the matrix is beneficial to NPOs' long-term survival, the Boston Matrix is not known among NPOs and even those that are familiar with it. Staff were reluctant to use the tool and identified it as solely suitable for strategic marketing. Haltofova and Stepankova (2014) recommended the Boston Matrix for NPOs as it gives an analysis of their financial portfolio, prospect sources of revenue and fundraising approaches, which enables them to have a proper assessment of past, present and upcoming projects. Carrying out this analysis of financial resources could potentially help the NPOs with improving performance and achieving long-term survival.

Tabaku and Mersini (2013:84) explains that there are other marketing strategies and approaches that can be implemented by NPOs without altering their mission. MacMillan et al. (2005) presented these strategies as follows:

- **Market segmentation:** Classifying the beneficiaries who are most concerned about supporting the NPO's mission.
- **Product positioning:** Marketing efforts will then be directed towards building an image that is attractive to that segment of the market.
- **Advertising:** Marketing communication will then be developed to appeal to that market segment.
- **Place:** Using marketing, communicating with this targeted market will be done through the channels they use.

In short, adopting marketing strategies will aid NPOs to act and position themselves strategically to reach and extract superlative benefits from their targeted market.

3.5.8.1.3 SWOT Analysis

A SWOT Analysis helps organisations to identify their strengths, weakness, opportunities and threats (Maxim, 2016:22). The aim of this tool is to help an organisation maintain equilibrium with the outside environment over an extended period of time (Sackett, Jones, &

Erdley, 2005). It helps organisations to have insights into the past and to develop potential resolutions for current or possible problems (Ommani, 2011:9448) Strengths are those inside factors that support exceptional organisational performance (Harrison, 2010:93). They are the synergy elements of the organisation's strategy (Ansoff,1965:91). Weaknesses are the factors that inhibit the firm from achieving its full potential (Stevenson, 1976 in Clardy, 2013:101). Opportunities are the outside factors that are favourable for accomplishing the organisational goals; on the other hand, -threats are those factors that hinder the achievement of organisational goals and are not favourable for the organisation (Free Management eBook, 2013:8).

NPOs could adopt this tool in order to maximise their marketing efforts and improve sustainability for strategic planning (Clardy, 2013:100) and for developing a good well-informed marketing strategy (Maxim, 2016:24). A good marketing strategy could potentially result in the success of the organisation as well as meeting long-term objectives. SWOT Analysis was explored in the study to try to unfold how an NPO can effectively utilise its resources to achieve sustainability. Using the tool, NPOs could identify, for instance strengths, weaknesses, opportunities and threats as identified in Figure 3.10 below:

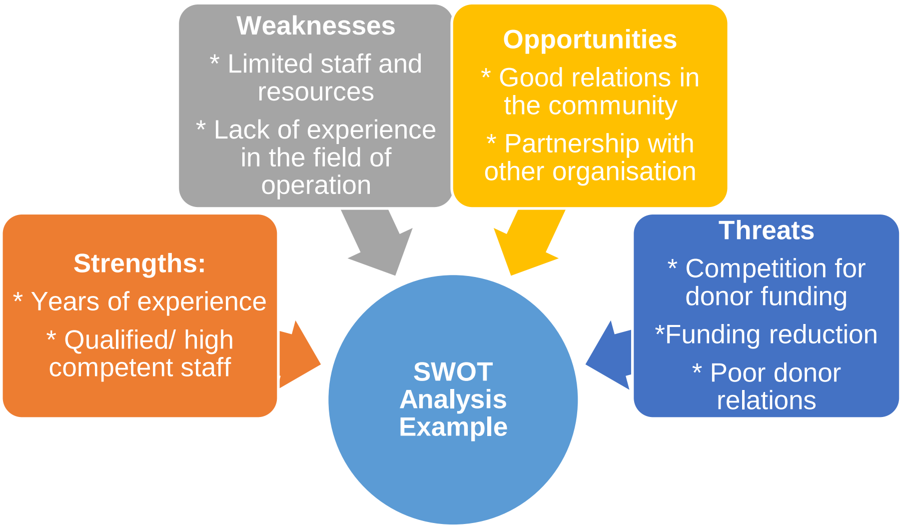

Figure 3.10: SWOT Analysis for NPOs example (Own compilation)

- **Strengths:** Years of experience of the organisation could work in its favour as a strength in the sense that the more the organisation is experienced, the more it is attractive for funders or donors to invest in it. More so, years of experience could potentially mean that the organisation knows the ins and outs of the environment they operate in and knows how best to shift to adopting business-like approaches to improve sustainability.

- **Weaknesses:** Limited staff and resources is a potential weakness to NPOs for it implies that the organisation is constrained to reach its maximum potential. Adopting marketing practices could be challenging, as the NPO might not have funds to spend on marketing, or employ and attract a professional marketing person.

- **Opportunities:** Good relations and partnership with the State can be advantageous for the NPOs, in the sense that many opportunities can arise because of these relationships. Good relations could also work in favour of NPOs' marketing efforts to improve sustainability.

- **Threats:** Funding reduction and competition are the most common threats of many NPOs, hence the need for sustainability. An NPO with a sustainable model of operations will not be affected by the withdrawal or reduction of funding.

3.5.8.1.4 Other strategies

A few NPOs have started adopting the social enterprises and social bonds model as a channel to raise additional funds. These strategies are presented below.

Social enterprise

Social enterprises are income-generating businesses that can be operated by an NPO or a for-profit company with the aim of earning revenue, ensure sustainability, and to drive social, economic, community and cultural outcomes (Breslauer, 2011:10; Greater Capital, 2016:1). They usually address basic needs or provide a solution to a social problem through a market-driven approach (Social Enterprise Alliance, 2018). They are hybrid organisations that mix the not-for-profit and for-profit components with a social mission to gain a surplus that can be used to pursue their social impact (Leung, Mo, Ling, Chandra & Ho, 2019). Bawden-Peter (2017) stated that this model offers innovative ways of generating revenue towards supporting the business goals, increasing social value and providing funding for sustainability, and helps with reducing reliance on traditional funding models. This model, however, does not fit into the traditional definition of for-profit organisations or NPOs; it requires a shift and transition in structure and governance (Bawden-Peter, 2017).

Social impact bonds

Social impact bonds, also termed pay-for-success financing, is a contracting financing mechanism where socially driven people pay for the provision of social services in advance and are repaid when a sustainable, stated, pre-agreed outcome or target has been achieved (van Zyl, 2018; Gardiner & Gustafsson-Wright, 2015). Graduate School of Business (2018), maintain that SIBs are a form of bond whereby the social investor takes the risk of investing knowing that repayment is dependent on the achievement of the agreed outcomes.

The first Impact Bond Innovation Fund (IBIF) in South Africa was launched in October 2018 in the Western Cape (Graduate School of Business (GSB), 2018). It was a partnership between several organisations, including the Bertha Centre, the Western Cape Foundation for Community Work in partnership with Volta Capital and mothers2mothers, the Western Cape Department of Social Development (DSD) and ApexHi Charitable Trust (Graduate School of Business, 2018).

Malan (2015) agrees that this initiative or mechanism avails more funding for different social projects and increases support to the rising public initiative that is aimed at driving and maximising social value. Gardiner and Gustafsson-Wright (2015), also presented that this mechanism allows for investments in prevention, fosters collaboration, and focuses on the outcome. Geral (2016) also recommends this initiative as an innovative financing model that will bring a solution to most of the pressing challenges in Africa, at the same time offering investors a worthwhile return on investments.

In addition, the participants identified other strategies, which include selling NPO services and products (Coetzee, 2013), offering accredited training, outsourcing of human resources, outsourcing of equipment, investment accounts, funds administration, and research.

3.6 Summary

This chapter described the importance of marketing to an organisation, it looked at the challenges in NPOs' marketing and examined the marketing and sustainability strategies and the importance of NPO sustainability. The chapter reviewed the importance of marketing to NPOs thus revealing the significance in determining what could be the impact of the inclusion of marketing strategies on the growth and sustainability of NPOs in South Africa - a key objective of this study. The chapter also presented management and marketing strategies that NPOs potentially implement to achieve sustainability which informs another objective of this study on how marketing and management strategies should be positioned in NPOs in order to improve sustainability. In South Africa, a few NPOs have adopted other means of generating income besides the donor funding and these models have proved to be working for them; however, many are still reluctant to adopt these strategies. Given the circumstances and the struggles that the sector is facing, it is vital for NPOs to be flexible in adopting innovate ways and engage in marketing in order to ensure long-term survival and continual delivery of services to the communities they serve.

CHAPTER FOUR
RESEARCH PROCESS AND METHODOLOGY

4.1 Introduction

The previous chapter presented literature relating to sustainability, marketing and management strategies in NPOs. This chapter follows on and looks at the research process and methodology followed in this study.

For every research study conducted, there are underlying assumptions of what constitutes valid research and the appropriate methods adopted to gather information from the study objects. According to Rajasekar, Philominathan and Chinnathambi (2013:2), a research study is conducted with the aid of experiments, observations, analysis, comparison and reasoning. The approaches and techniques followed in a study are dependent on the information that needs to be collected.

This chapter provides comprehensive information about the research process and methodology detailing the techniques used by the researcher to address the research problems and research aims presented in Chapter One. It details how the study location was selected, the selection of study participants, the selection of research instruments, designing and interaction with the study participants, the data analysis process, and measures considered for the rationality and dependability of the data collection tools utilised. Ethical consideration is also discussed with emphasis on protecting the study participants and obtaining the required consent before conducting fieldwork.

The study aim was to investigate and scrutinise how marketing and management strategies can be effectively adapted to aid in transforming healthcare sector NPOs into sustainable organisations. It is inevitable to overlook the role that NPOs play in the economies they operate. According to the literature reviewed, at present, little attention is placed on the marketing and management aspects of NPOs. It is hoped that this study avails some benefits to various stakeholders, which include NPOs, the government, funders, communities that benefit from the services delivered by NPOs, the South African economy, marketing professionals, researchers and other countries.

4.2 Research process

Burgess (2001:1) identified seven steps that are followed in a basic survey research process, that is, “defining the research aims, identifying the population and sample, deciding on data collection methods, designing a questionnaire, conducting a pilot study, carrying out the main survey and analysing the data". This study also followed the same steps in discussing the research process for this study.

4.3 Research aims revisited

The aims of this study as defined in the introductory chapter were (1) to carry out a critical analysis of NPO sustainability, by looking at methods that are being utilised to ensure sustainability, and (2) to investigate and propose a framework of how marketing and management strategies can be effectively incorporated into the operations of NPOs in the healthcare sector in South Africa. This is with a view to improving NPO sustainability and ensuring continued support for the communities. The sub-objectives of the study were:

- To put forward a framework that will help in addressing some of the challenges to the current NPOs' marketing efforts in the healthcare sector
- To determine how the challenges to the current NPOs' marketing efforts should be addressed.
- To determine the impact of the inclusion of marketing strategies on the growth and sustainability of healthcare sector NPOs in South Africa.
- To determine how marketing and management strategies should be positioned in the healthcare sector NPOs in order to improve sustainability.
- To identify the different funding streams that are available for NPOs in South Africa.

4.4 Research questions revisited

In order to reach the objectives identified above, the following research questions where formulated.

- To what extent do healthcare sector NPOs employ marketing and management strategies in their operations?
- How should the challenges to the current NPOs' marketing efforts be addressed?
- What should be the impact of including marketing strategies on growth and sustainability of healthcare sector NPOs in South Africa?
- How should marketing and management strategies be positioned within the healthcare sector NPOs in South Africa to improve sustainability?
- What should be the main funding streams for NPOs in the healthcare sector in South Africa?

4.5 Research population and sample

4.5.1 Population and location

"A population is any complete group that share a common set of characteristics" (Zikmund et al., 2013:385). Hanlon and Larget (2011:7) define a population as all people or elements of research interest. It can also refer to members that meet the specified section criterion for a research investigation (Alvi, 2016:10). Robergs (2010) outlines the participant selection steps, which start from identifying the general population, targeted population, accessible

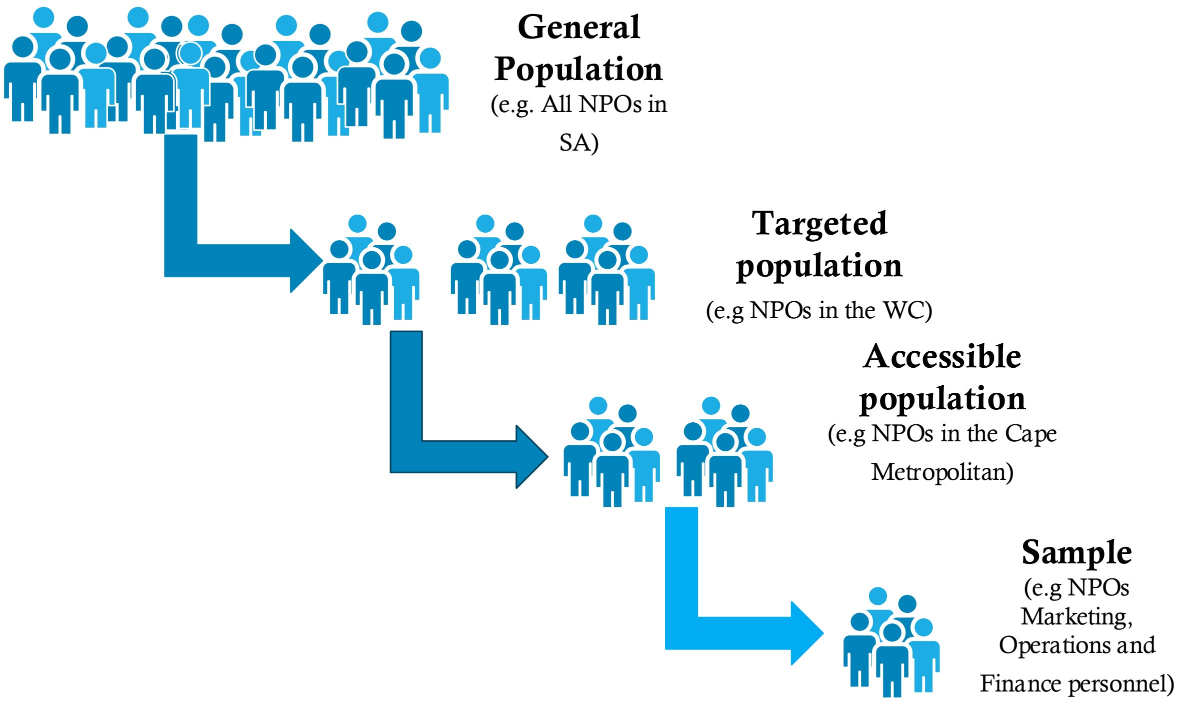

Figure 4.1: Participant selection steps (Own compilation based on Robergs, 2010)

population and arriving at the sample.

The target population in this study consisted of all NPOs in the healthcare sector in the Cape Metropolitan area. The Department of Social Development (2017:29) reported that a total of 153 667 were registered in the financial year 2015/16, with an increase of 12% to the total 172 429 registered NPOs in the financial year 2016/17. Seven per cent (7%) of this total are operating in the health care sector (DSD, 2018) and Cape Town-based healthcare sector operators accounting for 960 of the total number (DSD, 2016; DSD, 2018).

4.5.2 Inclusion criteria

Defined broadly as who can be included in a study, Garg (2016) goes further to specifically describe inclusion criteria as the attributes of the subjects that are essential for the selection to participate in a study. Considering the research questions and the nature of data to be collected, the researcher identified the following study participants from the key line functions:

- Marketing management of NPOs in the healthcare sector in the Cape Metropolitan area;
- Operations management of NPOs in the healthcare sector in the Cape Metropolitan area;
- Finance management of NPOs in the healthcare sector in the Cape Metropolitan area.

These key participants were chosen owing to their important roles within the organisations. The portfolios they manage span the roles of production/ operations, marketing and finance. As they are directly linked with organisational success (Kalpana, 2018), the researcher considered them as useful participants to inform the study.

4.6 Sampling size and technique

In research, there are common constraints that are usually faced by researchers, which include time, cost and resources to carry out the study, amongst other factors. Due to the prior constraints identified, it is inevitable for a researcher to reach all the subjects in a study; therefore, a sample is selected as a representation of all the participants. Sekaran and Bougie (2013:241) define a sample as a sub-section of a bigger group called a population. It is a smaller number of individuals chosen from the population under inquiry (Alvi, 2016:9).

Teddlie and Yu (2007:78) identified three categories of sampling, which are “probability sampling, purposive (non-probability) sampling and mixed methods sampling”. A probability sampling approach follows that every subject of the population has a known probability of being selected to be part of the sample (Alvi, 2016:12). On the other hand, with a non-probability approach, the participants do not get the same opportunity to be included in the study; all the components in the population will have an opportunity to be included (Etikan & Bala, 2017:0149). The mixed-method sampling approach involves the use of both the probability and non-probability approaches. The different sampling techniques are summarised in the figure below with the one adopted by the researcher highlighted.

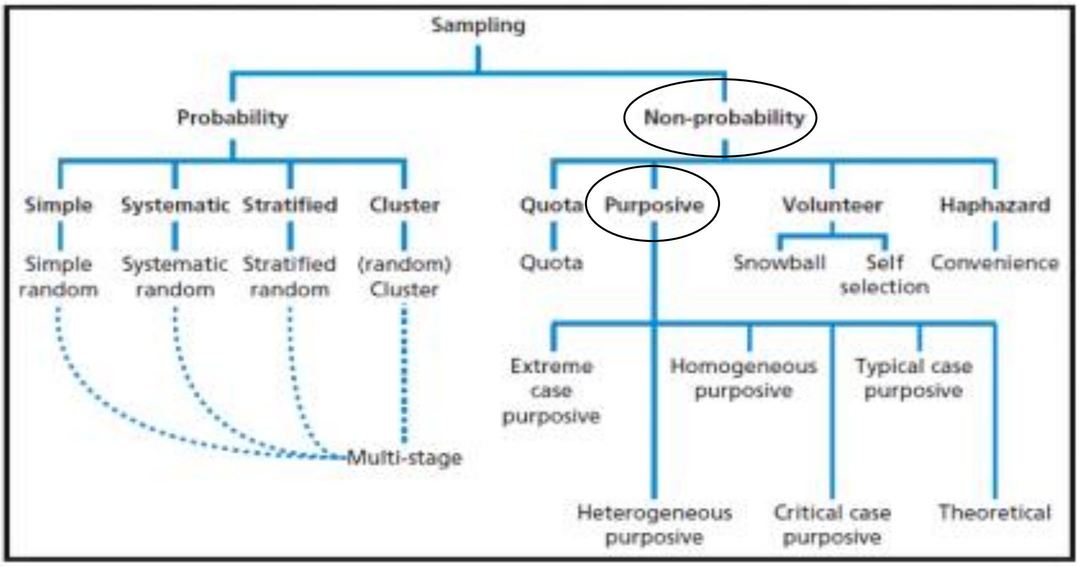

Figure 4.2: Sampling techniques (Source: Reddy & Ramasamy, 2016)

Non-probability approach

A non-probability sampling approach was espoused for this study. As noted above in Section 4.6, in non-probability sampling, the likelihood of each element being selected is not known. Subjective approaches are used to select which components are included in the sample (Battaglia, 2011:523). This approach was adopted for this study, following the judgmental or purposive sampling design. The judgmental or purposive sampling technique of the non-probability sampling design was applied to select the organisations and individuals from corporates who will participate in the study.

In judgmental sampling, the sample is selected based on the researcher's judgement and experience that the identified subjects will satisfy the researcher's purpose (Zikmund, 2003 in Haydam & Mostert, 2013:131). Besides this, it is also selected based on the researcher's knowledge of a subject matter under investigation (Perla & Provost, 2012:171). Basically, the researcher selects what is essential, needs to be known and looks for participants who are able and eager to provide the required information by virtue of familiarity or experience (Etikan et al., 2016:1). This method was selected for the reason that the researcher was convinced that it would offer much quicker access to the relevant study respondents, and be generally useful for examining specific issues (Sharma, 2017:749). As earlier indicated, the method was useful, economical and quick to choose the study objects that were informative to the research topic. It also allowed for the selection of individuals that are experts and well acquainted on the subject under investigation (Etikan et al., 2016:2).

Overall, the sample for the study was finally drawn from the 960 healthcare NPOs in Western Cape (DSD, 2016:29). The sample selection, beyond the aforementioned reasons, was guided by the following: firstly, the NPO should be in the healthcare sector, have received donor funding, and have been in operation for three years or more. Secondly, subjects must be head of marketing/ fundraising, finance and operations. Altogether, the study reached 30 participants, this includes 15 participants in in-depth interviews and 15 participants from the three focus groups which consisted of five participants in each group.

4.7 Research paradigm

Every study is built on some fundamental theoretical assumptions about what constitutes effective research and the approaches that are most applicable for understanding the problems in a particular study. According to Henning et al. (2004), research is not conducted in a vacuum, it is framed around a research paradigm. It is a means of recounting a worldview that is informed by theoretical assumptions about the nature of societal reality (Patton, 2002). It comprises of four elements, namely ontology, epistemology, methodology and axiology (Lincoln, Lynham & Guba, 2011). Ontology refers to a viewpoint concerned with the presuppositions we make in order to consider that something makes sense, is real, or the very nature or principle of the social phenomenon we are investigating (Scotland, 2012). Epistemology describes the means of how knowledge is acquired and how truth or reality is obtained, or what is considered as knowledge within the world (Cooksey & McDonald, 2011). Axiology is around the ethical concerns that need to be reflected before doing research; understanding is acceptable behaviour concerning research (Kivunja & Kuyini, 2017:28). A research paradigm commonly consists of the positivist, constructive or interpretive, and the critical paradigm (Kivunja & Kuyini, 2017:30), even though several other paradigms emerged from the two in social science research (Chilisa & Kawulich, 2012).

4.7.1 Positivist paradigm

The positivist’s paradigm considers knowledge as objective, quantifiable, and more likely employs quantitative methods (Kaboub, 2008:343; Chilisa et al., 2012:2). It upholds that scientific means are the only way to reveal reality and present it in realistic means (Henning et al., 2004:17). The paradigm accepts that practicality is unsound and that accuracy is not absolute but possible (Kivunja & Kuyini, 2017:32). Chilisa and Kawulich (2011) describe the purpose of this paradigm as to ascertain laws that are generalisable and direct the universe, informed by pragmatism, optimism and critical realism, viewing knowledge as objective. Chilisa et al. (2012) describe the purpose as to predict the results, examine theories, or discover the strength of the relationship between variables or a cause and effect connotation. It embraces that the approaches, systems and processes adopted in the natural sciences offer the supreme perspective for examining the social world (Chilisa & Kawulich, 2011). The positivist paradigm considers human behaviour as passive, directed and determined by the external environment.

4.7.2 Critical paradigm

The critical paradigm positions its inquiry in societal justice matters and seeks to address the social, political and economic concerns, which lead to social repression, conflict, fights, and authority structures (Kivunja & Kuyini, 2017). Basnet (2011) agrees that the critical paradigm aims to encourage democracy, by making changes in a society oriented with beliefs, including social, political, cultural, economic, ethical systems. The choice of paradigm adopted is subjective based on the characteristics of the research problem, the researcher and the environment (Trauth, 2009:3172). The paradigm adopts a more controversial and subjective approach where the researcher and the study objects are assumed to be interactively related, with the beliefs of the researcher which unavoidably influence the inquiry (Guba & Lincoln, 1994:110). It assumes that the social genuineness is historically instituted and that it is shaped and recreated by individuals (Myers, 2009), strives to analyse the concealed curriculum, and searches for facts and meaning within the social setting (Reeves & Hedberg, 2003:33).

4.7.3 Constructivist or interpretivist paradigm

The constructivist or interpretive paradigm employs a qualitative approach, which assumes that there is no particular truth; essentially that truth needs to be interpreted. The researcher makes sense of the information through their own intellect and perceptive processing of facts informed by their communications with participants (Kivunja & Kuyini, 2017). The constructivist approach is undertaken to understand and describe human nature, and views knowledge as subjective, employs a qualitative approach, and stresses the existence of multiple realities; it aims to know people's reality and accepts that truth lies within human experience (Chilisa & Kawulich, 2011; Chilisa & Kawulich, 2012). It tries to get into the head of participants under investigation to appreciate and deduce the meaning they bring to the context being investigated (Kivunja & Kuyini, 2017:33). The intention of this paradigm is to gain a deeper understanding of the participants, focusing on the complexity of human sense making, as the situation unfolds (Trauth & Jessup, 2000:54).

4.7.4 The rationale of the paradigm for this study

Chilisa and Kawulich (2011:2) maintains that no one paradigmatic view is precise. The researcher chooses and determines the paradigmatic view to adopt based on how it informs the research design and the questions under investigation. For this study, the researcher employed the constructivist approach. It was considered appropriate for this study as it aligns with the nature of information required, objectives and it allows for the achievement of the ultimate goals of the study. More so, the questions leading this study cannot be easily quantified. They required the understanding of NPO operations, relationships and different funding streams which may vary from each NPO, hence the choice of the constructivist approach.

Consistent with Iwu et al. (2015), Weerawardena et al. (2010) and Hadebe (2014), the constructivist or interpretive approach was employed to gather the different views, experiences and the perceived importance of the marketing and sustainability concept by different NPOs. According to Iwu et al. (2015:9565) due to the dissimilarity in NPOs, situational factors need to be considered, and in such cases, interaction with research subjects becomes very critical for obtaining perceptions, feelings and beliefs on the matter under study. With this method, the researcher made efforts to understand the viewpoint of the subject; importance was placed on understanding the participants and their interpretation of the subject under investigation (Kivunja & Kuyini, 2017:33).

4.8 Research method

Myers (2013:24) delineates a research method as a plan of enquiry. It is the process used for data collection. The methodology provides the cement that holds the study together. It is the common rationality and hypothetical perception of a study (Bogdan & Biklen, 2007:35). US Department of Health and Human Services (2017) describes research methodology as a recipe whereby a list of ingredients is provided to make a dish by bringing together the major components of the research project and the plan to successfully carry out a research study. It details the tools and techniques that are utilised to conduct a study and lay down the ways to collect, categorise and analyse data in order to arrive at some conclusions (Walliman, 2011:7).

In the research, the methodology is where all opinions about the nature of realism and facts, principles, philosophy and practice on a given subject come together (Chilisa, 2012:3). Determining a methodology begins with choosing a research paradigm that informs the study, followed by data collection, data analysis, ethics and validity (Chilisa et al., 2012:4).

The paradigms described earlier are consistent with two research methods, namely quantitative and qualitative. Mostly it is granted that three enquiry methodologies exist which are “quantitative, qualitative and mixed methods” (Cohen et al., 2011; Creswell, 2013). These are described below.

4.8.1 Quantitative method

In quantitative research, the research aims are addressed through an experimental assessment which involves statistical measurement and examination. In this case, the researcher assumes that knowledge is objective and tangible (Zikmund et al., 2013:134). It assumes that the subject is objectified, context is controlled, follows a pre-planned research schedule, the hypothesis is formulated beforehand, and concepts are unambiguous (Konstant, 2010:92). The method follows the assenting scientific method because its emphasis is on proposition and philosophy testing (Antwai & Hamza, 2015:220).

Using a narrow-angle lens, the focus of this method is on a single or limited fundamental elements at the same time, the researchers try to hold constant other elements not being investigated, which is done through experiments or under laboratory conditions manipulating only one factor whilst examining the outcome (Antwai & Hamza, 2015; Rule & John, 2011). Data collected is presented in arithmetic or numerical form. The goal is intellectual whereby the researcher understands the total meaning of context, the purpose of study, identifying unforeseen events and using them to generate new ideas and explain conclusions (Maxwell, 2005:23). Data is conveyed through numbers and is numerically and statistically evaluated (Maxwell, 2005:22).

4.8.2 Qualitative method

Conversely, a qualitative method utilises observations, interviews and content analysis to address the research objectives, whereby the researcher assumes that knowledge is subjective and personal (Long, 2014:428). According to Myers (2013:5), qualitative research is intended to aid the research to understand what people say and do. The approach is based on personal experience, the context is taken into consideration, it follows a semi-structured schedule, the hypothesis is undeclared or stated, and concepts are interpreted in a number of unambiguous ways (Konstant, 2010:92).

The qualitative method is utilised when little is reported and known around a phenomenon under investigation. To discover and learn more about the phenomenon, the method is used to produce new suppositions and philosophies (Antwi & Hamza, 2015:220). It adopts a broad and profound angle lens approach to examine social choice and behaviour comprehensively as it occurs naturally, and the researcher does not interfere in the natural course of behaviour (Antwi & Hamza, 2015:221).

It assumes that reality is socially constructed. Data collected using this method is presented as communicative narrations using words and tries to comprehend the occurrences in a natural setting (Antwi & Hamza, 2015; Denzin & Lincoln, 2017). The goal is practical whereby the researcher shares results, experiences and collaborations, and helps to improve existing practices (Maxwell, 2005). Data is conveyed through words and text (Maxwell, 2005:22; Willig & Rogers, 2017). This was the preferred method adopted for the study.

Table 4.1: Difference between quantitative and qualitative research methods

Orientation	**Quantitative Approach**	**Qualitative Approach**
Paradigm/Worldview (assumption about world)	Positivism/Realism	Interpretivism/Idealism
Research Purpose (rationale)	Numerical description Causal explanation Prediction	Subjective description Empathetic understanding Exploration
Ontology (nature of reality)		
Epistemology (theory of knowledge)	Dualist/Objectivist	Subjectivist
Methodology (aims of scientific investigation)	Experimental/Manipulative	Hermeneutical/Dialectical
Research Methods (techniques and tools)	Empirical examination Measurement Hypothesis testing Randomisation Blinding Structured protocols Questionnaires	Ethnographies Case studies Narrative research Interviews Focus group discussion Observations Field notes Recordings and Filmings
Scientific Method (role of theory)	Deductive approach, testing of theory	Inductive approach, generation of theory
Nature of Data Instruments	Variables Structured and Validated data collection instruments	Words, images, categories In-depth interviews, participant observation, field notes, and open-ended questions
Data Analysis	Identify statistical relationships among variables	Use descriptive data, search for patterns, themes ad holistic features and appreciate variations
Results	Generalisable findings	Particularistic findings; provision of insider viewpoint

Final Report	Formal statistical report with: • Correlations • Comparisons of means • Reporting of statistical significance of findings	Informal narrative report

(Source: Antwi & Hamza, 2015)

4.8.3 Method adopted for this study

This study utilised the qualitative method. This method aligns with the research paradigm adopted for the study, which seeks to gather descriptive narratives from the study participants. The choice of selection was also guided by the reasoning that qualitative techniques help the investigator to gain profound insights into the research problem through interactions with the study participants. Qualitative research aims to investigate the research problem in a natural setting or process, and also attempts to make sense and deduce an occurrence constructed on the connotation that individuals convey to them (Denzin & Lincoln, 2017). A qualitative study also assisted the researcher to appreciate the context or settings in which participants address the problem under investigation (Creswell, 2013). A review of previous studies on NPOs, such as by Iwu et al. (2015), Weerawardena et al. (2010) and Hadebe (2014), also informed the selection of the qualitative method. Thus, in this study, interviews were used to collect data.

4.9 Research design

A research or study design is a master plan that lays down the approaches and processes for gathering and examining the required information (Zikmund et al., 2013:64). Burns and Groove (2003:195) describe the research design as a strategy for directing a study, with the ability to control factors that may influence the accuracy of the research outcomes. It is the practical structure of the investigation, which enunciates what information is required, the informants, and how it will address the research questions (Jalil, 2013:6). According to Walliman (2011:9), many types of research strategies exist for different research projects, and their adoption is determined by the nature of the problems modelled by the research objectives. Jalil (2013:8) identified that there is a lack of consistency in classifying different types of research designs, and decided instead to broadly classify research designs into experimental, quasi-experiments and non-experimental designs. These designs are briefly explained below.

4.9.1 Experimental design

Experimental design is a strategy for allocating experimental units to treatment stages and the numerical analysis related to the plan (Kirk, 1995: 1). Using this design, those selected units from the population under investigation are randomly allocated to two groups, one of which is substance to the intervention (*denoted as the 'treatment' group*) and the other not (*the 'control group'*) (Jalil, 2013:8). The design assures that groups are the same in both observable and unobservable structures, before being assigned to the control or treatment group (Jalil, 2013:9).

4.9.2 Quasi-experiment design

Quasi-experiment design follows the similar approach as experimental design but the selection of individuals is not done randomly, the researcher establishes an observation group that is similar to the treatment group but not necessarily the same (Jalil, 2013:10). The objective of this design will be to illustrate the rationality behind these approaches rather than specifying the mathematics.

4.9.3 Non-experimental design

A non-experimental design is different from the other designs in that it does not do a comparison between groups but rather describes the correlation between an intervention (treatment) and its impact on the population under investigation (Jalil, 2013). It helps in gaining a deep understanding of the contexts, procedure, occurrence, or circumstances and explain why results occurred, which may be necessary for constructing result chains.

4.9.4 Design for the study

The researcher employed a non-experimental survey design. It is the most appropriate for a study where the researcher cannot regulate, influence or modify the variable or subjects, but instead, relies on understanding, observation or interactions with the subjects to come to a conclusion (Bordens & Abbott, 2011:104). Non-experimental survey design falls into three categories, which are single-variable research, correlational research and quasi-experimental research. For this study, correlational research method was used because the researcher believes this approach allows for better appreciation of the variables and will help in examining the relationship between marketing, finance, operations and their impact on NPO sustainability. Historical research was also used in developing the literature and discussing the outcomes.

A descriptive cross-sectional study was adopted for this study. A descriptive study design employs observations as a means of data collection, which includes conducting interviews, distributing questionnaires or visual recordings (Walliman, 2011:10). The selection of this design was informed by the nature of the information required to address the research questions and objectives. The data was collected in specific months at a single point in time during the period of August 2018 to November 2018. The data collection methods utilised for this study are presented in the next section.

4.10 Data collection instruments

Data collection is a general way of collecting data, which is applicable to the research aim or questions (Burns & Grove, 2003). This study employed triangulation—a multi-strategy approach for gathering data. Triangulation supports the collection of information using multiple sources maintaining the same emphasis (Burns & Groove, 2001). Triangulation was chosen for this study to counterbalance the limits and biases that come from embracing a single approach, to provide a comprehensive, more profound perspective (Perone & Tucker, 2003:2). In line with a similar study by Booth (2013), the researcher will apply the following methods.

4.10.1 Pilot interviews

The researcher conducted pilot interviews with two of the study's respondents, who also formed part of the study in the actual interviews. The pilot study was done in order to gather their thoughts on what will be the relevant questions to include in the surveys. The researcher also had brainstorming sessions with one of the social marketing experts who helped to inform the development of the survey questions guide. The pilot study was very useful to the researcher as it facilitated testing of the validity of the questions that were going to be asked during the interviews and the focus groups. The researcher also looked at the existing NPOs' trends and the provocative questions that were being asked on different forums in relation to the subject matter, which remained unanswered.

4.10.2 In-depth interviews

An interview is an oral conversation between two or more persons with the objective of collecting the desired facts relating to an enquiry (Kumar, 2013). According to Kvale (1983:174), an interview aims to collect explanations of the experience of the study subject with respect to the understanding of the meaning of the defined occurrences. Boyce and Neale (2006:3) described in-depth interviews as a qualitative research method that consists of conducting thorough one-on-one interviews with a small sum of participants to explore their viewpoints on a specific area, program, or situation. In-depth interviews help to review hidden motivations, attitudes and sensitive issues relating to the matter under research. The responses provided by the interviewee guides the interview (Haydam & Mostert, 2013:68)

In-depth interviews were held with the marketing, finance, and operations management of NPOs in the healthcare sector. The selection of these participants was based on purposive sampling; the researcher approached potential respondents whom the interviewee believed could best inform the research needs, based on the certainty that they could satisfy the following criteria:

- The participant works in a healthcare NPO,
- The participant works in the marketing, finance and operations,
- The participant has experience of the identified line functions,
- The participant has background information about the organisation and is able to offer insight into the operations of the organisation.

The appropriate number of interviews conducted was guided by data saturation. According to O'Reilly and Parker, 2013 and Walker, 2012 in Fusch and Ness (2015:1408), data saturation is achieved when there is sufficient data to duplicate the study and when the ability to get extra new facts has been reached. The researcher conducted interviews until the point where no new information was collected and when the information collected was no longer contributing anything new to the study. Guest, Bunce, and Johnson (2006) note that data saturation may be deemed to be reached by as little as six interviews dependent on the sample proportions of the population.

In-depth interviews were selected to be the most preferred interview method for this study because they will help the researcher to get detailed information about the research problem, gather personal feeling and opinions of the participants, give room for follow-up questions to be asked, and captures verbal and non-verbal cues (Opdenakker, 2006; Wyse, 2014). Although Wengraf (2001:194) notes that the face-to-face method requires double attention as the researcher needs to listen to the responses to understand them at the same time being cognisant of the research needs, it was the most appropriate approach for the collection of high-quality data. Appointments were made with the study respondents before the interview. This allowed ample time for the researcher and the subjects to prepare for the interview, thus allowing for effective time allocation. Data saturation was reached after conducting fifteen (15) in-depth interviews with the marketing, finance, and operations management of seven (7) NPOs in the healthcare sector. All interviews were recorded.

4.10.3 Focus group

A focus group comprises of a small group usually between two (dyads) to ten people who are brought together to discuss, explore attitudes, perceptions and feelings relating to a topic (Haydam & Mostert, 2013:66). It comprises of a group of individuals with certain characteristics who collectively participate in a dialogue on a given issue (Dilshad & Latif, 2013:192; Anderson, 1990:241; Baral, Uprety & Lamichhane, 2016). The small group represents a sample of the targeted population (Rogers et al., 2011:302). The focus groups goal is to collect high-quality information in a collective setting (Patton, 2002). They provide rich and detailed information about views, opinions, feelings and expression of individuals in their own understanding (Dilshad & Latif, 2013:192; Stewart & Shamdasani, 2014).

The researcher also conducted focus group interviews to complement the in-depth interviews. Three (3) focus groups comprising five (5) people each were held with personnel from marketing, finance and operations, reaching fifteen (15) participants in total. The comprehensive presentation of the focus group's participants is presented in Chapter Five. The purpose of the focus group was to identify and understand linkages between these three key functions in an NPO, to assess their collective attitudes concerning sustainability.

4.10.4 Fieldwork

The researcher approached the respondents (NPOs), requested for their consent to be included in the study (Annexure A), and obtained a letter that confirms their consent to participate in the study (Annexure B). Consent forms were also distributed to each interviewee before the interview commenced (Annexure C). The data collection was performed in two stages. First, face-to-face interviews were held with key management, in the marketing, finance and operations functions of the organisations. This helped to gather background information about the organisation's performance, understanding the value of marketing function within the organisation, investigating whether they employ marketing strategies, and the sustainability of the organisation. The second stage was focus groups or triads with marketing, operations and finance personnel to assess if there is integration between these key line functions.

4.11 Demarcation of study

Delimitations are those issues that define the limitations or bounds of a study (Simon, 2011). They constrict the scope, delineate boundaries to a study, and are within the researcher's control (Simon & Goes, 2013). Due to financial restrictions, time constraints, and other practical difficulties, the study had the following limitations.

- **Targeted population:** The study only focused on selected NPOs in the healthcare sector, who have received donor funding at some point. This excluded all other NPOs that are not in this particular sector.

- **Geographical area:** The research also focused on NPOs in South Africa with a specific focus on the Western Cape, Cape Metropolitan area; this excluded all other regions outside of the study-defined area.

- **Class of informants:** This study also targeted marketing management, financial management and operations management in an NGO. This excluded all other individuals in the organisation who do not fall into these categories.

- **Methodologies employed:** Every technique used in a study has its own limitations. The researcher utilised selected "non-probability sampling methods". With this method", there is a risk of focusing on informants who are not well-informed about the research and excluding those that are fully informed on the matter under study. This may result in the generalisation of the study findings.

- **Type of sustainability:** This study considered economic sustainability which refers to financial strength and uniqueness of an organisation (economic prosperity). This excluded environmental protection (environmental sustainability), processes to ensure social health and wellbeing (social sustainability).

Despite the identified delimitations above, the researcher believes that the proposed framework will assist marketers and inform NPOs' management in developing strategies that will assist in improving their sustainability.

4.12 Ethical considerations

Ethics is defined as a code of behaviour considered correct, that is, the ability to analyse and distinguish what is right or wrong, good and bad (Rich, 2013:4). It applies to two groups of people, that is, the researcher conducting the research and the study objects researched on, who should be aware of their basic rights and the right to protection (Zikmund et al., 2013:88-99). Before fieldwork is undertaken, there are ethical concerns that need to be reflected. This study adhered to the following ethical issues:

- **Permission to conduct the study:** Permission to conduct study was requested from the participating NPOs (Annexure A). The researcher obtained confirmation from the NPOs indicating that they are granting their permission to be part of the research study (Annexure B). The fieldwork only started the survey after getting the necessary approval from the participating companies.

- **Informed consent:** The researcher provided full details of the nature of the study, ensured that the study participants understand, and were given the choice to participate or not to participate. The respondents who informed this study participated willingly.

- **Confidentiality and anonymity:** Confidentiality corresponds with the obligation of the participant to be truthful. Zikmund et al. (2013:88) construct that where confidentiality is maintained, the easier it is for the participant to respond truthfully. Confidentiality was maintained and information gathered was not to be shared with any third party. The researcher also made it clear to the participants that they have the choice to withdraw at any point in the study when they feel uncomfortable to proceed. In order to stimulate the participants to provide open and truthful responses, the researcher also gave assurance of anonymity. The respondents surveyed were not asked to disclose their names, and the names of organisations surveyed are not disclosed.

- **The right to privacy:** The right to privacy is the participant's freedom to comply with the researcher's request (Zikmund et al., 2013:92). In order to ensure the quality of the information to be collected, the researcher ensured that the participants responded only to matters, which they did not feel comfortable discussing. Obtaining information forcefully may result in obtaining false or distorted information. The researcher also ensured that even for responses made electronically, privacy was maintained; no personal information was distributed.

- **Protection from harm:** In research studies, according to Burns and Groove (2003), harm can be physical, psychological, emotional, social and financial. Mostly protection from physical harm in a research study rises when it involves tasting of food or drink (Zikmund et al., 2013:92). Psychological and emotional harm can also be experienced in the study due to the types of survey questions. The study did not involve any tasting of food items. There were no experiments, and the research guide was verified through the pilot study to check if the questions included presented any harm to the study participants. Furthermore, the researcher ensured that the length of the interviews was kept short in order to prevent psychological harm.

- **Honesty in presenting study results:** The researcher ensured accuracy and that was no misrepresentation when presenting the study results. The meaning of the study's findings was not overstated or understated.

4.13 Data coding and analysis

Data analysis is the use of intelligence to understand the information that has been collected (Zikmund et al., 2013:68). It involves thorough examination and interpretation of data. Creswell (2013:182-188), believes that qualitative data analysis is best exemplified by spiral images whereby the researcher progresses in logical circles rather than using a permanent undeviating method. Miles, Huberman and Saldana (2014:277-284) note some guidelines that should be kept in mind when analysing descriptive data, which are noting patterns and trends, making contrasts and comparisons, and creating a sound chain of evidence.

The researcher recorded data and employed verbal transcriptions during interviews. Standard editing and coding were applied to qualitative data analysis. Editing is checking the data collected for mistakes, omissions, legibility and consistency, while coding is the allocation of meaningful categories and character symbols to data, which helps with tabulation (Zikmund et al., 2013:68). The recorded and transcribed data was allocated appropriate labels, themes, codes and categories according to relations, connections and trends. Neuman (2011:510-514) identified three steps of coding, namely open coding, axial coding and selective coding. The researcher employed these three step-coding processes in analysing data, keeping in mind the guidelines identified above.

4.14 Summary

This chapter presented the research methodology that was used for this research study. It provided a summary of the research problem, detailed how the research process was done from selecting the study object, data collection tools used to include the justification of adopting these methods, sampling techniques followed, data coding and analysis. The chapter also included ethical consideration and delimitations of the research study.

CHAPTER FIVE
DATA ANALYSIS AND PRESENTATION OF RESULTS

5.1 Introduction

The previous chapter presented, described and explained in detail the process and methodology that was adopted in collecting relevant information for this study. It covered and detailed the techniques that were adopted in order to reach the study participants. To reiterate, a qualitative approach was applied to acquire a practical view of the marketing and management strategies that are adopted by NPOs in order to ensure sustainability. Basically, data was collected through in-depth interviews with specific people in NPOs in the healthcare sector.

In this chapter, a description of the qualitative analysis, including the approach and techniques that were followed in analysing the data will be presented. For effectiveness, the interview guide was constructed in alignment with the research questions and objectives of this study, which were also used to generate themes and subthemes emerging from and were in alignment with the data collected. Thus, the findings presented in this chapter are based on the research questions and objectives. The layout of this chapter is as follows: a presentation of the method of analysis selected, the data analysis process selected, and a presentation and discussion of the findings from interviews and from the focus groups. The last section of this chapter will be the discussion of the outcomes in relation to the literature review in Chapters Two and Three.

5.2 Method of analysis

A qualitative approach along with in-depth semi-structured interviews was adopted to collect and analyse data. This approached was considered the most suitable for this study because it permitted the researcher to produce a comprehensive report of participants' feelings, views, and experiences in relation to the study area; (Denzin, 1989). It allowed the researcher to gain deeper insights relating to NPO marketing and sustainability (Chalhoub-Deville & Deville, 2008). It also helped with understanding of individual experiences (Denzin & Lincoln, 2002). The approach brings meaning to different events and circumstances (Richardson, 2012) by helping the researcher to realise the participants' internal experience, and to dig deeper on how meanings are designed through values (Corbin & Strauss, 2008). After adopting this method, it was easier for the researcher to understand complex issues through interaction with study participants and at the same time being able to observe reactions and emotions pertaining to critical issues of the study.

Using this method, representation and scale is not the most important consideration, (Holloway & Galvin, 2016). What is vital to consider is the accuracy and thoroughness of the research, which is defined as the ability to describe the significant characteristics (Ritchie, Lewis, Nicholls & Ormston, 2014). The researcher conducted face-to-face in-depth interviews with fifteen (15) participants who were involved in either the operations, marketing and finance functions of the seven (7) NPOs reached in the Cape Metropolitan area. Each interview was approximately one hour. The researcher also conducted three (3) focus groups that comprised of five (5) people each to complement the interviews. Some organisations refused to participate indicating that they do not engage in any form of marketing, hence the participants reached were lower than expected.

Many of the interviewed organisations did not have enough personnel who fulfilled these key roles under investigation, therefore, the people reached during the focus groups also included those outside the management who performed roles that fall within the marketing, finance and operations function. All the interviews were recorded, transcribed and analysed using the content analysis method.

According to Archer (2018), most qualitative data analyses are constructed on the same fundamental principle, which is identifying and categorising the common themes or patterns. It demands the summation, explanation and scrutiny of data with the aim of seeking associations and examining themes or patterns, discrepancies and links (Flick, 2014). In order to scrutinise and summarise the data collected, the same principles described above were followed for this study, the information gathered through these approaches was grouped and presented in themes and sub-themes based on the research questions, research objectives and literature. The data analysis process followed is discussed in detail in the following paragraph.

5.3 Process of data analysis

Kruger, de Vos, Fouche and Venter (2005:218) maintain that the data analysis process does not arrive at direct answers to the research question/problem, but these answers are instituted by a way of interpretation of the data analysed by the researcher. This involves the engagement with the data as the process of interpretation and analysis. According to Partington (2003:113), there is little standardisation with regards to linking specific data to a specific qualitative type of analysis. Supporting this view, Neuman (2011:518) maintains that there is no single qualitative analysis approach that is widely accepted, even though several authors acknowledge the existence of a number of approaches to analyse qualitative data.

Generally, qualitative data analysis can follow five categories: these are "content analysis, narrative analysis, discourse analysis, framework analysis and the grounded theory" (Dudovskiy, 2018; Sunday, 2015; Flick, 2013). Braun and Clarke (2006:87) further identified the thematic analysis method which Vaismoradi, Turunen and Bondas (2013) described as a method that has not been clearly separated from the content analysis, hence these words are sometimes used interchangeably by researchers. In fact, Neuendorf (2019) argues that the two concepts – thematic analysis and content analysis – share similar characteristics, while Altheide and Schneider (2013), Mayring (2014), Schreier (2012), Vaismoradi, Turunen, and Bondas (2013) posit that their differences have not been clearly defined.

Given the foregoing, this study utilised the two approaches – content analysis and thematic analysis – and adopted them to complement each other in the data analysis process.

5.3.1 Content analysis

The content analysis approach is applicable to any type of written content regardless of where the content is coming from (Bengtsson, 2016:10). The content can be verbal, inscribed, electronic, interviews, focus groups, open-ended questions, narrative responses, or print media, such as books, journals and articles (Kondracki, Wellman & Amundson, 2002). This method of data analysis summarises rather than reports on all details, seeking to capture only the details that answer the research questions (Krippendorff, 2004; Neuendorf, 2002). It allows for data to be presented in words and themes, making it easy to interpret the results (Bengtsson, 2016:10). Erlingsson and Brysiewicz (2017:95) identified four steps of content analysis which are: "familiarising oneself with the data, dividing the text into meaning units and subsequently condensing these meaning units, formulating codes and developing categories and themes, and searching for themes".

5.3.2 Thematic analysis

The thematic analysis approach to data analysis also presents the need to code and assign themes to bring meaning and interpretation to the data (Neuendorf, 2019). Bazeley (2013) maintains that the thematic analysis is a personal approach that can be adopted as the research perceives appropriate in addressing the research needs. Braun and Clarke (2006:87) and Clarke and Braun (2014) identified this process as a six-phase process which includes "familiarising yourself with your data, generating initial codes, reviewing themes, defining and naming themes and producing the report".

In alignment with the view of the above scholars, the researcher continuously engaged with the data collected and viewed the data from the respondents' point of view which involved forgoing the knowledge already known to the researcher pertaining to the study area and becoming familiar with the feelings, standpoint and knowledge presented by the participants. This aided the researcher to approach the analysis with open-mindedness, flexibility and as well as being aware and adhering to the steps and rules of research (Denzin & Lincoln, 2002).

The researcher was concerned with addressing specific research questions and with this in mind the data analysis was a theoretical analysis. The codes and segments identified were those that are relevant and captures something interesting about the research questions. Coding helped the researcher to condense the masses of data collected into small pieces of significance (Maguire & Delahunt, 2017:3355). In the same approach, content analysis divides the text into smaller portions, names, meaningful units, and formulating codes (Erlingsson & Brysiewicz, 2017:96).

The researcher then identified patterns and similar phrases and expressions from the data collected that captured something substantial or outstanding about the data or research question (Maguire & Delahunt, 2017:3355). In order to make sense of the information retrieved, the researcher keeping in mind the research questions were then able to distil the

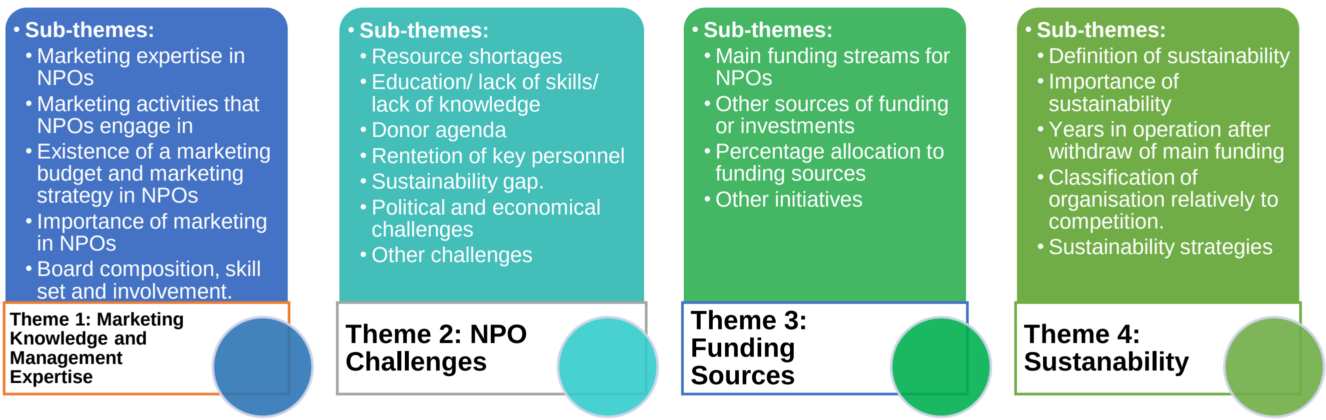

Figure 5.1: Theme and sub-themes (Sourced from the data in line with research questions)

responses into different themes as they fit within the research questions.

5.4 Presentation and discussion of findings from interviews

This section presents and discusses the results obtained from the interviews conducted in relation to the research questions and literature review.

5.4.1 Participant demographics

5.4.1.1 Gender

The researcher conducted 15 in-depth interviews. The figure that follows demonstrates the gender of respondents who participated in the interviews.

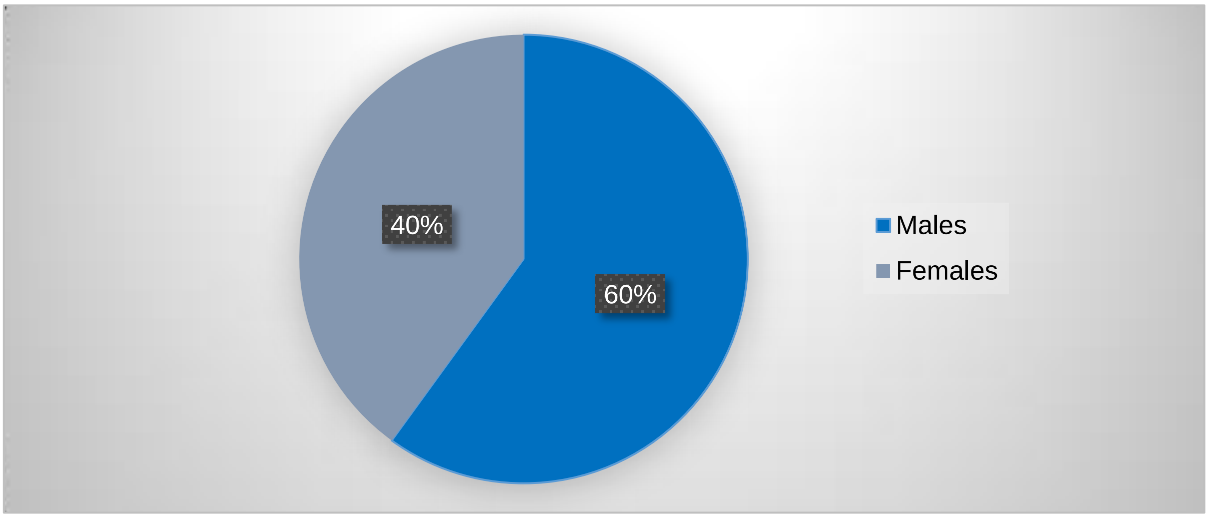

Figure 5.2: Study participants demographics

With regards to the gender of participants, 60% were males and only 40% were female as indicated in Figure 5.2 above. Studies have shown that women are not getting equal opportunities to occupy high-level positions in NPOs as compared to their male counterparts (Hrabik, 2015). It is therefore, not surprising that in this study, the key functions aimed at advancing the organisation's growth and sustainability aspirations are largely dominated by males. In the study, Hrabik (2015) found out that the majority of lower-level workers and volunteers are women (75%) and only 45% occupying high-level positions in NPOs. The gender gaps in NPOs might also be owing to the lack of support towards female progression in business which also exists in the marketing profession (Rogers, 2018). The Marketing Salary Survey 2018 findings indicated that female marketers are paid less than their male counterparts in every industry and in every role (Rogers, 2018). This could also be the reason as to why there is an imbalance in gender distribution in NPOs. More so, women are faced with additional obligations outside of work, hence are not likely going to take up demanding professions like finance and operations that require long and inflexible hours (Adams, Barber & Odean, 2016). Irrespective of this view by Adams et al. (2016), it is important to note that views like these might still be rooted in social norms and values, thus viewing women as not sufficiently expert.

5.4.1.2 Role of respondents

The interviews included those participants who worked in NPOs and fall within the functions of marketing, finance and operations management. The roles and functions of the respondents who participated in the interviews are presented below in Table 5.1.

Table 5.1: Roles of the study participants

Organisation	Participants	Role	Key Functions Performed
Organisation A	**Participant 1**	Marketing and Communications Lead	Marketing and Communication
	Participant 2	Chief Financial Officer	Finance
	Participant 3	Facilities/ Operations Manager	Operations
Organisation B	**Participant 4**	General Manager	Finance
	Participant 5	Project and Operations Officer	Fundraising and Operations
Organisation C	**Participant 6**	Donor Relations Manager	Fundraising and Finance
	Participant 7	Program Coordinator	Operations
Organisation D	**Participant 8**	CEO and Founder	Operations
	Participant 9	Senior Finance Officer	Finance
Organisation E	**Participant 10**	Director, Business Development	Business Development
	Participant 11	Chief Operations Officer	Operations
	Participant 12	Finance and Administration Manager	Finance
Organisation F	**Participant 13**	National Coordinator	Fundraising, Operations and Finance
Organisation G	**Participant 14**	Fundraising and Communication Officer	Fundraising, Communication Marketing
	Participant 15	Senior Finance Officer	Finance

It is clearly evident that despite the fact that the finance, operations and marketing functions are critical functions for achieving sustainability, some of the NPOs surveyed lack these essential functions. From the findings, one can observe that there is a lack of staffing capacity as most of the surveyed NPOs had one person performing multiple functions and some did not have some of the key functions at all. The deficiency of these key functions can impede the adoption of marketing and management strategies for sustainability. Sanders (2014) believes that the operations function is a core function of any company and sustainability is intensely affected by operations management and it is critical for the operation function to embrace sustainability (Bettley & Burnley, 2008:875). On the other hand, the financial function cannot be considered in isolation of functions such as marketing (ICAEW, 2011:2). Similarly, Parthasarathy (2013:35) concludes that good governance, together with financial responsibility and brand building (marketing) are essential to ensure the constant flow of funds in NPOs.

In light of the above, it is crucial for NPOs to have the right capabilities to embrace sustainability. As noted in the literature by Batti (2014), inadequate staff in NPOs has resulted in the poor insight of the opportunities that exist and are available to NPOs and the inability to access appropriate funding or resources that necessitate organisational growth.

5.4.1.3 Period of the business operation

In an effort to understand whether years of operations define the sustainability of the organisation, the study survey included a question around how many years the different NPOs have been in operation. From the seven organisations reached, the majority of organisations interviewed have been in operation for more than 10 years, with a frequency of 57% (4), 29% (2) being in operation between 3 to 10 years and 14% (1) being in operation for more than 20 years.

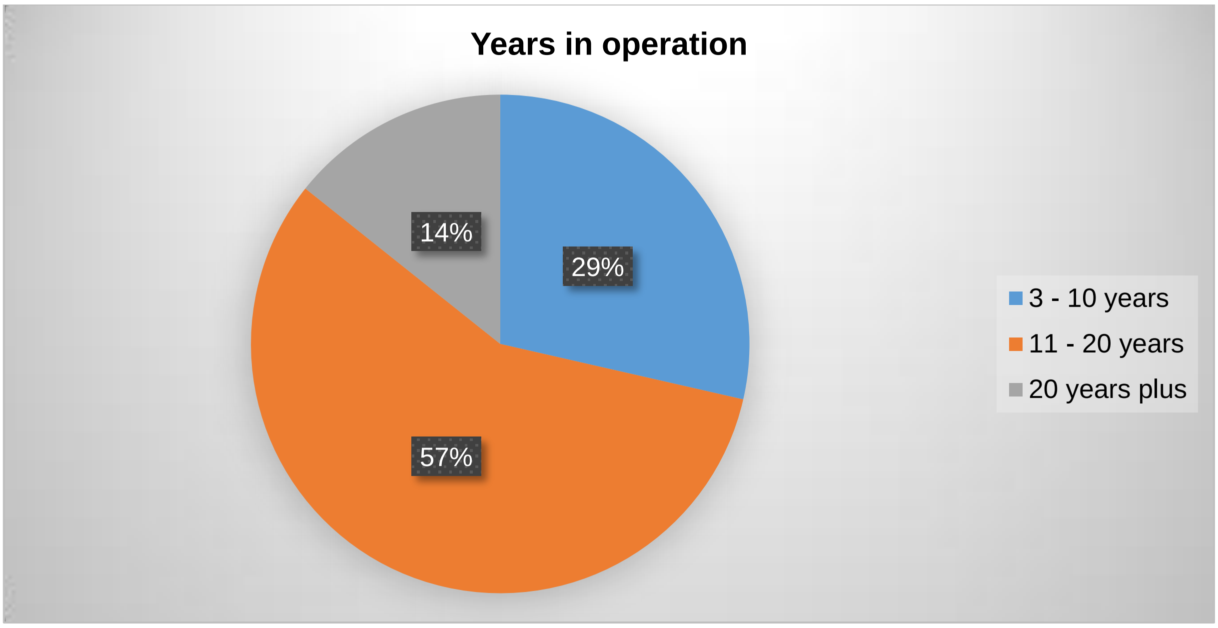

Figure 5.3: Years in operation

The study established that the majority of NPOs were indeed in operation for quite some time. Although they have been in operation for some time, none of them indicated that they have reached a point where they consider that they are now sustainable and self-reliant as they are still dependent on donor funding, especially international funds. This could be an indication of poor adoption of marketing and management strategies that are essential to driving the organisations towards being sustainable. According to Coetzee (2013), NPOs are good at and are content with fundraising. They operate in a comfort zone of fundraising, even though there is a need to adopt business-like approaches for income generation and sustainability. Operating in the comfort zones, as indicated by Coetzee (2013), could be the reason as to why these NPOs have been in operation for substantial years and have not yet reached a point of sustainability.

5.4.2 Theme 1: Marketing knowledge and management expertise

The research aim was centred on the marketing and management strategies for sustainability. The main objective of this study was to carry out a critical analysis of NPO sustainability by looking at current methods that are being utilised to ensure sustainability and to investigate and propose a framework of how marketing and management strategies can be effectively incorporated into the operations of NPOs to create sustainability. In order to address this particular aim, the researcher draws on the following sub-themes:

5.4.2.1 Marketing expertise within NPOs

Scrutinising the current adoption of marketing strategies in NPOs, the study examined the marketing expertise which the surveyed NPOs have in order to effectively adapt marketing strategies towards sustainability. Out of the 15 interviews conducted, only 2 (13%) interviewees confirmed that they have dedicated marketing personnel within their organisation. The rest of the respondents described the marketing role as a function that can be performed by anyone in the organisation as and when required. The study acknowledged a lack of marketing expertise in NPOs, which affects their capabilities of adopting these strategies aimed at achieving sustainability. The identification of this gap in marketing expertise could therefore, be considered a hindrance for the effective adoption of marketing strategies towards sustainability in NPOs. As one of the participants recounted:

> **Participant 1:** *"In the NPO sector, expertise in marketing was never seen as a requirement. The sector is completely what I call market insight poor and to that extent, it influences their ability to sustain themselves because there is no strategic directive behind how programs are expanded or taken on board or to influence that decision."*

Furthermore, the majority of the respondents admitted that the lack of marketing expertise in their organisations was due to the shortage of financial resources to attract such personnel and has hindered NPOs from fully embracing business opportunities and creating brand awareness and visibility. This is explained by the participants:

> **Participant 4:** *"If you look at the trends in terms of marketing talent being drawn to the NPO sector, you will probably find that it's very difficult because the real strategic marketing talent, I'm talking about Chief Marketing Officer or marketing specialists. Those trends in salaries are not affordable in the NPO sector."*

> **Participant 8:** *"We do not have a marketing person within the organisation because of lack of funding because we are not given funding to appoint a marketing person; however, marketing is key to make sure that you get out there and known but it is costly for me. I'm struggling on the ground to employ a marketing person. It's expensive. I think that one of the reasons why NPOs are struggling is because we cannot afford for somebody from a marketing perspective and actual putting ideas on the table to push the organisation towards sustainability."*

> **Participant 10:** *"…....unless this marketer has a specific passion to support the lifestyle or to look out for the people of the country, you will only find a handful of marketing people in the NPO sector. The talent is not currently being drawn to the sector."*

There was also a contribution from a participant who sounded exasperated: *"If you can't afford to employ a Project Manager to run the projects. You tell me. Where do I get the money to employ a marketing person that's the unfortunate part?"*

Another participant indicated that the donors place restrictions on the funding they provide, and terms and conditions which do not cater to marketing activities.

> **Participant 13:** "*Marketing is one of the challenges we have faced as an organisation not having the marketing expert to bring interest to what we do. Our donors do not even cater for the employment of marketing people. If we are to employ them, it will be money from somewhere else, not donor funding."*

More so, according to some of the respondents, the marketing function is not a prerequisite but rather an extemporaneous function that is performed as and when required and can be performed by anyone within the organisation who may not necessarily have a marketing background or training in marketing. Recapitulating the findings, one of the respondents said:

Participant 6: *"…the organisation from time to time contracts people to perform these specialised functions when a need arises..."*

It is clear from the views of the respondents that there is a lack of marketing skills in NPOs even though the function is considered essential for these organisations according to the respondents. These findings highlight the fact that NPOs lack the necessary expertise to effectively implement and adopt marketing strategies that will enable them to achieve sustainability. This could imply that marketing strategies are currently not being effectively adopted in NPOs due to lack of expertise. These particular findings corroborate Othman et al. (2012) who concluded that the lack of experience and skills has resulted in NPOs losing out in critical areas like financial health enhancement and expansion even though some argue that this is due to limited resources and funding.

The views are somewhat consistent with those of Dolnicar and Lazarevski (2009), Drucker (2006) and Williamson (2009) who established that despite the shift to adopting marketing in NPOs, in many instances, marketing is not prioritised. Very few marketing personnel in NPOs have never been formally trained in marketing (Dolnicar & Lazarevski, 2009; Pope et al., 2009; Bezuidenhout, 2017). In 2013, Proust et al. (2013) discovered that marketing is often entrusted or relegated to volunteers or overworked employees who lack marketing training. This could also be the reason as to why the full benefits from the effective adoption of marketing in NPOs are not being enjoyed as they should be.

From these particular findings, the researcher argues that the availability of marketing expertise within the NPO sector should have a positive effect on the positioning of the organisation in terms of competition, attracting funds which in turn drive the organisation towards achieving sustainability.

5.4.2.2 Marketing activities in NPOs

Since the study focused on the adoption of marketing strategies to achieve sustainability in NPOs, it was necessary to elicit responses from the NPOs on the types of marketing activities they engage in. There was a consensus among the respondents that marketing is very important in NPOs; however, the activities they engage in are not necessarily aimed at achieving sustainability but rather creating visibility for the organisation. As some of the respondents explained:

Participant 1: *"It's very important for me to advance the organisation's niche and also the image of our donor in an equal, fair and transparent way. And with that in mind, in* *the organisation context, I still managed to bring a full-scale integration of marketing and communication across multiple channels integration, annual reports, digital channels and brand activated within the community we serve."*

Other respondents had to say:

Participant 5: *"Not marketing for profit, marketing of sharing our websites, newsletters, more like a promotion function."*

Participant 6: *"Stakeholders engagement, website advertising, social media."*

Participant 14: *"Building visibility and the company brand."*

Looking at the marketing activities that the NPOs are currently engaging in, it is evident that despite the fact that NPOs do engage in marketing, their activities being focused on are not necessarily for building sustainability. The deficiency in the current approach to marketing impedes the effective adoption of marketing strategies in NPOs. These responses are not only indicative of lack of engagement in activities aimed at building sustainability but also give evidence on a lack of understanding of the concept of marketing among NPOs. As reviewed in the study, there is lack of understanding of the marketing concept in NPOs and how to approach it. Marketing is often viewed as a promotional function, which is the pursuit of social media presence and online presence via websites and other platforms in order to create brand awareness. Interestingly, Participant 1 went further and emphasised that NPOs often confuse marketing with promotion:

"*…and marketing is very often misunderstood by non-marketers as promotion which it's not."*

From this account, it is clear that there is a lack of understanding of marketing and how to approach marketing in NPOs. This could be an indication of marketing strategies not being effectively adopted in NPOs, restricting them from achieving sustainability. This particular finding is well aligned with evidence in the literature by Tabaku and Mersini (2014:66-83) who revealed that NPOs still lack the understanding and knowledge of the principles of marketing, that is vital for the effective adoption of marketing strategies that will drive organisational sustainability. Pope et al. (2009:184) also recommended that priority should be given to marketing in NPOs, as they are organisations that do not understand the marketing function. Emphasising the importance of knowing how to effectively market themselves, Participant 8 said:

> "*If our marketing was correct, by now people would have known who we are in South Africa.*"

In view of the above, one can conclude that NPOs are failing to effectively adopt marketing strategies due to a lack of marketing knowledge and how to approach marketing as a means of creating sustainability. Pope et al. (2009:185) uphold that even though there is a greater agreement for marketing, there is little understanding and agreement on how NPOs should approach marketing.

5.4.2.3 The existence of a marketing budget and marketing strategy in NPOs

More so, all the respondents indicated that they lacked a marketing budget and marketing strategy in their organisation. The latter, according to them, is so important for implementing marketing strategies that are aimed at the growth and expansion of the organisation. The non-existence of these documents according to the respondents was owing to lack of the skills required to create such important documents (marketing strategy) and lack of financial resources to set aside for the budget. As one of the respondents recounted:

> **Participant 8:** *"We lack a marketing strategy; I want to develop a strategy with this organisation. It's one thing we lack but we do not have the skills or someone with marketing knowledge within the organisation to drive this."*

In relation to having a marketing budget, some of the respondents had to say.

> **Participant 1:** *"One of the challenges in the organisation is not having a centralised marketing budget to advance the organisational objectives."*

> **Participant 6:** *"We do not work with a marketing budget, [rather] we have to see whether there are any extra funds from the unrestricted funds."*

In relation to having a marketing strategy, the respondents added:

> **Participant 3: "***No, we do not have a particular process to follow when it comes to marketing. There isn't a specifically defined strategy in place to follow. The process is rather conversational."*

> **Participant 5:** *"No, we never had a proper plan of how do we progress or what are we actually doing in terms of marketing."*

It is evident from the responses above that the NPOs are aware of the importance of marketing. However, there remains a challenge of lack of resources and a lack of prioritisation when it comes to marketing in NPOs. This is consistent with Dolnicar and Lazarevski (2009), Drucker (2006), Williamson (2009) who concluded that in many instances, marketing is not prioritised in NPOs and that its importance is only recognised by an insignificant portion of NPOs. In order to create sustainable enterprises, NPOs need to seriously consider the value of and start giving attention to marketing their organisations.

According to Eddine (2015), as highlighted in the literature review, marketing is the heart of any business success, as most functions of a business depend heavily on successful marketing, whereas inadequate marketing may result in the business having an amazing offering but failing to reach its objectives. The same applies to NPOs' failure to implement marketing effectively in their organisation, resulting in them offering amazing services today but failing to sustain the provision of those services in the long run.

More so, the findings indicate that NPOs lack a marketing strategy. A lack of a marketing strategy could be the reason as to why these organisations are less effective in their marketing approach, unclear on how they should approach marketing (Pope et al., 2009). According to Kotler and Keller (2012), a marketing strategy lays out the organisation's target markets—the value that the organisation will deliver to the market based on the market analysis. In Pope et al.'s (2009) study, NPOs specify their target market as the clients and not acknowledging all the other participants.

5.4.2.4 The importance of marketing in NPOs

The researcher posed a question around how marketing is viewed in NPOs; if it is necessary or important in NPOs. Interestingly, all 15 (100%) respondents of this study indicated that marketing is of utmost importance in NPOs and it should be a model that should be adopted in NPOs. Emphasising the importance of marketing, some of the respondents had this to say:

> **Participant 1:** ***"****I don't think it's an if, it's a must-do. I think with the current global trends with the number of NPOs that are out there, I think there is a huge amount of competition for a limited amount of resources and already speaking about that you realise that the ones that are most visible, market the best and has the best public relations."*

Participant 3: *"Marketing for me yes, I think it's very important. It is the branding of the organisation. How big marketing should be in any organisation, I don't know but I think it should be there."*

Participant 8: "*Marketing, let me be honest, you need to have a competitive edge. That's what marketing is all about. In the current situation where NGOs are fighting for money, for the same bulk of funders, you need to come up with a competitive advantage in order to survive."*

Adding on, another respondent (Participant 10) indicated that: *"Marketing is everyone's job within an organisation."*

It is clear that adoption of marketing in NPOs is indeed beneficial to the NPOs as it helps them to increase brand awareness and to better position their organisations to attract funding and withstand competition. Consistent with these findings, previous studies agree that marketing is beneficial, for it aids with growth, attracting funding (Jain, 2015), defining and defending the organisation's position, and drawing it closer to successfully achieving its mission (Spector, 2013). It ensures that the NPO gains sufficient resources required to provide services in accordance with their mission (Tabaku & Mersini, 2014:66). Similarly, the adoption of marketing enables NPOs to manage their brand (Collins, 2006), and understand the needs of their customers, beneficiaries and donors (Gainer & Padanyi, 2005). It attracts resources towards the execution of their mission (Vazquez et al., 2002; White & Simas, 2008).

5.4.2.5 Board composition, skillset and involvement

In terms of the existence and the implementation of management strategies, the NPOs did confirm the existence of a board of directors in their respective organisation. Even though the respondents indicated that they have a board of directors, the skill set and involvement of the board members in the key functions could not be ascertained. Of the 15 participants interviewed only 1 (7%) participant confirmed the board's active involvement in the marketing of the organisation but more on a public relations level, not necessarily towards sustainability. The participants indicated a lack of involvement to advance the organisation towards sustainability. As recounted by one of the respondents:

Participant 5: *"…. I'm sorry to say this but the board is just signing off-board."*

According to Kapyepye (2013), the NPO board is constituted to provide leadership and oversight to the processes of the organisation. The board should be responsible for organisational strategy, resources mobilisation and ensuring that the organisation has sufficient resources to operate, providing oversight for the management executive in their delivery of organisational goals (Chelliah et al., 2015).

The respondents also indicated that it is vital for the board members to have the specific skill set in order to advance the organisation towards achieving sustainability. This indication of a lack of skills is encapsulated in the accounts of three respondents below:

> **Participant 1:** "*The board does not necessarily get involved in defining the strategy but rather a sign off on what has been agreed by program managers and strategic leadership."*
>
> **Participant 8:** *"Our board is made up of diverse skill set to add value to the organisation, however, I have been struggling to get a business person on our board to drive organisational sustainability."*
>
> **Participant 4:** *"… if you do not have the specific skills on your governance structure, sometimes these things like organisational sustainability can be overlooked, because you don't have that voice at a board level to actually push the agenda of such things…."*

Previous studies observed that there is an association between organisational governance and sustainability. According to the United Nations Economic and Social Commission for Asia and the Pacific (2019), governance is the course of making decisions and implementing them. The study found that those who are responsible for the organisation's governance lack marketing skills and are not involved when it comes to the development of strategies that are aimed at driving the organisation's sustainability. In order to make a decision and implement them effectively, there is a need for involvement of the decision-makers to understand the long-term vision of the organisation.

The findings of the current study can be related to those of Morris et al. (2008:108) who maintain that the management team of an NPO is usually not as experienced as that of organisations that operate for-profit, which strive for financial and technical efficiency. In addition to this view, the lack of essential skills presents these organisations with internal functioning challenges and affects the ability of the NPOs to achieve their mission successfully (Helmig et al., 2004). Therefore, the board and management of NPOs should have the essential skill set that will enable them to drive the NPOs' success and sustainability.

Those who indicated having marketing expertise at board level also stated that the expertise is not in alignment with the required level of marketing in terms of revenue generation and advancing the organisation. To account for the lack of skills in management (board level), two respondents explained that:

> **Participant 1:** *"Yes, we do have a board member who brings marketing expertise but it is more above the line, more centred around sales from a business development not necessarily from a strategic marketing perspective towards sustainability."*

> **Participant 11:** *"The board is not directly involved in crafting strategy; the board does, however, become involved in other marketing initiatives like public relations or when there is a public relations communication that goes into main media stream not necessarily strategies towards sustainability."*

5.4.3 Theme 2: NPO Challenges

The sub-themes discussed below are linked to the question: *How should the challenges to the current NPOs' marketing efforts be addressed?* It was deemed crucial to explore the challenges that are currently being faced by NPOs. Providing a deeper understanding into such reality will help to inform this study on how best these should be addressed and analyse if these challenges posed a hindrance to the adoption of marketing and management strategies towards sustainability.

The literature identified various challenges faced by NPOs. These include competition (Phillips, 2012), funding and financial issues (Harvey & Peacock, 2001; Brown & Kalegaonkar, 2002), governance issues, and lack of experience (Morris et al., 2008:108). In addition to the literature, this study identified the following challenges:

5.4.3.1 Funding and resources shortages

Evidently, most of the challenges revolve around the funding predicament that is currently being faced by the NPO sector. Funding has been found to be a primary and common challenge that is being faced by all NPOs (Stuart, 2013; Harvey & Peacock, 2001; Brown & Kalegaonkar, 2002), due to heavy reliance on donor funding (Kyalimpa, 2013). In relation to these findings, one of the respondents:

> **Participant 1:** *"We face, myriad of challenges. NPOs are by definition resource-poor. There is always a funding challenge. There is always that macro force that exerts pressure on the organisation's ability to sustain itself."*

Owing to this challenge, NPOs have failed to attract qualified expertise to their organisation to drive sustainability and failed to employ and adapt marketing strategies effectively. As explained by one of the respondents:

> **Participant 12:** *"…NPOs are sometimes not able to attract the correct skillset at the right price and they substitute that with lesser equivalent. I think it's a major barrier to sustainability going forward".*

This study also found that there is inconsistency and lack of continuity when it comes to funding for NPOs. This correlates with Lombard's (2008) views that there are major inconsistencies in the distribution of funds to NPOs due to lack of transparency in the organisation. According to Oosthuizen (2014), the main sources of funding in South Africa have scaled down on their funding to NPOs. This is evident in the accounts below.

> **Participant 4:** *"Of course, the issue of funding, the challenge is that each year it is being cut. Also changing in the government policies of our funders affect the funding."*

> **Participant 15:** *"Access to funding. Donors push back when they no longer want to fund you by raising the standards, requirements or criteria of funding."*

According to Pope et al. (2009), deficiency of financial resources also connects to low brand recognition, unclear target market and rivalry, and incapability to use online marketing. This gives a clear indication of the need for financial resources to support the marketing efforts of NPOs towards sustainability.

5.4.3.2 Education, lack of skills and lack of knowledge

According to the findings of Morris et al. (2008:108), NPOs usually lack the skills and experience as that of a for-profit organisation. In the same view, Othman et al. (2012) concluded that lack of experience and skills has resulted in NPOs losing out in critical areas like financial health enhancement and expansion, even though some argue that this is due to limited resources and funding. Dolnicar and Lazarevski (2009) uphold that a very small number of marketing personnel in NPOs have been formally trained in marketing.

Discerning from the study's findings, there is a strong correlation between NPOs skills and their ability to implement marketing and management strategies to operate effectively. Illustrated in the survey findings, some of the respondents had to say:

Participant 1: *"I think that education also plays a huge role because of the lack of resources, NPOs are sometimes not able to attract the correct skillset at the right price and they substitute that with lesser equivalent. I think it's a major barrier to sustainability going forward."*

Participant 8: *"Marketing goes hand-in-hand with business principles. Not all organisations, especially small or community-based organisations, they do not have the knowledge. That is a massive gap."*

Participant 15: *"One of the biggest gaps when it comes to sustainability is that NPO's do not have the proper skills to market their product."*

An example of where there was lack of skills in marketing NPO products is reflected in the words of Respondent 8 thus: *"Marketing the product to the wrong market and not to the relevant people like advertising youth programmes in ECD."* This account reflects a high degree of lack of understanding of the target market.

5.4.3.3 Donor agenda

The design of NPOs' projects are usually framed to suit donor requirements and within the budget line items that are acceptable to the donor (Kelly et al., 2005); essentially, donors require their funds to be used only for charitable activities they are interested in (Behn et al., 2010; Zainon et al., 2011).

In line with this view, this study found that the operations of the NPOs are directed by the donor. Some of the respondents revealed that the money received from the donor must be used for that specified purpose and if there is extra money, it has to be returned to the donor. This is encapsulated in the following accounts:

Participant 2: *"Other challenges to sustainability I also think that donor agenda place very high restrictions on the funding that you have received and in most cases whatever and if you have any savings within your program or you had any gains, it has to be paid back. It's in a very few selected cases that the donor would actually grant you access to or say you have done a great job; you can keep the balance of the program whatever savings you repay".*

Participant 8: *"Government tends to believe that NPOs are somehow their puppets. They think that we are their subordinates because of the funding we receive from them. They think that they are doing us a favour to serve the public."*

Participant 15: *"Because we are reliant on donor funders, we kind of accept what they request. Your negotiating power is very limited because you become dependent on their funding, so you just have to do as they say."*

These statements correlate with one of the criticisms towards NPOs as presented in the literature review that NPOs have now shifted to be more responsive to their funders than the people they serve because of the high dependence on donor funding. This has resulted in their projects and services offered designed according to the donor preferences instead of the beneficiaries (Matthews, 2017; Anbazhagan & Surekha, 2015).

5.4.3.4 Retention of key personnel

Overall, the NPO sector experiences high staff turnover as they struggle to retain key staff due to lack of job security. NPO employees leave the sector for better salaries (Bezuidenhout, 2017). On the contrary, Ratlabyana et al. (2016) explained that NPOs are failing to retain staff due to low salaries and poor benefits, which have resulted in the high turnover of skilled staff. Inability to retain skilled staff has resulted in NPOs incurring more costs recruiting, hiring and training new staff and losing out in productivity and institutional knowledge (Inyathelo, 2016).

This is also reflected in the comments of the participants who were of the view that retaining critical skills within their organisations is a serious challenge. Some of the respondents had this to say:

Participant 3: *"…. I also think that with a relatively high turnover, people come and go, they move between organisations …. due to job security, better salaries and those kinds of things."*

Participant 10: *"We know that people are seeking more security, they want to settle down, have bonds and buy cars and you are not always able to do that in the NPO sector due to the uncertainty of the environment and lack of sustainability."*

5.4.3.5 Sustainability gap

According to Arshad et al. (2013:211), NPOs depend on different sources of funds, ranging from membership fees, sale of assets to institutional donations. However, donations are not easy to access due to increasing competition and strict donations awarding requirements. Funding is clustered among a few organisations that are well-established (Koch et al., 2009) and who are able to adequately provide information about their operations and organisational activities (Hodge & Piccolo, 2005; Saxton et al., 2011). Correspondingly, this study found that there is a massive gap between big and small NPOs when it comes to funding, sustainability and marketing. In fact, one of the founders of one of the NPOs surveyed said:

> **Participant 8:** *"Funders see big organisations but they do not see the people who are actually doing the work. People on the ground doing the work are not recognised. One of the key issues, people need to expose the whole ugly pie, nobody wants to talk and address the real truth about the status of NGOs in South Africa and money. Big organisations exploit small organisations who actually do the work on the ground **"It's all about the money".** People are not willing to share the pie so that we can all reach the things we say we want to reach, that's the bottom line."*

> **Participant 6** also had to say: *"……When it comes in the comparison between the people that gets loads of funding, millions of Rands they can market their product compared to people in smaller organisations who do not have financial means to market their products."*

Another interesting finding from the study is that there is a lack of sustainability in some of the NPOs' services. NPOs deliver the services in line with their mission but fail to sustain the actual need. For example, as highlighted by one of the respondents:

> **Participant 14:** *"What's happening is NPOs fundraise money for food. What are we saying if no skills go into the empowerment of people so that they become self-sustainable? This is the biggest missing piece in the picture."*

5.4.3.6 Political and economic challenges

This study also found out that the political and economic environment in which the NPO operates also presents a number of challenges. This finding is supported by Blythe and Prelims (2013) who stated that the political environment influences the operations of organisations in the sense that the political parties have policies in place that the majority of NPOs has to adhere. The identified challenges from the results included laws and regulations, tax laws, and the Black Economy Empowerment (BEE). As recounted by one of the respondents:

> **Participant 1:** *"We have seen the government making law and regulation changes that have a serious impact on NPOs' operations. An example of that would be the Company's Act registered in 2008 and essentially what government said is all organisations that are transacting in South Africa are now governed by the*

Company's Act and previously NPOs were registered under the NPO Act and many of those NPOs who were previously registered as Section 21 Company Not for Profit companies had to transact under the Company's Act. And the requirements and details in terms of how that vehicle operates are far more stringent than that of a simple NPO or a Voluntary Association as we call it."

Corroborating this finding, Stuart (2013) presented that the introduction of the NPO Act in 1997, which sought to clarify the role of NPOs in the new independent SA in practical terms, proved to be challenging as it obliges the government to create an enabling environment for NPOs to perform their functions effectively. Another participant had this to say:

Participant 4: *"Some of the regulations in terms of South Africa Revenue Services (SARS) in regards to the Section 18A together with the BEE in South Africa also affected our ability to attract funding. Previously we were able to offer companies both a Section 18A tax rebate and BEE points as recognition for their donations... In 2019 the Governor of SARS and Treasury said that companies cannot give both to donors but rather decide on which one to give donors. That made a significant difference in terms of our ability to attract corporate funding because companies were seeking dual benefit for the same expense. That was an economic decision that had a significant impact on our sustainability in terms of attracting funding from corporates".*

These findings add to existing literature where the political and economic environment has been proved to be problematic to the operations of NPOs (Stuart, 2013). Nortjie (2016) concludes that even though starting an NPO is simple, the registration process is quite complex. Stuart (2013) further acknowledges that the registration and compliance of NPOs is justifiable. However, the government should provide NPOs with the necessary support in order for them to be compliant, but this has not been the case as many NPOs still struggle to obtain funding, access state support, form partnerships, and build capacity, which will enable them to fulfil their mandate (Habib & Taylor, 1999).

5.4.3.7 Other challenges

The study further identified other challenges that affect the NPOs marketing effort. The challenges and the views of the other participants are presented below.

Table 5.2: Other challenges to NPO marketing efforts

Challenges	***Participants' responses***

Lack of philanthropy among the young generation	***Participant 5:*** *"Philanthropy, especially among the young people, has not taken off. NPOs having to close because the money isn't enough, money is not being diverted from the big organisation."*
Lack of understanding of the different structures in NPOs	***Participant 7:*** *"It's been very difficult to understand the difference between an NPO and NPC registered in South Africa. With different structures, there are different benefits to optimise the flow of funding in an effective way. Introducing some of the initiatives that we would like to introduce has been difficult. The market within market demand and the size of the market that is available in the sector is specifically not large enough for the initiatives to become profitable."*
Unwillingness to share resources	***Participant 11:*** *"The big NPOs with the knowledge, skills and the knowhow are not willing to share their resources."*
Lack of faith in small organisations	***Participant 4:*** *"No clear focus, entity/funders/corporates do not have faith in the organisation "at some point, someone, at a meeting asked if the organisation is still in existence or died a slow death" and Lack of visibility."* ***Participant 12:*** *"Problem is to get buy-in from big corporates. You cannot get people to support you, your idea and cause if you are not well known."*
Lack of freedom of expression	***Participant 8:*** *"Lack of freedom of expression: You must remember why NGOs do not want to stand up against government officials. It's because of funding. NGOs keep quiet towards government officials because they are scared if they open their mouth the funding will be taken away."*

Lack of sustainability plan	***Participant 6:*** *“Donors, it’s all about numbers. They don’t care about or give the hoots about the impact if its working or not. They don’t care if they are a sustainability plan or some other plan that’s put in place when they move on and off they go.”*

5.4.4 Theme 3: Funding sources

This section’s themes sought to address the following research question: “*What should be the main funding streams for NPOs in the healthcare sector in South Africa?”*

5.4.4.1 Main funding sources

Kyalimpa (2013) identified donor funding as the main source of funding for many NPOs globally. Only a few NPOs are able to generate substantial income from pursuing other economic activities (USAID, 2010). According to Awan and Hameed (2014:55), donations are an essential part of NPOs; none of them can be sustainable without donations. Similarly, the majority 14 out of 15 (93%) of the participants indicated that they are heavily dependent on international donations with an insignificant portion coming from local sources.

The respondents stated:

> **Participant 1:** *“Our main source of income is international donations, specifically American”. We have small portions coming in from the United Kingdom. We have some donations from local people but that is not sufficient, that’s like minor contributions. I would say the largest portion definitely US government and some notable funding from the UK. We are a multi donor-funded organisation.”*

> **Participant 4:** *“Very depended on international donor funding due to the micro influences that are changing in the South African landscape affecting the availability of funds.”*

> **Participant 10:** *“Our main donors are international donors. It’s always been, international donors.”*

> ***Participant 13:*** *“Our main sources of funding, we mainly rely on international funders, progressive international funders.”*

This high dependency on international funders might be owing to lack of prioritisation of pursuing other revenue or resource mobilisation channels, as indicated by Batti's (2014) assertion that even though NPOs realise the benefit of less dependency on donors, the necessity for local funding, this mechanism for resources mobilisation has not been given priority.

5.4.4.2 Percentage allocation to funding sources

In order to comprehend the reliance on international donations, these NPOs agreed with the researcher included a question around the percentages of funding received from the various sources. Fourteen (93%) of the interviewed organisations indicated that more than 80% of their funding comes from international donations. Some of the respondents had to say:

> **Participant 1:** *"80% is United States funding, 5% is United Kingdom funding, 1% in South Africa Department of Health, 24% is split between other different sources of funding like corporates, crowdfunding, and other funds)."*
>
> **Participant 4:** *" I would say 95% is international funding."*
>
> **Participant 6:** *"80% of our funding is Germany funding, a lot from corporates, a number of individuals and some from friends of the organisation in Cape Town."*
>
> **Participant 10:** *" UK-based funders 90% with the rest being split among government, individual donations".*

These findings are related to the findings of the Funds for NGO (2019) which identified and positioned foreign or international funding as the number one source of funding for NGOs.

Only one respondent, Participant 8, indicated non-reliance on international funding saying: "*Government gives us 70% of our funding."*

5.4.4.3 Other investments

In order to review whether NPOs pursue other income sources besides the international donations, the researcher included a question around other initiatives that these NPOs are pursuing as a means of generating income. The findings of this study reviewed that all the seven NPOs have a desire and understand the importance of having other initiatives running, but not all of them are engaging in these initiatives. Some indicated a lack of knowledge on how to pursue other initiatives.

The participants indicated that this high dependence on donor funding has affected their ability to pursue other initiatives for revenue diversity that can really drive their sustainability. Most of the study participants indicated that due to the reliance on donor funding, they lack the power to pursue other opportunities that are not within the specified scope of funds or donor agenda.

In relation to these findings, Maboya (2016:12) presented that donors imposed specific terms and conditions to their funding which has resulted in a rise in donor control of the NPO activities. Similarly, Kelly et al. (2005), Behn et al. (2010) and Zainon et al. (2011) concluded that all the activities financed by the donor should be framed according to the donors' requirements and funds received should be used only for within the charitable activities they are interested in.

Recapping one of the respondents had to say

> **Participant 13:** *"We are interested in pursuing a business model but the money that we get from our donors has got terms and conditions, you cannot buy and sell things…. As long as it's their money we cannot use it."*

Other initiatives that are being pursued by the NPOs are presented in the table below, quoting some of the respondents' feedback.

Table 5.3: Income generating initiatives adopted by NPOs

Initiative	Responses
Accredited training	***Participant 1:*** *"We currently doing trainings that are accredited and we charge for providing these trainings.* *We are in the process of getting manuals accredited and registering with SETA so that all our training is accredited and we can charge people for the training."* ***Participant 8:*** *"We receive funding for training young people as health promoters, youth workers for every 5000 young people we train we get R 40 000 per person. Part of which that is job creation where you take out of the 40k a stipend then employ your people as interns and*

	they get experience."
Research	***Participant 6:*** *"Currently we do a lot of research at the University of Stellenbosch and we get paid for that."*
Fundraising events	***Participant 7:*** *"We host an annual ball that raises a substantial amount of money, where we invite big business to buy a table, most of the resources needed for that event are sponsored we got jazz musicians, school choir supporting this event and usualy tickets are sold out by January."* ***Participant 13:*** *"Cape Argus the fundraising, we got a team of fundraisers who would cycle, the get people to donate towards the cause, we got Two Oceans. We buy the entries and resell them to people who want to run for our cause. We have got the Sanlam Marathon. We also a part of Give and Gain."*
Outsourcing internal services	***Participant 2:*** *"We run workshops, outsource our IT services, rental of laptops and offer accredited training."* ***Participant 14:*** *"We outsource our internal staff expertise and we get paid for that."*
Funds administration	***Participant 4:*** *"Currently we are doing, channelled funds, administering funds, keeping funds for different entities them charge them an administration fee and disburse funds upon their request. The funds will sit in an interest-bearing account. Administration fees not charged but interest remains with the fund administrator."*

5.4.5 Theme 4: Sustainability

This section aimed to explore and review how NPOs view sustainability and what it means for them to be sustainable.

5.4.5.1 Definition of sustainability

The findings of this study indicate that all the NPOs interviewed do have an understanding of what is sustainability and indicated the desire to be sustainable at some stage in their set-ups. According to Kuhlman and Farrington (2010:3441), sustainability is the ability to retain well-being over an elongated and undefined period. It is the ability of management to sustain an organisation in the long run (Sontag-Padilla et al., 2012:2) to keep the business going (Colbert & Kurucz, 2007). The majority of the respondents share the same opinions on how they view sustainability. They defined sustainability as not being dependent on anyone's funds to pursue their mission. The respondents had to say:

> **Participant 6:** *"Having our own money and not to depend on someone else's funds."*
>
> **Participant 4:** *"Brand identity, positive cash flow, dedicated reserves, retention of key staff when funding runs out or a donor pulls out and having a succession plan."*
>
> **Participant 8:** *"I wish I didn't have to ask anyone for a cent to serve the people. I wish we did not have to depend on funders to put purpose to our mission and vision. I wish their role could be ad-hoc thing adding value but not the core grant or funds that we need."*
>
> **Participant 13:** *"Sustainability I think it's going forward independently."*

Another respondent interestingly added that:

> "*I wish that we can create our own money so that I can go tell the government to shove it. Government tend to believe that NPOs are somehow their puppets. They think that we are their subordinates because of the funding we receive from them. They think that they are doing us a favour to serve the public."*

Participant 1 further detailed and classified the different types of sustainability:

> *"I think the first thing that comes to mind is probably financial sustainability as a going concern, it's a recurring theme and it's always in every NPO's first line of sight and thinking."*
>
> *"The second thing is programmatic sustainability. We really want to be in a position where we can transfer, sustain or handover the programs that we are funded for within a particular funding cycle. That sustainability usually takes form in the part of us*

helping the government to set up a particular program then having government absorb or take over the program for continued implementation going forward. That is for us an understanding of programmatic sustainability."

"Another form of sustainability we look at is environmental sustainability and that looks at not necessarily just when it comes to environmental protection or to make sure that the organisation reduces its carbon footprint but rather looking at the effect that the organisation has within the space or the community it operates. It's not necessarily waste-related; it's more and more rather the impact on the people that we also have to consider in terms of that."

5.4.5.2 Importance of sustainability

According to Nidumolu et al. (2009), a sustainable business can survive on its own, generates its own resources, does not wait on the funds of donors and has no restrictions on how to use its own generated resources. It lays the groundwork today that will ensure its survival even during an economy downturn. Consistent with this, the respondents had to say sustainability is:

Participant 1: *"Extremely important. Many NPOs are too dependent on donor funding which has really affected their continuity. Marketing can really assist in shifting this focus and coming up with strategies of being less donor-dependent."*

Participant 8: *"Of course, my angel. It's not of importance, it is over important, it's just that NPOs don't have the skills or there is nobody leading them on how to become sustainable. The social enterprise is becoming a buzzword but again you need to know what social enterprise is in the first place, you need to know the whole component of a social enterprise that comprises of business skills, management skills, and marketing skills. People use the word too loosely forgetting that people in the NPOs are not skilled and that's why these things are failing."*

Participant 13: *"Definitely it is, we're currently relying on donors, we need to be independent, to stand on our own we don't need to wait for Trump or whoever to push our mission. And also, when an organisation is operating sustainably you have the independence in terms of decision-making, what is it that you want to do or to work on. Terms and conditions are not prescribed by the West. You have got your own work which is tailored by the community rather than them coming in black and white telling you what to do."*

5.4.5.3 Years in operation after the withdrawal of the main funding

The respondents also affirmed the high dependency on donor funding which has affected their ability to become sustainable and survive in the long run. A majority of 13 out of 15 (86%) participants indicated that they have not reached a point of sustainability and they would face immediate closure should their main source of funding pulls out. Corroborating these findings, the NGO Pulse (2012) presented that many NPOs have closed down or scaled back on their operation due to serious financial and capacity challenges. This is what some of the respondents had to say:

> **Participant 3:**" *Immediate closure because payroll takes a huge portion of the funding 70% that's excluding other operation costs like rent and other overheads. If the US President says we are cutting off the funding within 30 days, we won't have enough time to give notice or give our tenants or landlords or to give staff notice in terms of Labour Relations. The unrestricted funds in the organisation are not sufficient to carry the salary bill, so it will be immediate."*
>
> **Participant 11:** *"No, the organisation will have to drastically scale down or even I'm not sure if they are able to operate; the international donor funds, everything in the organisation, from the CEO to the cleaner."*
>
> **Participant 13:** *"No, it will be immediate closure."*

In contrast to this, two respondents had to say:

> **Participant 4:** *"We will survive, we are survivors, based on our current structure we have managed to position ourselves in such a way that should any funder pull out we will be able to be sustainable and keep the organisation afloat for the next 2 to 3 years."*
>
> **Participant 6: "***It's very unlikely that we will run out of funding because our funding comes from a variety of sources, there is a whole basket of funders if 2 drops we can easily get 2 to sign up. The idea is getting money in South Africa."*

5.4.5.4 Classification of the organisation relative to the competition

In an attempt to understand the strategies that the NPOs are devising in order to withstand the growing competition, the study included a question around where the organisation stands relative to its competition and the strategies in place to withstand this competition. Some of the interviewees had to say:

> **Participant 1:** *"Our organisation is most definitely in the top 5, the largest organisation operating both in terms of revenue as well as in terms of the size of the programs it oversees. Currently, we are at the end of a funding cycle. If we are successful in the next funding cycle we will become the largest in terms of the amount of funding, as well as scale and scope of programmatic implementation."*

> **Participant 4:** *"I think we are quite unique in terms of our way of operating, we change our direction to meet the needs of the community."*

5.4.5.5 Classification of the organisation in terms of sustainability

Aiming to uncover whether the interviewed organisations have reached a point where they consider to be a sustainable entity and how they have achieved reaching that level, the study included a question on whether the organisations consider themselves as sustainable entities. The study findings show that six out of the seven organisations interviewed have not reached this stage yet but do desire to reach that point in their operations as NPOs. Some of the responses were as follows:

> **Participant 1:** *"I don't. The organisation or any not-for-profit in a resource-poor setting dependent on donor funding will never or really achieve sustainability by nature of its design".*

> **Participant 6:** *"It's a long time until it comes to that level of sustainability because of the operational cost. It's really going to take a while before we get there. If you look at our funding per year, you really need to come up with a very unique project that will really set us up".*

> **Participant 8:** *"No, my angel we are far from sustainability. Because of operating costs, the total profit is going to be what, so it takes you a while to become sustainable unless someone gives you money to cover the operational costs for a period of time and you focus on sustainability."*

> **Participant 13:** *"We are still struggling, operating on a short stream budget, we're still finding ways of how we can sustain ourselves."*

Contrary to the responses of other participants, one respondent had to say:

"We specifically design our programs with the intent to transfer it for government absorption and we have had a very high or great success in that transfer process that we have set up. In some instances, as high as 95% of all people employed in that initiative transferred to the government."

5.4.5.6 Sustainability strategy

In the interest of discovering the strategies and initiatives that NPOs are adopting to achieve sustainability, the study included a survey question on the initiatives that other NPOs are getting involved in to achieve sustainability. This was with the view of providing information to other NPOs when the study results are published on what possible initiatives they can consider. Some respondents indicated the following initiatives:

Participant 1: *"We have seen a large increase in the trend of a hybrid organisation, for example, Greenpop's "Rocking the Daisies" concert hosted yearly (huge attraction for funding). It's been a major success initiative in terms of showing how young organisations latch on to that hybrid structure was able to create a social enterprise, on the one hand, planting trees, teaching children about the environment versus the other side of becoming an income-generating entity that kind of funds their NPO side."*

Participant 4: *"Creating investment accounts linked with equity accounts and social enterprises."*

5.5 Findings from focus groups

The researcher also conducted focus groups with selected personnel from the marketing, finance and operations functions. Three (3) focus groups comprising of five (5) people each were conducted in total. The purpose of the focus groups was to identify and understand the linkages between these three key functions in NPOs. The data collected during these focus group sessions were tape-recorded and transcribed. After carefully listening to the recordings and reading through the transcribed data, the researcher identified a list of key themes for presenting the findings. The following conclusions were drawn from the data:

- **Lack of skills:** Although the participants expressed and acknowledged the importance of the three key functions in NPOs, they emphasised a lack of skills to effectively implement these functions within their organisations. Overall, marketing emerged to be the major area which they lack the known-how.

- **Integration between the key functions:** During the sessions, the participants indicated the importance of integration of these key functions. All the groups indicated that there is some integration between these functions, mainly the finance and the operations since the finance function drives the operations of the organisation. However, marketing was not considered as of utmost importance; some participants indicated that it forms part of operations and it is done as and when the need arises.

- **Lack of marketing support from the donor:** A majority of the participants at the focus group meetings indicated that the donors specifies how their funding should be utilised, including demographic areas to serve, activities that they are allowed to engage in. Marketing; however, does not form part of these activities and is neither supported by the donor. Another group indicated that if they engage in marketing activities they will have to finance them from their own funds independent from the donors' funds.

- **Lack of independence:** The results of focus groups also established that whatever they do with donor funding should be within the sphere of the donor rules and regulations.

- **Understanding of marketing in NPOs:** According to the focus groups participants, the main marketing activity they engage in is having an online presence through social media, websites, t-shirt branding, and having banners.

- **Importance of marketing in NPOs:** A majority of the participants in the focus group meetings noted the indisputable importance of marketing towards creating organisational visibility and brand awareness. The participants also indicated that the visibility of the brand is also linked to the ability to attract funds.

- **Challenges faced by NPOs:** The focus group participants noted funding as a common and major challenge faced by NPOs. Lack of skills, education, donor agenda and lack of collaboration were also identified as common challenges.

- **Management involvement in organisations sustainability:** The focus groups concluded that even though the NPOs do have board members as part of management, their contribution to advance the organisation towards being sustainable is inadequate.

- **Understanding of sustainability:** All the groups concluded that sustainability is being able to run the organisation with your own money without reliance on donor funding.

5.6 Summary of the research findings

The study findings indicated that NPOs lack marketing expertise to effectively implement and adopt marketing strategies towards sustainability. From these particular findings, one can conclude that the lack of marketing expertise in the NPO sector has influenced their ability to effectively adapt marketing strategies towards sustainability. The researcher argues that the availability of marketing expertise within the NPO sector should have a positive outcome on the positioning of the organisation in terms of competition and attracting funds, which in turn drives the organisation towards achieving sustainability.

Secondly, the study observed that the type of marketing activities that the NPOs engage in are not necessarily towards achieving sustainability but rather more of a promotional function. Based on these findings, a conclusion can be reached that there is a lack of understanding of the marketing concept in NPOs and how to approach marketing as a means of achieving sustainability. In light of these findings, the researcher argues that a better understanding of the marketing concept and the principles of marketing in NPOs could help these organisations to devise and adopt better strategies towards achieving sustainability.

Thirdly, the study found that the NPOs lack a marketing strategy and a marketing budget that are essential to guide them towards the effective adoption of marketing strategies. This could mean that there is a lack of prioritisation for marketing in NPOs due to lack of direction on how to pursue marketing and observing from a lack of budget towards implementing marketing strategies. The researcher contends that having a proper marketing strategy in place is the first step to effective adoption of marketing strategies for sustainability in NPOs, in the sense that it is the overall game plan for reaching customers and achieving organisational objectives (Barone, 2019).

Fourthly, the study observed that there is a lack of skills and involvement of the board of directors in the key functions of the organisation. From these findings, one can conclude that the management of NPOs lacks the necessary skill set that is critical for the effective adoption of marketing which has resulted in these organisations being unable to adopt strategies aimed at achieving sustainability. The researcher argues that marketing, operations and finance functions of the organisation, require full attention from the management and board of the organisation and cannot be effectively implemented if there are gaps in the skills level. Management should lead and spearhead the transformation change needed by NPOs in order to be sustainable entities. It is therefore crucial for NPOs to seriously consider the value of marketing and management, to prioritise marketing in their organisation, and to dedicate resources towards the attracting and appointing of marketing expertise to the sector.

Fifthly, the study observed funding as the primary and common challenge faced by NPOs. The respondents also identified education, donor agenda, sustainability gap, political and economic challenges, among others. These challenges have affected these organisations for effectively pursuing marketing and management strategies towards sustainability. The respondents were in agreement that the majority of the challenges that are being faced by NPOs are due to a lack of collaboration and unwillingness of these organisations to share resources.

This lack of collaboration and unwillingness to share resources has resulted in NPOs acting in isolation, competing for the same funding, same resources, and the same target markets/ population. In line with these findings, Batti (2014:59) explained that the increasing number of NPOs has resulted in duplication of resources, a case whereby 10 or more NPOs operate in the same geographical area and offering similar services and competing for the same funding.

The study also reviewed disparities between the bigger NPOs and the smaller NPOs. Those who receive lots of funding are in a better position to pursue marketing as compared to those who lack funding. Donations are not easy to access, and funding is clustered among a few organisations that are well-established (Koch et al., 2009) and who are able to adequately provide information of their operations and organisational activities (Hodge & Piccolo, 2005; Saxton et al., 2011). NPOs that are known by international donors have placed the development of small NPOs under immense pressure to demonstrate their potential and significance to international donors.

When NPOs operate in isolation, they compete for funding, compete for limited resources, markets, partners and experience poor organisational growth and development. Observing from these study findings, the researcher graphically presents the NPO current framework of operation as shown in Figure 5.4 below.

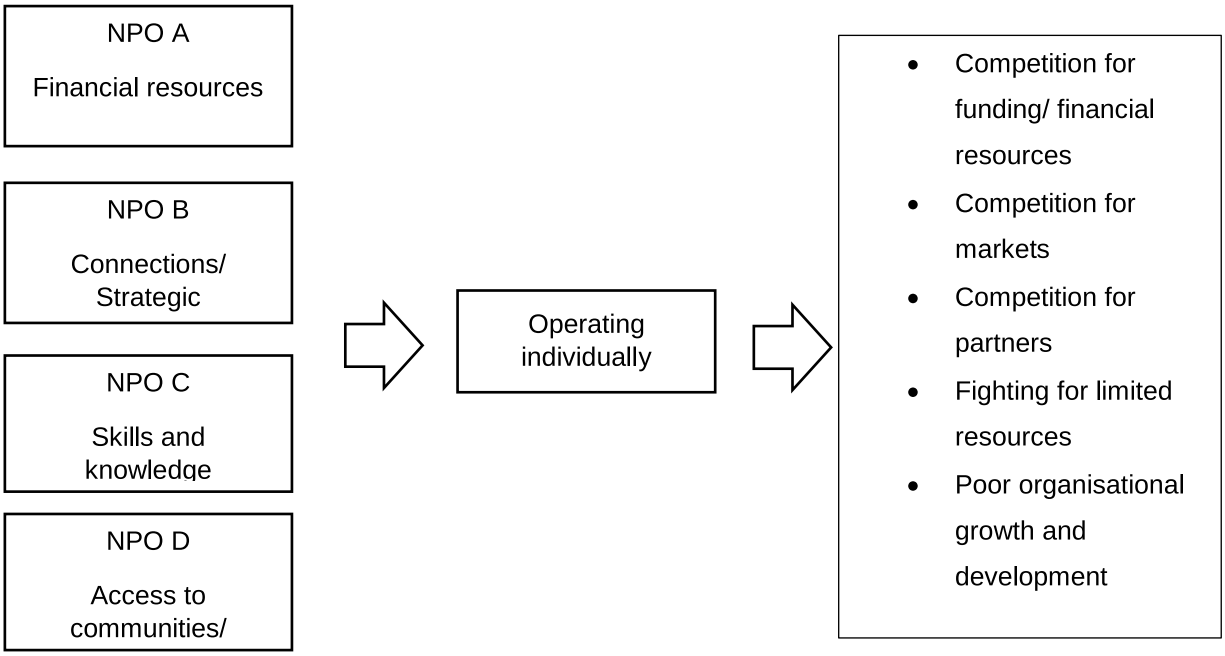

Figure 5.4: NPOs operating in isolation (Own compilation)

The researcher argues that, in order to overcome these challenges and achieve sustainability, the NPOs need to collaborate in terms of resource sharing. Resource sharing is essential because, without adequate and sufficient resources, the operations and development of these organisations are likely going to be ineffective. The objective of operating in collaboration is to reduce the intensifying competition for funding, sharing of resources, sharing of markets, giving each other access to communities, sharing of skills, organisational growth and development.

NPOs can leverage and complement each other in terms of resources be it human resources, financial resources, skills transfer, strategic partnerships, and so on, through a collaborative framework as presented below in Figure 5.8. The researcher believes that the collaborative shift from being competitors to being partners is an important step towards achieving sustainability in NPOs.

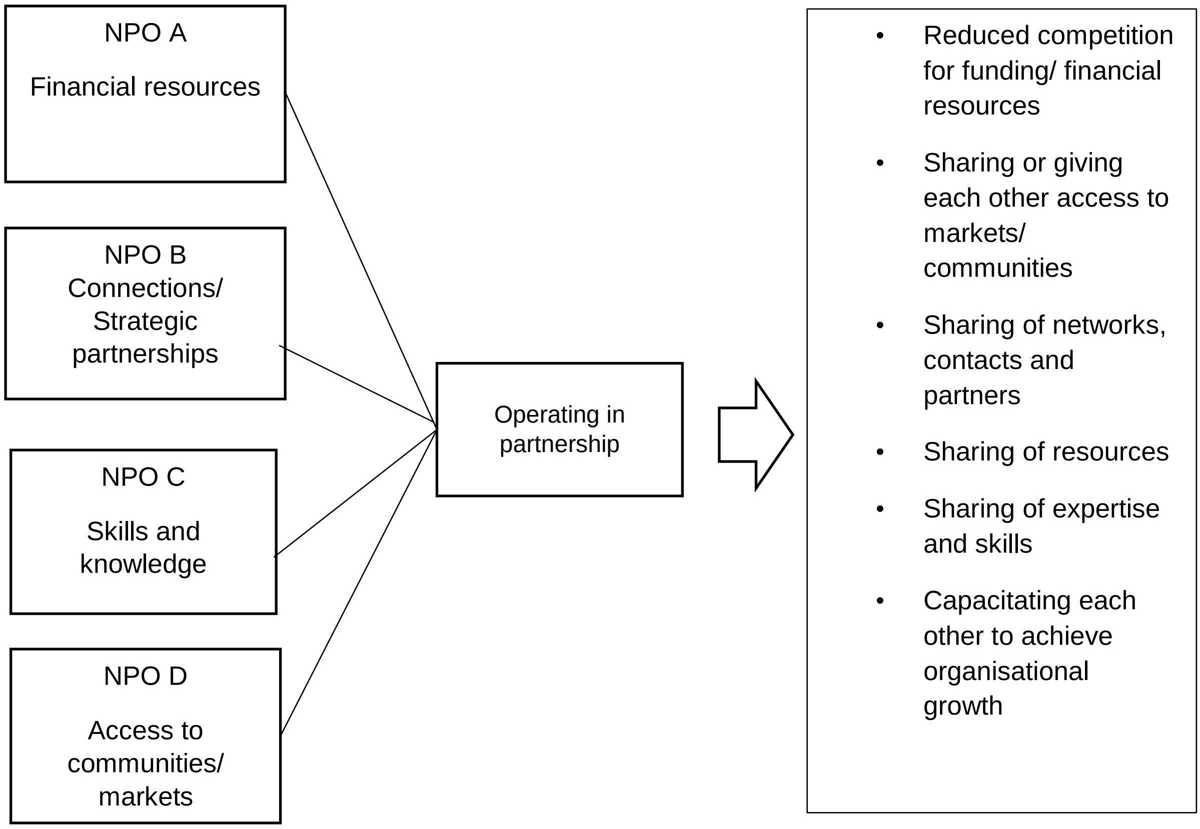

Figure 5.5: NPO–NPO framework of collaboration (Own compilation)

From the study findings, it is evident that the NPOs do understand the importance of marketing in their organisation. All participants indicated that marketing is of utmost importance in NPOs and it should be a model that should definitely be adopted in NPOs. According to the respondents, marketing helps with creating visibility for the organisation, establishing a competitive edge, and branding of the organisation. These results suggest that the effective adoption of marketing in NPOs helps them to increase brand awareness and to better position the organisation to attract funding and withstand competition. Consistent with these findings, previous studies agree that marketing is beneficial for it aids with growth, attracts funding (Jain, 2015), defines and defends the organisation's position, draws it closer to successfully achieving its mission (Spector, 2013), and ensures that the NPO gains sufficient resources required to provide services in.

This study also reviewed that NPOs are highly dependent on donor funding. This has resulted in a lack of independent because NPOs are being controlled and governed by the donors' terms and conditions. The participants also indicated that with donors, it is all about their money. They do not cater to a sustainability plan once they move their funding elsewhere. Donor reliance is also a hindering factor to pursuing marketing in NPOs as indicated in the study. Thus, it is important for NPOs to operate independently by considering other revenue models that are independent of the donor money. Participants in this study also concur that they need to go forward independently, have their own money, and not depend on donor funding, as they indicated that this gives them the freedom to pursue their mission and vision and serve the people.

The researcher argues that, if NPOs engage in other revenue generation strategies besides donor funding, sustainability and long-term survival can be achieved. With diverse revenue generation streams, NPOs could move away from being highly dependent on donor funding and operate independently without donors defining the terms and conditions of operation. More so, increased revenue could mean that NPOs will be able to employ and attract marketing expertise in their organisations.

Largely, the study findings above show that marketing in NPOs is not prioritised, although all the study participants indicated that marketing is of utmost importance. Corak and Snajder (2016:59) concludes that marketing is the continuous process of planning and completing the conception of ideas, or services, to drive organisational change. In order for the proper execution of ideas that drive change in any organisation, there is a need for a plan to be in place on how to go about doing the execution. At present, this is currently lacking in NPOs.

5.7 Summary of the chapter

This chapter presented, analysed and discussed the data that was gathered during the research study. The findings of this research have highlighted critical aspects of marketing in NPOs, that is, how marketing is currently being approached in NPOs, the challenges that are mainly hindering NPOs from pursuing marketing strategies and the initiatives that are being adopted by the interviewed NPOs towards sustainability. The main key findings to note from this chapter are the observation that marketing is not prioritised in NPOs, there is a lack of marketing knowledge of how to approach marketing, and there is a lack of financial resources to drive the adoption of marketing models within NPOs.

CHAPTER SIX
PROPOSED FRAMEWORK, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The main purpose of this study was to establish how marketing and management strategies can be effectively incorporated into the operations of NPOs in the healthcare sector in South Africa. This study specifically sought to propose a framework for how these strategies can be positioned in NPOs, the organisations that are currently faced with a competition and funding crisis. The purpose of deploying marketing and management strategies is to enable NPOs to achieve sustainability, improve revenue streams that will enable them to continue operating outside of donor funding, and to continue delivering on their mission to underprivileged communities. This final chapter to the study presents the summary of the chapters, summary of the key findings in relation to research questions and objectives, presents the proposed framework for positioning marketing and management strategies in NPOs, concludes the study, provides recommendations, and gives direction on further research.

6.2 Summary of the chapters

The researcher summarised key points from each chapter, as outlined below.

6.2.1 Chapter One

This was an introductory chapter to the study. It presented the plan on how the research study will be conducted. The chapter covered the introduction to the study, presented the background to the research problem, and stated the research questions and objectives. The chapter also briefly looked at the literature review, the methodology to be followed for collecting data, the significance of the study, and the study limitations.

6.2.2 Chapter Two

In this chapter, the researcher looked at the overview of healthcare sector NPOs and NPOs in general in South Africa. The chapter covered the definition of NPOs, the different types of NPOs, the importance of NPOs, and the challenges faced by NPOs both in the micro and macro environments. The chapter also looked at the background to the emergence of NPOs in South Africa, the current state of NPOs in the healthcare sector and the role played by NPOs in the healthcare sector.

6.2.3 Chapter Three

Chapter Three looked at sustainability, management and marketing strategies in NPOs. The first section covered the conceptual framework for the study, defined sustainability, looked at the importance of sustainability, and presented the link between line functions and sustainability. Secondly, the chapter looked at the concept of marketing, the importance of marketing, the different types of marketing and NPOs' marketing. The third part looked at different marketing and sustainability theories relating to the study.

6.2.4 Chapter Four

In this chapter, the research methodology followed for the study was presented. It detailed all the methods, techniques and process that were followed by the research to gather the data that informed this study. The study utilised a qualitative approach for data collection. In-depth interviews and focus groups were conducted with the study participants. The selection of the study participants was based on judgemental sampling whereby the researcher selected the participants who best informed the study.

6.2.5 Chapter Five

Chapter Five of this study outlined the data presentation and a discussion thereof. The researcher made use of an interview guide, which was categorised into different sections. Based on these sections, the data collected and utilising the content analysis approach, a theme and sub-themes were developed. The data was then presented according to these identified themes and sub-themes. It can be extracted from the results presented in this chapter that there is a lack of prioritisation when it comes to marketing for NPOs. The results also revealed that funding is the main and common challenge among NPOs. The study also highlighted the lack of skills on management and board level that is hindering these organisations from fully embracing strategies towards sustainability.

6.2.6 Chapter Six

Based on the study findings and the literature review, the final chapter of this study summarises the study, presents a summary of the findings in relation to the research questions, and presents the proposed framework or solution for positioning marketing and management strategies in order to achieve NPO sustainability. The chapter also presents the study recommendations, the conclusion to the study, and the suggested areas for future research.

6.3 Marketing and management framework to create sustainable healthcare sector NPOs in South Africa

Integrating the reviewed literature on NPO importance and challenges, the current state of NPO marketing, marketing strategies and sustainability, line functions and sustainability and the findings from this study, the researcher proposes a collaborative framework for the effective positioning of marketing and management strategies towards sustainability, which is presented below.

This framework is a general one that can be applied to any NPO that is facing sustainability challenges and intending to adopt marketing and management strategies for sustainability. This model addresses the following questions:

- How should the challenges to the current NPOs' marketing efforts be addressed?
- How should marketing and management strategies be positioned within the healthcare sector NPOs in South Africa to improve sustainability?
- What should be the main funding streams for NPOs in the healthcare sector in South Africa?

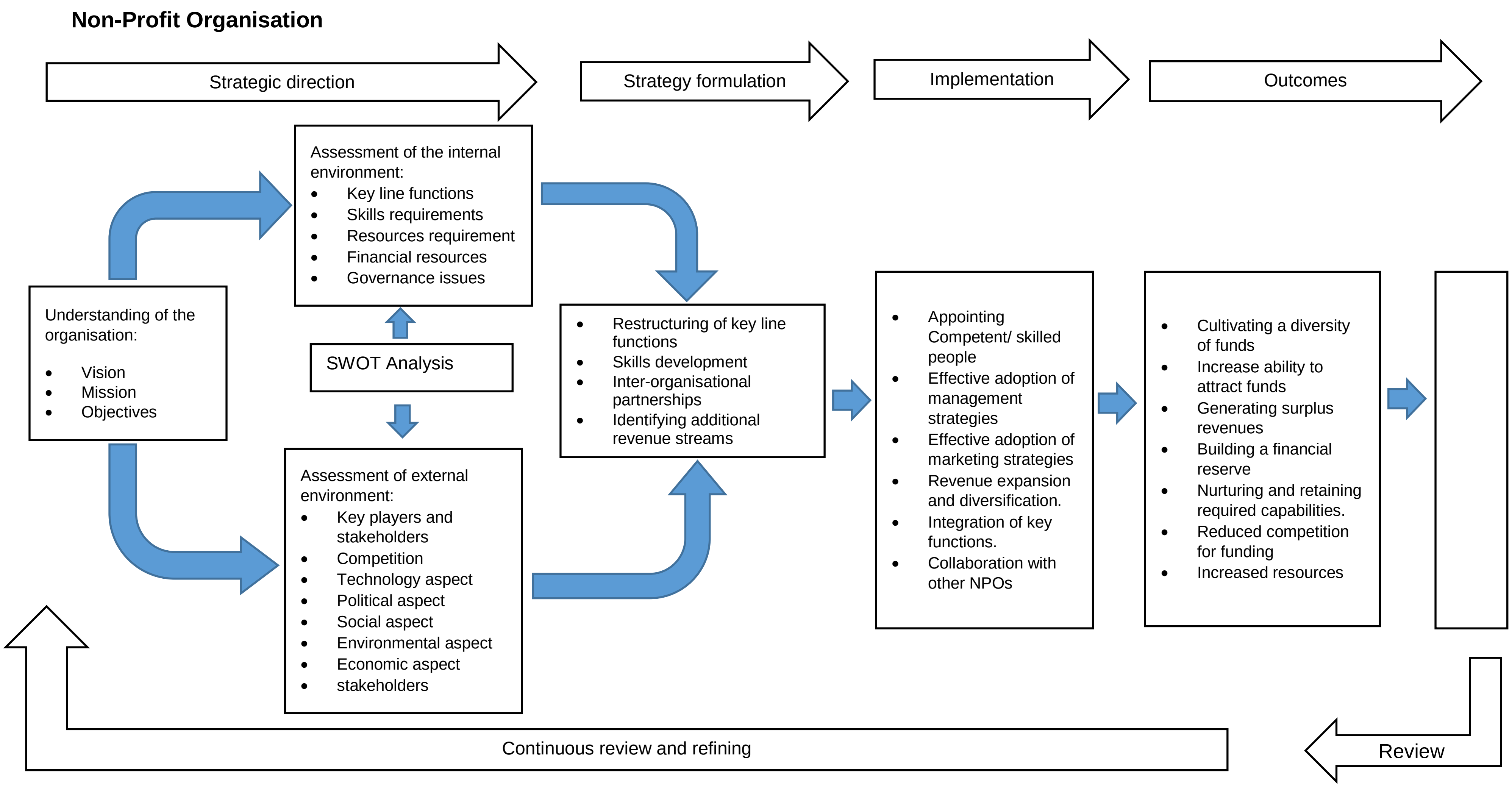

Figure 6.1: Marketing and management framework for NPO sustainability (Own compilation)

6.3.1 Strategic direction

The framework for the effective adoption of marketing and management strategies for sustainability in NPOs should start with understanding the organisation's strategic direction. The strategic direction of an organisation defines where the organisation wants to be in the future. It involves an understanding of the organisation's vision and mission, goals and objectives, environmental factors (conducting an internal retrospective) (SWOT Analysis), competitive advantage, logic, alliances and partners (Rumohr, 2012). The participants in this study indicated that NPOs lack strategic direction on how to approach marketing and management strategies, and how to expand their programs, which has hindered their ability to achieve sustainability.

6.3.1.1 Understanding of the vision, mission and objectives

In order to understand how to approach marketing and management strategies for sustainability, the NPOs need to understand the strategic direction of the organisation. This requires an understanding of the organisation's vision, mission and objectives (Brand, 2012). The vision informs the development of the mission of the organisation. The mission defines the scope and space in which the organisation operates (Papulova, 2014:13) and is crucial for identifying the organisation's target market, the needs of the target market and how the needs will be satisfied (Hill, Jones & Schilling, 2014).

Understanding the vision, mission and objectives of the organisation empower the organisation to execute and implement strategies that are aligned with their overall goal. In this instance, understanding the vision, mission and objectives of the NPO helps in establishing the internal responsibilities of each department and also aids the employees to understand their role in the application of marketing and management strategies towards achieving sustainability. Clarifying the vision, mission and objectives of the NPO is also critical in positioning the organisation for marketing and fundraising. It aids the NPOs on how to implement marketing and management strategies that are centred on building value for the organisation and sustainability (Rust et al., 2004).

6.3.1.2 Assessment of internal environment

The appreciation of the vision, mission and objectives of the organisation should then be followed by an assessment of the internal environment. According to the resource-based theory, the internal assessment will allow the NPO to interpret its in-house resources, recognising resources competencies required in articulating a plan to achieve a competitive advantage (Madhani, 2009). Carrying out an internal assessment will allow the NPO to comprehend its key strengths and weaknesses, identify skills gaps, identify resource requirements, deal with governance issues, and devise an action plan to close the identified shortcoming. The assessment will also enable them to identify the key resources and skills needed towards achieving the organisation's vision, mission and objectives.

The study findings identified a skills gap in the NPOs, which has hindered their ability to pursue strategies towards sustainability. In light of this, the researcher argues that the effective adoption of marketing and management strategies requires the NPOs to conduct an internal retrospective whereby each organisation examines its internal resources, capabilities and identifies gaps. This will inform NPOs on how to effectively utilise internal resources, devise proper marketing and management strategies towards sustainability.

6.3.1.3 Assessment of the external environment

Furthermore, in order to implement effective marketing and management strategies towards sustainability, the NPOs also need to understand and conduct an assessment of the external environment. The external environment is a key determining factor of an organisation's choice of direction and action, structure and internal processes. NPOs need to comprehend and proactively respond to the constantly changing external environment in order to remain or achieve sustainability. As presented in the literature by Hailey and Salway (2016) sustainable NPOs are able to adjust to fluctuating outside environments by reacting strategically, efficiently, altering and reviewing their mission accordingly.

The assessment of the external environment will enable NPOs to comprehend key players and stakeholders, competition, and the macro environment, which comprises of the political, economic, social, technological and environmental factors (Birnleitner, 2013; Blythe & Prelims, 2013; Pindiche, 2013; Thompson et al., 2012), that may pose challenges to their operations and affect their ability to achieve sustainability. Previous studies outline that carrying out an external assessment allows for an organisation to maintain an equilibrium with the external environment over an extended period of time (Sackett et al., 2005). Maintaining this balance will help NPOs to reflect on the past and to develop potential solutions for current or potential problems (Ommani, 2011) and examine how to become unique and more captivating to prospective business (Al-Tabbaa et al., 2013).

6.3.2 Strategy formulation

The understanding of the NPO's mission, vision and objectives, as well as evaluation of its internal and external environments will then inform the strategy formulation. This stage involves the actual designing of the strategy. It involves the NPO identifying the course of action to achieve its defined goals. It involves devising solutions to the identified gaps in the NPO.

The majority of the participants in this study indicated that there is a lack of skills in NPOs to support the adoption of strategies towards sustainability. The strategy to be designed should include skills development and possibly forming partnerships with other organisations to complement the skills gap. It should also include restructuring of key functions to ensure that they are integrated in such a way to support and pursue approaches towards sustainability.

The participants in this study also concur that a lack of funding and high dependence on donor funding has resulted in the inability of NPOs to pursue initiatives and strategies towards sustainability. Therefore, the strategy formulation stage should also include identifying ways of raising additional revenue to pursue other initiatives and marketing strategies for sustainability.

6.3.3 Strategy implementation

The next step after devising and articulating the solutions that need to be adopted by the NPOs should be strategy implementation. Strategy implementation involves the actual execution of the overall strategy, turning the designed solutions, strategies and plans into action. The strategy implementation will encompass the following:

- Appointment of competent people with skills.,
- Revenue expansion and diversification
- Integration of key functions
- Adoption of marketing strategies
- Adoption of management strategies
- Collaboration with other NPOs

6.3.3.1 Appointment of competent and skilled people

The initial stage of executing strategy is to ensure that the organisation has the right people on board. The right persons include those people who have the necessary competence and skills required to implement the strategies and identified solutions and to support the strategy. NPOs need to ensure that they have competent skills by engaging in skills development as identified in the preceding step of strategy formulating.

The findings indicate that NPOs have failed to pursue marketing and management strategies for sustainability due to lack of skills. Previous studies also concluded that NPOs are losing out in critical areas like financial health enhancement and expansion due to lack of skills (Othman et al., 2012; Brown, 2012). Batti (2014) established that NPOs fail to operate effectively in a case where management is not experienced. The study participants clearly affirmed that the lack of proper skill sets at the management level has resulted in these organisations failing to effectively adopt marketing strategies towards sustainability. In order to effectively adapt marketing and management strategies towards sustainability, NPOs should have the right expertise, skills, competence and profound involvement of management or the board.

6.3.3.2 Revenue expansion and diversification

Besides having competent and skilled people, strategy implementation also requires sufficient funds to support the implementation. More so, observing from the literature and the study findings, dependence on a particular single source of funding (Kyalimpa, 2017) has driven many NPOs into liquidation (NGO Pulse, 2012), scale down on operations (Bose, 2015), a lack of independence, and the inability to pursue other initiatives for revenue expansion and diversification.

Participants of this study concur that they need to move forward independently in order to pursue strategies that will lead to sustainability in their organisation. The researcher argues having diverse revenue streams in NPOs could potentially help them to operate independently, and implement marketing and management strategies that are aimed at achieving sustainability without experiencing restrictions from the funders. NPOs can always welcome foreign aid but should avoid depending upon it as the sole source of funding.

Potential initiatives as identified in the literature review include pursuing social enterprises and social impact bonds. NPOs should consider pursuing the social enterprises model, which offers innovative ways of generating revenue towards supporting the organisational goals and sustainability (Bawden-Peter, 2017). Another way presented in the literature is the social impact bonds. Using this model, those individuals who are passionate about different social projects fund them in advance and get the return on investment only when the outcome has been achieved (van Zyl, 2018; Gardiner & Gustafsson-Wright, 2015).

6.3.3.3 Integration of key functions

Strategy implementation also requires a cleared defined structure of the operation. According to Batti (2014:60), many NPOs lack the right structures to support the growth of the organisation. In organisations where a board exists, it is less functional and rarely effective in providing strategic direction to the organisation.

In order for NPOs to effectively adopt marketing and management strategies for sustainability, there is a need for integration between key line functions. Having the right people on board and sufficient funds from revenue diversification will lead to the effective integration of key line functions, which are operations, finance, and marketing.

The **operations function** is the core function of every organisation regardless of size or industry it operates in or profit status (Sanders, 2014). The operations function covers the organising of resources to undertake the work, preparation, scheduling and monitoring of all the inputs required to produce the goods or services. The **finance function** is responsible for funding acquisition, funds management and acquiring expertise (ICAEW, 2011). The financial function cannot be considered in isolation of other functions such as marketing and operations. It entails the use of tool and techniques that help in resource allocation, management, acquisition and providing information that aids management to make informed decisions, which in turn help in achieving financial sustainability (Cerf & Savage, 2006:1). The finance function helps to ensure the safety of funds, profitable utilisation of funds, and ensure that funds do not remain unutilised. The **marketing function** includes branding of the organisation, engaging in public activities, advertising and customer interaction (Mahea, 2014). Organisations that are market, customer and competitor-oriented devise and synchronise their marketing undertakings with all other functions of the organisation (Bennet et al., 2005).

According to the literature, the prioritisation and the integration of internal resources and capabilities enable an organisation to articulate an effective plan to establish a competitive advantage and to develop a sustainable competitive advantage (Madhani, 2009:2). The researcher argues that with the right capabilities and effective utilisation of internal resources, healthcare NPOs can leverage operations, finance and marketing functions to their advantage in order to achieve sustainability.

From the study findings, the NPOs expressed the importance of the integration of key functions. The study found that there is some integration between the finance and the operations function and a disconnection therefore, when it comes to the marketing function.

Summing up, in an organisation, the operations function identifies, plans and coordinates all the resources needed to deliver products and services. The finance function then helps to ensure that funds are available to procure the resources and provide the services. The marketing function then promotes the goods and services to the target market, beneficiaries and donors. Bennet et al. (2005:465) presented that organisations that are market-oriented, customer-oriented and competitor-oriented implement and coordinate their marketing activities with all other functions of the organisation. The researcher argues that the effective integration of key line functions within an NPO helps the organisation improve its sustainability level. These functions are interdependent and should be integrated for the NPOs to effectively adopt marketing and management strategies towards sustainability.

6.3.3.4 Collaboration with other NPOs

In light of the study findings in terms of resource shortages, lack of capacity and competition. NPOs should work in collaboration, especially those that work in the same market, targeting the same demographics, working together, and forming synergies. According to the resource dependence theory (RDT), NPOs are unable to create all the required resources, therefore, the need to depend on external relationships (Arshad et al., 2013:210). Forming partnerships will help to eliminate competition for resources and the same funding. According to Tsarenko and Simpson (2017) organisations in different ideologies, industries or profit orientation have started forming partnerships. This has helped the organisations to share innovations, better supply chain reach and great service delivery (Pappu & Cornwell, 2014; Bauer & Matzler; 2014; Watson et al., 2019). More so, the NPO could engage in joint training on strategic plan development and how to adopt marketing and management strategies to effectively move towards being sustainable organisations.

As noted in the study findings, currently the NPOs are operating in isolation. The literature also presented that at times NPOs compete and do not coordinate actions with similar NPOs and country programs pursuing the same mission (Anbazhagan & Surekha, 2017). Similarly, the majority of the respondents indicated that competition in the sector is stemming from lack of collaboration, the participant specified the need for partnership and collaboration. NPOs could potentially follow the ways of collaborating below.

6.3.3.4.1 Collaborate in funding applications

NPOs are now a strong vehicle in the social development of developing countries. It is important for organisations to work together and continue to contribute effectively to social development. In the literature, the USAID Sustainability Index 2010 highlighted that many

NGOs, financial sustainability is reliant on the availability of funds and their ability to contend for international donor support funds. NPOs could potentially reduce this competition for funds through collaboration in funding applications when they are targeting the same funding, pursuing the same mission and servicing the same demographics. When organisations are in competition, there is almost no functional association and communication between them but when they collaborate, they keep each other informed and avoid duplication of effort.

6.3.3.4.2 Collaborate and share resources

From the study findings, we observed that those with sufficient resources continue to progress and are able to market themselves better than their counterparts *"Bigger organisations are not willing to share the portion of the pie".* Smaller NPOs are faced with limited resources and are unable to market themselves well or attract funding. Through collaborative efforts, bigger NPOs can potentially share resources and capacitate smaller NPOs so that they can continue to serve their mission and progress together as a sector with the same mandate of social benefit. In addition, in some instances, one NPO can be presented with resources that are not in alignment with the organisation and they have no use for such resources. In such instances, it is beneficial for the players in the sector to share or pass some of those resources to another organisation that can potentially utilise them.

6.3.3.4.3 Collaborate and sharing of markets

Smaller NPOs are usual deeply embedded in the communities and have better access to communities. Operating collaboratively between both the bigger and smaller NPOs could be a potential win-win for them as the bigger organisations can draw on the smaller NPOs access to communities when venturing into those populations whilst smaller ones draw on the resources of bigger organisations.

6.3.3.4.4 Collaboration and sharing of skills

With reference to collaboration and skills sharing, this study found that different skills sets are dispersed within NPOs. Basically, while one NGO has and makes use of a particular skill set, another NGO lacks and is in need of that particular set of skills. In this case, to conserve the resource, NGOs may consider collaborative practices whereby they complement each other by closing the skills gaps and are then able to pursue their strategies for sustainability purposes.

6.3.4 Outcomes

The successful application of marketing and management strategies in NPOs should lead to sustainability. An organisation that has reached sustainability is signified by the following outcomes as identified by Coetzee (2017):

- Cultivating a diversity of funds,
- Increased ability to attract funds,
- Generating surplus revenues,
- Building a financial reserve,
- Nurturing and retaining required capabilities,
- Reduced competition for funding,
- Increased resources base,
- Operating ethical towards beneficiaries, stakeholders and suppliers, and
- Operating ethically with respect to the environment they operate in.

Through identifying additional revenue channels and implementing different revenue expansion strategies like the ones identified above, NPOs should be able to cultivate from a diversity of funding. This means that they are now able to move away from the reliance on one source of funding and this will enable them to bypass the restriction imposed by donor funding. Through skills development, appointing competent and skilled people, NPOs will be in a better position to attract funds. With the right skills on board, NPOs will be able to draft excellent funding proposals, implement marketing strategies for revenue generation and pursuing strategies that are aimed at organisational growth and development. The ability to attract funds and having additional revenue streams will enable the NPOs to generate surplus revenue that can be used towards building a financial reserve, which was identified by Archer et al. (2015) as a gap in NPOs. Further, Archer et al. (2015) revealed that only a few NPOs (5%) have reserves that can cover their operating costs for more than three years, while the majority would only survive between three to six months and about 23% with no reserves at all.

The surplus could potentially be used to nurture, and retain the required capabilities within the NPO. With additional revenue as well as partnerships with other organisations it means that competition for funding is reduced, and the resources base has increased through resource sharing. If all these benefits are enjoyed in the NPOs, the organisation will be in a position to operate ethically towards beneficiaries, stakeholders, suppliers and with respect to the environment they operate in.

6.3.5 Continuous review and refining

The last stage in the marketing and management framework of NPO sustainability is the review stage whereby NPOs should continuously monitor the strategies implemented and the contribution thereof to sustainability. The information from the review process should provide feedback to NPOs. This feedback could potentially be utilised in refining strategy and adjusting the plan of action. A continuous review will therefore, ensure that NPOs are channelling their resources towards implementing the right strategies and should be a continuous process as long as the organisation exists.

6.4 Recommendations

The researcher proposes the following recommendations for NPOs, marketing talent, the government, and donors.

6.4.1 NPOs

The findings indicate the funding is the major common challenge being faced by NPOs, which has in turn, affected their ability to employ qualified marketing expertise to the sector. The study also observed that the majority of the NPOs surveyed lacked a marketing budget and a marketing strategy, highlighting a lack of prioritisation when it comes to marketing. More so, the management (board of directors) in the NPO lack the essential skills to drive organisational growth and are partially involved in critical aspects of the organisation. In light of this, the researcher recommends that NPOs:

- Identify other investment opportunities and initiatives in order to diversify and increase their income base. This will allow them to have adequate funds to attract the marketing expertise required in the sector. This will also enable them to overcome some of the consequences emanating from relying on one source of funds.
- Prioritise marketing in their organisation and not to consider marketing as an approach only applies to for-profit companies and to allocate funds towards marketing their organisation.
- Consider setting aside and ensuring that they have sufficient resources to implement the marketing activities.
- Ensure that there is integration between key line functions within their organisation.
- Invest in equipping the existing people involved in marketing for their organisation to gain knowledge about marketing in NPOs, particularly how to approach marketing

not only as a promotion function or creating visibility for the organisation but as a vehicle towards sustainability.

- Invest in attracting marketing expertise to the sector who will effectively implement marketing strategies and principles towards creating organisation sustainability.
- Understand the different target markets that exist in the NPO sector as identified in the literature, which they need to appeal to.
- Implement different marketing strategies for these different target groups, as indicated in the literature to consider charging for their services to certain target markets.
- Consider transformative changes in their board and management structure, looking at skills diversification and full involvement of the board so that critical aspects like sustainability will not be overlooked.

6.4.2 Marketing talent

The participants indicated that marketing expertise is currently not being drawn to NPOs due to NPOs being unable to afford this type of expertise. The researcher recommends that socially oriented marketing people should start considering taking up a career in the NPO sector and help to develop this sector towards being sustainable entities and continue to contribute to the underprivileged communities in South Africa.

6.4.3 Donors

The findings indicate that the donor agenda and the terms and conditions on the funding has hindered NPOs from pursuing strategies that will enable them to become sustainable. The researcher recommends that donors:

- Should start to consider the needs of NPOs as well before imposing terms and conditions. Terms and conditions need to be agreed on between the donor and the NPO and should have the interests of both parties.
- Should conduct need assessments of NPOs to understand how these NPOs can effectively deliver on their mission. With this understanding, donors have more informed criteria for selection when allocating funds to the NPOs.
- Allocate funds towards activities concerning organisational growth and development like marketing activities in NPOs.
- Develop and implement a sustainability plan so that the impact of programs being financed by their funding continue to exist even when they withdraw their funding.

- Capacitating small NPOs who lack the resources to market themselves, model them to become the attractive entities they desire to fund.

6.4.4 National government

Some of the respondents indicated that the policies and acts introduced by the government are sometimes not in favour of the advancement of NPOs. The respondents indicated that a change in policies has resulted in them being unable to attract funding. From the literature, we observed that some of the NPOs were deregistered due to non-compliance. More so, the literature identified that a uniform approach policy implementation may not accommodate the variations in the nature of NPOs (van Pletzen et al., 2014). The researcher recommends that the national government:

- Engage in intensive research and effective engagement with the full spectrum of NPOs before formulating acts or policies, and gather input from all the NPOs, not only from those benefiting from their funding.
- Formulating policies that cater to the variations in the nature of NPOs by not developing a one size fits all policy. The government should consider the varying nature of NPOs in terms of the geographic locations, the size, the resources and types of activities when developing policies.
- Implementing programs that are designed to educate NPOs on their acceptable requirements for them to qualify as compliant.
- Capacitate NPOs so that they meet the government requirements as per the designed policy.
- Simplify the registration requirements for NPOs.

6.5 Limitations of the study

This study proposed a framework for the effective adoption of marketing and management strategies to create sustainable NPOs. The framework proposed by the researcher is a general solution from the researcher’s opinion and according to the study findings. It does not guarantee that implementing this outcome will be a complete solution to improving or creating sustainable NPOs.

Other limitations of this study include:

- The study only focused on incorporating marketing and management strategies to improve NPO sustainability; however, there might be other methods that can be used to improve NPO sustainability.
- More so, the key management of the NPOs might have been biased and not disclose other aspects that may expose the weaknesses of the NPO and way of operation resulting in withholding information which may also be important to the study.
- This study looked at NPOs in the healthcare sector, which excluded NPOs outside of the sector. The proposed may be applicable to some NPOs and may not be applicable to others depending on the nature and setup of the NPO. From the study, we observed that some NPOs are relatively small and may not have anything to offer to other organisation to work collaboratively.
- This study only included NPOs in the Cape Metropolitan area, Western Cape Province, which excluded all other NPOs outside of the metropole and other provinces of South Africa.
- Due to the nature of the research questions, this study largely adopted qualitative research methods for data collection. The results obtained did not yield any statistically significant results. Rather the study relies on judgemental sampling method to draw conclusions. Whilst the surveys were rigorously conducted and valid, the results are limited by the survey sample size. It is possible that adopting a different approach in this research may reach a larger sample and contribute additional insights to this field of study.

6.6 Recommendations for further research

This research adopted a qualitative approach utilising the judgmental sampling technique, surveying a small sample of NPOs in the healthcare sector in the Cape Metropolitan area. All participants were based in the Western Cape; this did not include all other NPOs in other sectors and other provinces of South Africa.

Based on the limitations of this study, the researcher recommends the following areas for future studies:

- Future research of this nature should include other NPOs outside of the Western Cape and other NPOs outside of the healthcare sector.
- A quantitative approach to this study, in order to reach a larger sample of the population.

- Investigating why donors or funders do not support or provide funding for marketing activities in NPOs.
- Whilst this study only considered marketing and management strategies to create sustainability in NPOs, future studies could potentially look at other strategies to NPO sustainability.
- Developing a framework of good governance towards NPO sustainability.
- The relationship between management expertise and sustainability.

6.7 Conclusion and study implications

The study provides substantive theory and has expanded the existing body of knowledge on NPO sustainability, marketing and management studies. Theoretically, this study offers insights that enhance and promotes the adoption of marketing and management strategies in NPOs by conceptualising the importance of these strategies for NPO sustainability. Although previous studies discovered the lack of prioritisation of marketing in NPOs, lack of knowledge on how to approach marketing and the need for specific skills in management to effectively embrace strategies for business growth, no practical solution was provided on how marketing and management should be approached towards achieving sustainability. Subsequently, this study provides practical evidence that underlines the significant role that marketing and management strategies play towards NPO sustainability and provides a framework on how marketing and management strategies can be effectively adopted in NPOs for sustainability.

Empirically, the more NPOs adopt marketing and management strategies, diversify and expand their income streams, the more they move away from heavy reliance on donor funding and the more independence they have to channel their resources towards sustainability. Even though previous studies argue that NPOs globally rely heavily on donor funding to finance their mission and fulfil their obligation (Kyalimpa, 2013) and none of them can be sustainable without donation (Awan & Hameed, 2014:55). This study contends this view and puts forward that NPOs can be sustainable without donor funding if they effectively adopt marketing and marketing strategies. The continual survival of NPOs would significantly benefit the NPO as well as the marginalised population who are benefiting directly or indirectly from the NPOs' services.

The growing numbers of new players and competition in the NPO sector have been emphasised in several studies especially the shrinkage in funding sources (Phillips, 2012; Chew & Osborne 2009; Bingham & Walters, 2012; McAlexander & Koening, 2012). NPOs need to survive and be sustainable in order to continue delivering value and impact on marginalised communities in South Africa. In order to achieve this, it is important for the government to implement policies that are in favour of the development and growth of the operations of NPOs. This significant implication is consistent with extant literature that proposes the creation of an enabling environment for NPOs (Machava, 2015; Wnygaard, 2012).

More so, the insights of this study call for an adjustment of donor policies, terms and conditions when they donate funds to include funds for the development of a sustainability plan or strategies in the respective NPOs they are funding. Donors should consider supporting NPOs in their efforts to become sustainable by providing funds or budget towards those activities aimed at ensuring service or program sustainability.

Several studies have attributed the lack of skills in NPOs as the main stumbling block hindering these organisations from effectively pursuing business strategies that are aimed at organisational growth and sustainability (Morris et al., 2008; Pope et al., 2009; Dolnicar & Lazarevski, 2009; Batti, 2014; Othman et al., 2012; Brady et al., 2011). Other studies have specified that NPOs in several instances have ended up compromising by entrusting these crucial functions to unqualified staff, which has resulted in these organisations losing out in critical areas like financial health enhancement and expansion (Brown, 2012; Othman et al., 2012; Proust et al., 2013). To move away from this, NPOs' policies should consider having certain criteria or standards that staff should meet before being entrusted into those positions that hold the organisations together. NPOs should consider investing in qualified staff when it comes to these critical positions in the organisation.

This study has also shown that the management of the NPOs and the board members both have a significant impact on organisation success and sustainability. There is a positive relationship between the board's skill set and contribution towards the adoption of strategies towards sustainability. Hopefully, this study insight implies that NPOs when appointing board members, pay attention to skills diversity in relation to their organisational needs and sustainability.

Furthermore, the realisation of the dispersed skills in the NPOs sector will hopefully bring a new way of thinking in NPOs not to view each other as competition but rather to work collaborative and continue to deliver social value.

In addition, having realised the significant role that NPOs bring to any economy they operate in, this study set out to find answers to very important research questions, namely (1) how should the challenges to the current NPOs marketing efforts be addressed? (2) how should marketing and management strategies be positioned within the healthcare sector NPOs in South Africa to improve sustainability? and (3) what should be the main funding streams for NPOs in the healthcare sector in South Africa?

The reason behind these inquiries was to determine how best healthcare NPOs in South Africa can be supported to achieve sustainability; more so, to review how other NPOs are adopting marketing and management strategies towards sustainability. This study's literature provides insights into other initiatives that are being adopted by NPOs to achieve sustainability. It is the hope of this study that it will avail some benefits to those NPOs who are clueless of where to study in terms of diversifying or identifying additional income streams.

In conclusion, the effective adoption of marketing and management strategies in NPOs has been found to have a significant and positive effect on organisational growth and sustainability. However, the full benefits of marketing and management strategies in NPOs are not being fully enjoyed by NPOs due to lack of knowledge on how to approach marketing and a general lack of prioritisation when it comes to marketing in NPOs. Many of the surveyed NPOs have not reached a point where they consider themselves to be sustainable as the majority are highly dependent on international funds contributing almost 80% of the organisation findings which has resulted in a lack of independence, donor power and control.

REFERENCES

AbouAssi. 2013. Hands in the pockets of mercurial donors: NGO response to shifting funding priorities. *Nonprofit and Voluntary Sector Quarterly,* 42(3):584–602.

Abraham, A. 2003. Financial Sustainability and Accountability: A Model for Non-profit Organisations. AFAANZ 2003 Conference Proceedings, 6-8 July 2003 (p. 26). Brisbane: AFAANZ.

Abraham, A. 2006. Financial management in the non-profit sector: a mission-based approach to ratio analysis in membership organizations. *Journal of American Academy of Business* 10, (1):212–17.

Acharya, B. 2010. *Questionnaire design*. A paper prepared for a Training Workshop in Research Methodology organised by Centre for Post Graduate Studies Nepal Engineering College in collaboration with University Grant Commission Nepal, Pulchok, June 2-11*.*

Adams, R. B., Barber, B. M., & Odean, T. 2017. Family, Values, and Women in Finance https://ssrn.com/abstract=2827952 [28 July 2019].

Adena, M., Alizade, J., Bohner, F., Harke, J. & Mesters, F. 2019. Quality certification for nonprofits, charitable giving, and donor's trust: Experimental evidence. *Journal of Economic Behavior & Organization*, 159:75–100.

Agostinho, F., Sevegnani, F., Almeida, C. M. V. B., & Giannetti, B. F. 2018. Exploring the potentialities of emergy accounting in studying the limits to growth of urban systems. *Ecological Indicators*, 94:4–12.

Akchin, D. 2001. Nonprofit marketing: Just how far has it come. *Nonprofit World*, 19(1):33-35.

Akintola, O., Gwelo, N. B., Labonte, R., & Appadu, T. 2016. The global financial crisis: experiences of and implications for community-based organisations providing health and social services in South Africa. *Critical Public Health,* 26(3):307–321.

Alabi, G. 2016. *Managing for Excellence in the Twenty-First Century: The Total Quality Approach*. Bloomington: Author House.

Albareda, L. 2008. Corporate responsibility, governance and accountability: from self-regulation to co-regulation. *Corporate Governance: The international journal of business in society*, 8(4):430–439.

Albright, K., Gechter, K. & Kempe, A. 2013. Importance of mixed methods in pragmatic trials and dissemination and implementation research. *Academic pediatrics*, 13(5):400–407.

Alliance for Advancing Non-Profit Health Care. 2012. *The Value of Non-profit Health Care.* http://www.nonprofithealthcare.org/reports/5_value.pdf [1 April 2017].

Al-Tabbaa, O., Leach, D. J. & March, J. 2013. Nonprofit-business collaboration as a strategic option for the nonprofit sector. *Voluntas: In. J. of Voluntary and Nonprofit Organizations, Forthcoming*, 1:1-22.

Altheide, D. L. & Schneider, C. J. 2013. *Qualitative media analysis.* 2nd ed. Thousand Oaks: SAGE.

Álvarez-González, L. I., García-Rodríguez, N., Rey-García, M. & Sanzo-Perez, M. J. 2017. Business-nonprofit partnerships as a driver of internal marketing in nonprofit organizations. Consequences for nonprofit performance and moderators. *BRQ Business Research Quarterly*, 20(2):112–123.

Alvi, M. H. 2016. *A Manual for Selecting Sampling Techniques in Research*. Karachi: Iqra University. https://mpra.ub.uni-muenchen.de/70218/1/MPRA_paper_70218.pdf [21 November 2017].

Anbazhagan, S. & Surekha, A. 2017. Role of non-governmental organizations in global health. *International Journal of Community Medicine and Public Health*, 3(1):17–22.

Anderson, M. 2018. The importance of a marketing budget for your business. *Sunday Times*. https://www.timeslive.co.za/sebenza-live/features/2018-01-25-the-importance-of-a-marketing-budget-for-your-business/ [11 August 2018].

Andreasen, A. R. & Kotler, P. 2003. *Strategic marketing for nonprofit organisations.* (6th ed. New Jersey: Prentice-Hall.

Andreasen, A. R. & Kotler, P. 2008. *Strategic marketing for non-profit organizations.* 7th ed. Upper Saddle River: Pearson Prentice Hall.

Andreasen, A., Goodstein, R. & Wilson, J. 2005. Transferring "Marketing Knowledge" to the Nonprofit Sector. *California Management Review,* 47(4):46-67.

Andreasen, A.1994. Social Marketing: Its Definition and Domain. *Journal of Public Policy and Marketing,* 13(1):108–114.

Andrew, S. & Halcomb, E. J. 2012. *Mixed method research*. In S. Borbasi and D. Jackson (Eds.), Navigating the Maze of Research: Enhancing Nursing and Midwifery Practice. Chatswood: Elsevier Australia.

Andrews, K. R. 1989. *The Concept of Corporate Strategy.* 2nd ed. Homewood: Richard D Irwin.

Anon. 2012. *The Four Capital model*. http://www.snam.it/export/sites/snam-rp/repository/ENG_file/Sustainability/4_capitali_uk.pdf [28 July 2018].

Ansoff, H. I. 1965. *Corporate strategy.* New York: McGraw-Hill.

Antwi, S. K. & Hamza, K. 2015. Qualitative and quantitative research paradigms in business research: A philosophical reflection. *European Journal of Business and Management*, 7(3):217–225.

Archer, D., Bornman, E., Boshoff, S., Cohen, R., Davids, Z., Guedes, G., Hobbs, S., Kleine, E., Makuchete, S., Mapungwana, H., Meshoe, O., Orberholster, T. & Young, S. 2015.*The Trialogue 2015: CSI Handbook*. 18th ed. Cape Town: Paarl Media.

Archer, E. 2016. *Qualitative data analysis: A primer on core approaches.* Cape Town: University of the Western Cape.

Armstrong, G. & Kotler, P. 2011. *Principles of Marketing*. Pearson Prentice Hall: Upper Saddle River.

Arshad, R., Bakar, N. A., Sakri, F. H. & Omar, N. 2013. Organizational Characteristics and Disclosure Practices of Non-profit Organizations in Malaysia. *Asian Social Science*, 9(1):209–217.

Aschari-Lincoln, J. & Jager, U. P. 2016. Analysis of Determinants of Revenue Sources of International NGOs: Influence of Beneficiaries and Organisational Characteristics. *Nonprofit and Voluntary Sector Quarterly,* 45(3):612–629.

Atkinson, R. & Flint, J. 2001. Accessing hidden and hard-to-reach populations: Snowball research strategies. *Social research update*, 33(1):1–4.

Awan, M. Y. & Hameed, F. 2014. The effect of demographic, socio-economic and other characteristics on donations. *Current research journal of social sciences*, 6(2):55–76.

Balabanis, G., Stables, R. & Phillips, H. 1997. Market orientation in the top 200 British charity organizations and its impact on their performance. *European Journal of Marketing,* 31(8): 583–603.

Baral, S., Uprety, S. & Lamichhane, B. 2016. *Focus Group Discussion*. https://www.herd.org.np/uploads/frontend/Publications/PublicationsAttachments1/1485497050-Focus%20Group%20Discussion_0.pdf [11 June 2018].

Barles, S. 2009. Urban metabolism of Paris and its region. *Journal of Industrial Ecology*, 13(6):898–913.

Barlow, R. 2018. *The importance of a marketing budget*. https://www.relativemarketing.co.uk/blog/importance-of-marketing-budget/ [16 May 2019].

Barney, J. 1991. Firm Resources and Sustained Competitive Advantage. *Journal of Management,* 17(1):99–120.

Barone, A. 2019. *What Is Marketing Strategy?* https://www.investopedia.com/terms/m/marketing-strategy.asp [15 May 2019].

Barrett, J., Vallack, H., Jones, A. & Haq, G. 2002. *A material flow analysis and ecological footprint of York*. Stockholm: Stockholm Environment Institute.

Basnet, M. 2011. What is critical research paradigm? http://manju-basnet.blogspot.com/2011/05/what-is-critical-research-paradigm.html [20 August 2017].

Battaglia, M. P. 2011. Nonprobability Sampling. *Encyclopaedia of Survey Research Methods*. http://methods.sagepub.com/Reference/encyclopedia-of-survey-research-methods [20 August 2017]

Batti, R. C. 2014. Challenges facing NGOs in resource mobilization. *Humanities and Social Sciences*, 2(3):57–64.

Bauer, F. & Matzler, K. 2014. Antecedents of M&A success: The role of strategic complementarity, cultural fit, and degree and speed of integration. *Strategic Management Journal*, 35(2):269–291.

Bawden-Peter, D. 2017. *Social Enterprise: Trialogue*. https://trialogue.co.za/socialenterprise/ [15 December 2017].

Bazeley, P. 2013. *Qualitative data analysis: Practical strategies*. London: SAGE Publications.

Behn, B. K., DeVries, D. D. & Lin, J. 2010. The determinants of transparency in nonprofit organizations: An exploratory study. *Advances in Accounting*, 26(1):6–12.

Bengtsson, M. 2016. How to plan and perform a qualitative study using content analysis. *NursingPlus Open*, 2:8-14.

Bennet, R. & Sargeant, A. 2005. The nonprofit marketing landscape: Guest editor's introduction to a special section. *Journal of Business Research,* 58:797-805.

Bennett, R. & Savani, S. 2004. Managing conflict between marketing and other functions within charitable organisations. *Leadership & Organization Development Journal*, 25(2):180–200.

Bennett, R. 2003. Factors underlying the inclination to donate to particular types of charity. *International Journal of Nonprofit and Voluntary Sector Marketing*, 8(1):12–29.

Berg, M. 2013.*The Importance of Non-Profits in Our Economy.* https://borgenproject.org/importance-non-profits-economy/ [4 August 2017].

Bettley, A. & Burnley, S. 2008. Towards sustainable operations management integrating sustainability management into operations management strategies and practices. In *Handbook of performability engineering* (pp. 875-904). London: Springer.

Bezuidenhout, A. 2017. *Essential marketing principles for non-profit organisations: Views of marketing managers*. Master's dissertation, Stellenbosch University.

Bhuiyan, N. 2011. A Framework to successful new product development. *Journal of Industrial Engineering and Management,* 4(4):746–770.

Bidzha, M. L., Greyling, T. & Mahabir, M. J. 2017. *Has South Africa's Investment in Public Health Care Improved Health Outcomes?* Economic Research Southern Africa Working Paper No. 663.

Bingham, T. & Walters, G. 2013. Financial sustainability within UK charities: Community sport trusts and corporate social responsibility partnerships. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 24(3):606–629.

Bird, D. K. 2009.The use of questionnaires for acquiring information on public perception of natural hazards and risk mitigation – a review of current knowledge and practice. *Natural Hazards and Earth System Sciences.* 9(4):1307–1325.

Birnleitner, H. & Student, D. 2013. Influence of macro-environmental factors to the process of integrating a foreign business entity. In *Proceedings from Industry, science and policy makers for sustainable future: the 14th Management International Conference* (pp. 21-23). November 2013.

Black's Law Dictionary. 2017. *What is a Volunteer*? 2nd Ed. https://thelawdictionary.org/volunteer/ [15 July 2017].

Blery, E. K., Katseli, E. & Tsara, N. 2010. Marketing for a non-profit organization. *International Review on Public and Nonprofit Marketing*, 7(1):57-68.

Blythe. P. P. & Prelims. M. 2013. *Principles and Practice of Marketing.* Third Edition. University of Plymouth: SAGE Publications.

Bogdan, R. & Biklen, S. K. 2007. *Qualitative research for education: An introduction to theories and methods.* New York: Pearson.

Bondas, T. 2013. *Finland and Sweden-Qualitative Research from Nursing to Caring in Beck*, CT (ed.) Routledge International Handbook of Qualitative Nursing Research, pp. 527-545. London: Routledge

Booth, E. A. 2013. *Online Marketing and Fundraising Strategies for Non Profit Organisations in the Cape Town Health Sector*. Master's thesis. Cape Peninsula University of Technology

Bordens, K. S. & Abbott, B. B. 2011. *Research Design and Methods: A Process Approach*. 8 ed. Boston: McGraw Hill.

Bose, B. 2015. *Effects of non-profit competition on charitable donations.*, University of Washington-Seattle Working Paper.

Boudreau, J. & Ramstad, P. 2005. Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management*, 44(2):129–136.

Bowman, W. 2011. Financial Capacity and Sustainability of Ordinary Nonprofits. *Nonprofit Management and Leadership,* 22(1):37–51.

Boyce, C. & Neale, P. 2006. Conducting in-depth interviews: A guide for designing and conducting in-depth interviews for evaluation input. *Pathfinder International Tool Series*, 1–12.

Brady, E., Brace-Govan, J., Brennan, L. & Conduit, J. 2010. Market Orientation and Suggestions for Fundraising: Indicators from Victoria. *International Journal of Nonprofit and Voluntary Sector Marketing,* 16(1):84–98.

Brand South Africa, 2012. *Healthcare in South Africa.* https://www.brandsouthafrica.com/south-africa-fast-facts/health-facts/health-care-in-south-africa [12 June 2017].

Braun, V. & Clarke, V.2006. Using thematic analysis in psychology. *Qualitative Research in Psychology,* 3(2):77–101.

Breslauer, J. 2011. *A guide to finance social enterprises in South Africa.* Geneva: International Labour Organisation.

Brown, A. 2012. *A summit with something to say.* NGO Pulse. http://www.ngopulse.org/article/summit-something-say. [15 May 2018].

Brown, D. L. & Kalegaonkar, A. 2002. Support organisations and the evolution of the NGO sector. *Nonprofit and Voluntary Sector Quarterly,* 31(2):231–258.

Bryson, J. M., Gibbons, M. J. & Shaye, G. 2001. Enterprise schemes for nonprofit survival, growth, and effectiveness. *Nonprofit Management and Leadership*, 11(3):271–288.

Bulmer, M. 2004.*, SAGE Benchmarks in Social Science Research Methods*. 1st ed. London: SAGE Publications.

Burgess, T. F. 2001. *A general introduction to the design of questionnaires for survey research.* Leeds: University of Leeds.

Burnett, J. 2008. *Core Concepts of Marketing.* http://www.freeinfosociety.com/media/pdf/2936.pdf [20 June 2018].

Burnett, K. 1992. *Relationship fundraising.* London: White Lion Press.

Burnett, K. 1998. *Relationship fundraising.* 2nd ed. London: White Lion Press.

Burns, N. & Grove, S. K. 2001. *The practice of nursing research: Conduct, critique & utilization*. 4th ed. Philadelphia: WB Saunders.

Burns, N. & Grove, S.K. 2003. *Understanding nursing research*. 3rd ed. Philadelphia: Saunders Company.

Buse, K. & Waxman, A. 2001. Public–private health partnerships: a strategy for WHO? *Bulletin of WHO,* 79:748–754.

Business Dictionary. 2018. *Marketing budget*. http://www.businessdictionary.com/definition/marketing-budget.html [11 August 2018].

Cachanosky, N. 2009. Definition of Inflation According to Mises: Implications for the Debate on Free Banking. *Libertarian Papers*, 1:43. http://libertarianpapers.org/articles/2009/lp-1-43.pdf [19 April 2018].

Carman, K. G. 2004. *Social influences and the designation of charitable contributions: evidence from the workplace*. NBER Working Paper.

Carter, S. T. 2011. Donation or Sponsorship? Know the Rules, Reap the Rewards. Canada: Carters Professional Corporation.

Caruth, G. D. 2013. Demystifying Mixed Methods Research Design: A Review of the Literature. *Mevlana International Journal of Education (MIJE),* 3(2):112–122.

Catoiu, I. & Tichindelean, M. 2012. Relationship Marketing-Theoretical consideration. *Annales Universitatis Apulensis: Series Oeconomica*, 14(2):655–657.

Cerf, D. & Savage, A. 2006. *Financial Management to Support Sustainability.* https://pdfs.semanticscholar.org/d7da/e1fa0e73b2e0fa6dfedd91b1fc92e9fe3683.pdf [29 November 2017].

Chad, P. 2013. Extending the use of market orientation: Transforming a charity into a business. *Australasian Marketing Journal (AMJ)*, 21(1):10–16.

Chad, P., Kyriazis, E. & Motion, J. 2013. Development of a market orientation research agenda for the nonprofit sector. *Journal of Nonprofit and Public Sector Marketing,* 25:1–27

Chad, P. Kyriazis, E. & Motion, J. 2014. Bringing marketing into nonprofit organisations: A managerial nightmare! *Australasian Marketing Journal (AMJ)*, 22(4):342–349.

Chalhoub-Deville, M. & Deville, C. 2008. Utilizing psychometric methods in assessment. *Encyclopedia of language and education*, 1:2349–2361.

Chams, N. & AlSagheer, A. 2017. *Corporate governance: a catalyst of CSR not only financial, but also social performance*. LCIS-LAIS Conference presentation on Advancing Business Innovations, Competitiveness, and Progressiveness.

Chams, N. & García-Blandón, J. 2019. Sustainable or not sustainable? The role of the board of directors. *Journal of Cleaner Production*, 226:1067–1081.

Chartered Institute of Management Accountants. 2014. *Ansoff's Matrix.* https://www.ue.wroc.pl/p/aktualnosci/2014/Ansoff_Matrix_1_1.pdf [16 September 2017].

Chavan, A. S. 2014. *Developing marketing strategies for enhancing the use of solar energy products.* Mumbai: SNDT Womens University.

Chechetto-Salles, M., Geyer, Y. & Tyler, J. 2006. *Community-based organisation management*. Pretoria: Institute for Democracy in South Africa.

Chege, S.1999. Donors shift more aid to NGOs but cooperation between governments and NGO is critical for greater effectiveness. *Africa Recovery,* 13(1):6

Chelliah, J., Boersma, M. & Klettner, A. 2015.The role of a national regulator in developing solutions to governance challenges in the not-for-profit. *The Journal of Developing Areas*, 49(6).

Chetkovich, C. & Frumkin, P. 2003. Balancing margin and mission: Nonprofit competition in charitable versus fee-based programs. *Administration and Society,* 35(5):564–596.

Chew, C. & Osborne, S. P. 2009. Exploring strategic positioning in the UK charitable sector: Emerging evidence from charitable organisations that provide public services. *British Journal of Management,* 20(1):90–105.

Chigwedere, S. 2013. *Leveraging Latent Capital to Foster Sustainability*. *http://www.ngopulse.org/article/leveraging-latent-capital-foster-sustainability* [18 September 2017].

Child, K. 2013. NGOs dealt a fatal blow*. Sunday Times*. https://www.timeslive.co.za/news/south-africa/2013-01-24-ngos-dealt-a-fatal-blow/ [18 September 2017].

Chilisa, B. & Kawulich, B. 2012. *Selecting a research approach: paradigm, methodology and methods.* In: Doing social research: a global context. London, New York: McGraw-Hill Higher Education.

Chirani, E. & Effatdoost, M. 2013. Diversification strategy, a way toward the competitive advantage. *Journal of Business and Management Review,* 3(1):23–27

Choto, P. 2015. *The impact of business incubators on survivalist entrepreneurs in the Cape Metropolitan area.* Master's dissertation, Cape Peninsula University of Technology.

Cilliers. J. & Aucoin, C. 2016. Economics, governance and instability in South Africa. *Institute for Security Studies,* (293):1–24.

Ciucescu, N. & Alecsandri, V. 2009.*The role and importance of Non-Profit Organisations*. Studies and Scientific Researches. Economics Edition. Romania: University of Bacau.

CIVICUS. 2002. Two Commas and a Full Stop: A Preliminary Report on the Civicus Index on Civil Society Project in South Africa*. CIVICUS Index on Civil Society Occasional Paper Series*, 1(9).

Clardy, A. 2013. Strengths vs Strong Position: Rethinking the Nature of SWOT Analysis. *Modern Management Science & Engineering,* 1:1.

Clarke, V. & Braun, V. 2014. Thematic analysis. *Encyclopedia of quality of life and well-being research*, 1:6626–6628.

Cleary, S. 1997. *The Role of NGOs under Authoritarian Rule.* New York: Macmillan Press.

Coetzee, M. 2013. *Income Generation Models for Nonprofit Organisations.* Presentation for Women in Philanthropy. http://www.marcuscoetzee.co.za/presentation-income-generation-models-6March2013.pdf [10 October 2017].

Coetzee. M.2013. *What do we mean by "organizational sustainability"?* http://www.marcuscoetzee.co.za/what-do-we-mean-by-organizational-sustainability/ [27 July 2018].

Cohen. L., Manion, L. & Morrison, K. 2011. *Research Methods in Education.* 6th ed. New York: Routledge.

Colbert, B. & Kurucz, E. 2007. Three conceptions of triple bottom-line business sustainability and the role for HRM, *People and Strategy*, 30(1):21.

Coles, A. 2012. *The Role of Community-Based Organizations in the College Access and Success Movement.* Washington: Institute for Higher Education Policy.

Collins, J. 2006. *Where are you on your journey. From good to great? Good to the Great diagnostic tool. The good to great project.* https://www.jimcollins.com/tools/diagnostic-tool.pdf [18 September 2017].

Companies Act 61 of 1973 Section 21 (1) (b). https://www.westerncape.gov.za/text/2009/9/companies_act_61_of_1973.pdf [3 June 2017]

Constanza, R. & Patten, B.C.1995.Defining and predicting sustainability. *Ecological Economics*, 15(3):193–196

Cooksey, R. & McDonald, G. 2011. *Surviving and thriving in postgraduate research.* Prahran: Tilde University Press.

Corak, D. & Snajder, I. 2016. Marketing strategies and their application in Small and Medium Enterprises emphasising the modern methods. *International Journal – Vallis Aurea*, 2(1):51–60.

Corbin, J. & Strauss, A. 2008. *Basics of qualitative research.* London: SAGE Publications.

Corcelli, F., Fiorentino, G., Petit-Boix, A., Rieradevall, J. & Gabarrell, X.2019. Transforming rooftops into productive urban spaces in the Mediterranean. An LCA comparison of agri-urban production and photovoltaic energy generation. *Resources, Conservation and Recycling*, 144:321–336.

Council for Medical Schemes. 2013. *Annual Report 2014/15*.: https://www.medicalschemes.com/files/Annual%20Reports/AR2013_2014LR.pdf [15 March 2017].

Courtney, R. 2002. *Strategic Management for Voluntary and Non-profit Organisations*. London: Routledge.

Creswell, J.W. 2013. *Qualitative inquiry and research design: choosing among five approaches.* Thousand Oaks: SAGE Publications.

Cruz, C.O., Gaspar, P. & de Brito, J. 2019. On the concept of sustainable sustainability: An application to the Portuguese construction sector. *Journal of Building Engineering*, 1:100836.

Cseh, K. & Terebessy, A. 2015. *Introduction to demography. Presentation and calculation of basic demographic indicators.* http://semmelweis.hu/nepegeszsegtan/files/2015/05/1415_Introduction-to-demography1.pdf [19 April 2018].

Custodio, B. 2018. *Build a strong brand identity for your Nonprofit organisation*. https://www.theclassconsultinggroup.org/single-post/2018/05/24/Why-and-How-to-Build-a-Strong-Brand-Identity-for-Your-Nonprofit-Organization [27 July 2018].

Daly, J. Kellehear, A. & Gliksman, M. 1997. *The public health researcher: A methodological approach*. Melbourne: Oxford University Press.

Dana, L. P., Gurău, C., Hoy, F., Ramadani, V. & Alexander, T. 2019. Success factors and challenges of grassroots innovations: Learning from failure. *Technological Forecasting and Social Change*. x: 1 -10

Dart, R. 2014. Being 'business-like' in a non-profit organisation: A grounded and inductive typology. *Nonprofit and Voluntary Sector Quarterly*, 33(2):290–310.

Davis, R. 2012. The great NGO crisis part II*, The Daily Maverick*. https://www.dailymaverick.co.za/article/2012-10-23-the-great-ngo-funding-crisis-part-ii/ [15 July 2018].

Deegan, H. 1999. *South Africa Reborn: Building a New Democracy.* London: Routledge

Denzin, N. K. 1989. *Interpretive interactionism.* Newbury Park: Sage Publications.

Denzin, N. K. & Lincoln, Y. S. 2002. *The qualitative inquiry reader.* London: Sage Publications.

Denzin, N. K. & Lincoln, Y. S. 2017. *The SAGE handbook of qualitative research*. Thousand Oaks: Sage Publications.

Department of Social Development. 2001. *Codes of Practice for South African Non Profit Organisations* (NPOs). Directorate: Non-Profit Organisations https://www.fhr.org.za/files/8714/5680/8028/Model_Codes_of_Good_Practice.pdf [12 July 2017].

Department of Social Development. 2012. *State of South African Registered Nonprofit Organisations Issued in terms of the Nonprofit Organisations Act 71 of 1997*. http://olivershouse.co.za/wp-content/PDF%20Downloads/state_of_registered_non_profit_organisations_2012.pdf [20 July 2017]

Department of Social Development. 2016. 2015/ 2016 *The State of NPO registration in South Africa. A Report from the National Database*. March 2016

Department of Social Development. Strategic Pan 2015-2020. Building a Caring Society. Together. https://www.westerncape.gov.za/assets/departments/social-development/national_social_development_strategic_plan_2015-2020.pdf [20 July 2017]

Department of Social Development. 2017.Annual Report for the year ended 31 March 2017. https://nationalgovernment.co.za/department_annual/200/2017-department:-social-development-annual-report.pdf [20 July 2017]

Department of Social Development. 2018. Department of Social Development Mandate in Non Profit Organisations registration, database, support and compliance monitoring in terms of the NPO Act. https://pmg.org.za/files/180822DSD.pptx [12 October 2018]

Dietz, R. & Keller, B. 2016. Donor loyalty study: A deep dive into donor behaviors and attitudes. *Nonprofit Times*. http://www.thenonprofittimes.com/wp-content/uploads/2016/04/Donor-Loyalty-Study.pdf [20 September 2017]

Dill, B. 2010. Community-Based Organizations (CBOs) and Norms of Participation in Tanzania: Working against the Grain. *African Studies Review* 53(2):23–48.

Dilshad, R. M. & Latif, M. I. 2013. Focus Group Interview as a Tool for Qualitative Research: An Analysis. *Pakistan Journal of Social Sciences (PJSS)*, 33(1).

Dlamini, N. 2019. *#BizTrends2019: NPOs need to be nimble.* http://www.ngopulse.org/article/2019/02/07/biztrends2019-npos-need-be-nimble [23 April 2019].

Dolnicar, S. & Lazarevski, K. 2009. Marketing in non-profit organisations: An international perspective. Faculty of Commerce. Australia: University of Wollongong. *International Marketing Review*, 26(3):275–291.

Drucker, P. 1973. *Management: Tasks, Responsibilities, Practices*. New York: Harper & Row

Drucker, P. 2006. *Managing the Nonprofit Organization: Principles and Practices*. New York: HarperCollins Publishers.

Dudovskiy, J. 2018.*The Ultimate Guide to Writing a Dissertation in Business Studies: A Step-by-Step Assistance.* eBook, 1st ed. *Pittsburgh, USA*. https://research-methodology.net/about-us/ebook/ [15 August 2018]

Dyllick. T. & Hockerts, K. 2002. Beyond the Business Case for Corporate Sustainability. *Business Strategy and the Environment,* 11:130–141.

Ebury. 2014. *Best foreign exchange practice for Charities and NGOs: How NGOs and Charities can offset their currency risk using tested strategies*. White Paper http://www.cfg.org.uk/~/media/Document%20library/04%20Financial%20Management/05%20Foreign%20Exchange/Best%20foreign%20exchange%20practice%20for%20Charities%20and%20NGOs%20-%20white%20paper%20(1).ashx [19 April 2018].

Eccles, R. G., Ioannou, I. & Serafeim, G. 2011. The Impact of a Corporate Culture of Sustainability on Corporate Behaviour and Performance. *Harvard Business School Working Paper* 12-035.

Eccles, R. G., Ioannou, I. & Serafeim, G. 2014. The impact of corporate sustainability on organizational processes and performance. *Management Science*, 60(11):2835– 2857.

Eccles, R. G., Perkins, S. M., Serafeim, G. 2012. How to become a sustainable company? *MIT Sloan Management Review*, 53(4):43.

Eddine, B. J. 2015. *The importance of marketing for the success of a business.* https://www.linkedin.com/pulse/importance-marketing-success-business-jamal-eddine/ [22 June 2018].

Edwards, J. T. 2013. *Organizational Behavior, Efficiency, and Dynamics in Non-Profit Markets: Evidence from Transitional Housing.* Chicago: University of Chicago.

Eikenberry, A. M. & Kluver, J. D. 2004. The marketization of the nonprofit sector: civil society at risk? *Public administration review*, 64(2):132–140.

Ekins, P., Dresner, S. & Dahlstrom, K. 2008. The four-capital method of sustainable development evaluation. *European Environment,* 18(2):63–80.

Erlingsson, C. & Brysiewicz, P. 2017. A hands-on guide to doing content analysis. *African Journal of Emergency Medicine*, 7(3):93–99.

Ernst & Young. *Corporate Responsibility Report 2010/2011* https://www.ey.com/Publication/vwLUAssets/Corporate_Responsibility_Report_2010-2011/$FILE/EY-Corporate-Responsibility-Report-2010-2011.pdf [16 June 2018].

Etikan, I. & Bala, K. 2017. Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6):00149.

Etikan, I., Musa, S. A. & Alkassim, R. S. 2016. Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics 2016,* 5(1):1-4.

Evans, G. R. 2014. *Exchange Rates*. http://pages.hmc.edu/evans/ExchangeRates.pdf [18 April 2018].

Ferdinando, N. A. & Act, A. J. 2011. Balancing Institutional Needs and Donor Restrictions in Art Museums. Master's thesis, Seton Hall University.

Ferrer, G. 2008. Sustainability: What does it mean for the operations manager? *Journal of Operations and Supply Chain Management*, 1(2):1–16.

Ferris, E. 2005. Faith-based and secular humanitarian organizations. *International Review of the Red Cross*, 87(858):311–325.

Feuk, J. 2011. A relationship with benefits: Relationship marketing in non-profit organisations in South Africa. Master’s Thesis in Business Administration.Mälardalen University.

Flick, U. 2013. *The SAGE Handbook of Qualitative Data Analysis*. U. Flick, W. Scott, & K. Metzler, Eds. London: SAGE Publications.

Flick, U. 2014. Mapping the field. *The SAGE Handbook of Qualitative Data Analysis*. pp. 3–18. London: SAGE Publications.

Florea, L., Cheung, Y. H. & Herndon, N. C. 2013. For all good reasons: Role of values in organizational sustainability. *Journal of Business Ethics*, 114:393–408.

Frasier, C. 2008.The National Center for Charitable Statistics. *Journal of Business & Finance Librarianship,* 10(1):73-79

Free Management eBook. 2013. *SWOT Analysis: Strategy Skills*. http://www.free-management-ebooks.com/dldebk-pdf/fme-swot-analysis.pdf [1 August 2017].

Friedman, I. 2002. Community based health workers: human resources. *South African health review*, 2002(1):161–180.

Friesner, T. 2017. *Marketing for Entrepreneurs, Start-Ups and Small Businesses.* England: CreateSpace Independent Publishing.

Fukuyana, F. 2013. *What Is Governance?* CGD Working Paper 314. Washington, DC: Center for Global Development. http://www.cgdev.org/content/publications/detail/1426906 [10 April 2018].

Funding for NGOs. 2019. *3 Major Sources of Funding for NGOs.* https://www.fundsforngos.org/alternative-fundraising/6-the-alternatives/ [4 August 2017].

Fusch, P. I. & Ness, L. R. 2015. Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, 20(9):1408-1416.

Gainer, B. & Moyer, M. S. 2004. *Marketing for nonprofit managers.* In R.D. Herman (Ed.), The Jossey-Bass handbook of nonprofit leadership and management. pp. 277-309. San Francisco: Jossey-Bass.

Gainer, B. & Padanyi, P. 2005. The relationship between market-oriented activities and market-oriented culture: Implications for the development of market orientation in nonprofit service organisations. *Journal of Business Research,* 58(6):854-862.

Gardiner, S, & Gustafsson-Wright, E. 2015. *Perspectives on Impact Bonds: Putting the 10 common claims about Impact Bonds to the test.* https://www.brookings.edu/blog/education-plus-development/2015/09/02/perspectives-on-impact-bonds-putting-the-10-common-claims-about-impact-bonds-to-the-test/ [21 February 2019].

Garg, R. 2016. Methodology for research I. *Indian Journal of Anaesthesia*, 60(9):640–645.

Gary, S. N. 2010. The problems with donor intent: Interpretation, enforcement, and doing the right thing. Chicago-Kent Law Review.*85*:977.

Gayle, P. G., Harrison, T. D. & Thornton, J. 2017. Entry, donor market size, and competitive conduct among nonprofit firms. *International Journal of Industrial Organization*, 50:294–318.

Gebraselassie-Hagos, E. & Smit, A. 2013. The Effects of the 2008/9 Economic Recession on NGO Sustainability and functioning in the South African Social Services. *Health and Education Sectors, in Social Work/Maatskaplike Werk*, 49(1):101–125.

Giannetti, B. F., Sevegnani, F., Almeida, C. M., Agostinho, F., García, R. R. M. & Liu, G. 2019. Five sector sustainability model: A proposal for assessing sustainability of production systems. *Ecological Modelling*, 406:98–108.

Giovannoni, E. & Fabietti, G. 2014. What Is Sustainability? A Review of the Concept and Its Applications. *Integrated Reporting,* Switzerland: Springer International Publishing.

Goldsmith, S., Eimicke, B. W. & Pineda, C. 2006. *Faith-based Organizations versus their secular counterparts: A primer for local officials*. https://www.innovations.harvard.edu/sites/default/files/11120.pdf [20 July 2018].

Gonzalez, L. I. A., Vijande, M. L. S. & Casielles, R. V. 2002. The market orientation concept in the private nonprofit organisation domain*. International Journal of Nonprofit and Voluntary Sector Marketing,* 7(1):55–67.

Göttlichová, M. & Soukalová, R. 2015. Options for innovation of marketing approaches to the market in the non-profit sector. *Procedia-Social and Behavioral Sciences*, 175:334-341.

Govekar, P. L. & Govekar, M. A. 2002. Using economic theory and research to better understand volunteer behavior. *Nonprofit Management and Leadership*, 13(1):33-48.

Government. 2010. *Western Cape Department of Health*https://www.westerncape.gov.za/speech/budget-speech-20102011-western-cape-department-health [12 June 2017].

Granovetter, M. 1985. Economic action and social structure: The problem of embeddedness. *American journal of sociology*, 91(3): 481–510.

Gray, M. 2006. The progress of social development in South Africa. *International Journal of Social Welfare,* 15(1): S53–S64.

GreaterGood South Africa. 2014. *Funding environment slowly improving*. http://www.ngopulse.org/article/funding-environment-slowly-improving [15 May 2018].

Grönroos, C. 1997. Value-driven relational marketing: from products to resources and competencies. *Journal of marketing management*, 13(5):407–419.

Gross, J. 2016. *Why marketing is so important.* https://movingtargets.com/blog/business/why-marketing-is-so-important/ [20 June 2018].

Guba, E. G., & Lincoln, Y. S. 1994. Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). Thousand Oaks: Sage Publications

Guest, G., Bunce, A. & Johnson, L. 2006. How many interviews are enough? An experiment with data saturation and variability. *Field methods*, 18(1):59–82.

Habib, A. & Taylor, R. 1999. South Africa: anti-apartheid NGOs in transition. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 10(1):73–82.

Habib, A. 2002. *Presentation on Size & Scope of Non-Profit Sector in South Africa*. Parliamentary Monitoring Group. https://pmg.org.za/committee-meeting/1710/ [2 August 2017].

Hadebe, P. 2014. *Responsive strategies adopted by non-profit organisations in recessionary times to ensure their sustainability.* University of Pretoria. Masters of Business Administration thesis. Pretoria: University of Pretoria.

Hailey, J. & Salway, M. 2016. New routes to CSO sustainability: the strategic shift to social enterprise and social investment. *Development in Practice,* 26(5):580–591.

Halcomb, E. & Hickman, L. 2015. Mixed method research. *Nursing Standard,* 29(32):41–47.

Haller, A. P. 2012. Concepts of economic growth and development challenges of crisis and of knowledge. *Economy Transdisciplinarity Cognition*, 15(1):66–71.

Haltofova, P. & Stepankova, P. 2014. An Application of the Boston Matrix within Financial Analysis of NGOs. *Social and Behavioral Sciences,* 147:56 –63.

Hanlon, B. & Larget, B. 2011. Samples and populations. Madison: University of Wisconsin

Harrison, D. 2009. *An overview of health and health care in South Africa 1994–2010: Priorities, progress and prospects for new gains*. Washington, DC: Henry J Kaiser Family Foundation.

Harrison, J. P. 2010. *Essentials of strategic planning in healthcare*. Chicago: Health Administration Press.

Hartmann, M. 2009. *Statistics Sweden, Research and Development – Methodology Reports from Statistics Sweden, Demographic Methods for the Statistical Office*. http://www.scb.se/statistik/_publikationer/ov9999_2009a01_br_x103br0902.pdf [19 April 2018].

Harvey, S. & Peacock, A. 2001. The lifecycle of a South African non-governmental organisation: Primary science programme 1983-1999. *Comparative education*, 37(2):213-229.

Hasenfeld, Y. 2015. What Exactly Is Human Services Management? Human Service Organizations: Management, *Leadership & Governance*, 39:1–5.

Hassay, D. N. & Peloza, J. 2009. Building the charity brand community. *Journal of Nonprofit & Public Sector Marketing,* 21(1):24–55.

Haugh, H. M. & Talwar, A. 2010. “How Do Corporations Embed Sustainability Across the Organisation?” *Academy of Management Learning and Education,* 9(3):384–96.

Haydam, N. E. & Mostert, T. 2013. *Marketing Research for Managers*. Cape Town: Publisher.

Heinrich, V. F. 2001. The role of NGOs in strengthening the foundations of South African democracy. *Voluntas: international journal of voluntary and nonprofit organizations*, 12(1):1–15.

Helmig, B., Jergers, M. & Lapsley, I. 2004. Challenges in management of nonprofit organizations: A research overview. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 15:101–116.

Helmig, B., Ingerfurth, S. & Pinz, A. 2014. Success and Failure of Non-Profit Organisations: Theoretical Foundation, Empirical Evidence, and Future Research, *Voluntas: international journal of voluntary and non-profit organizations*, *25*(6): 1509-1538.

Henderson, B. 1970. *The Product Portfolio*. https://www.bcg.com/publications/1970/strategy-the-product-portfolio.aspx [20 July 2018].

Hendrickse, R. 2008. Governance and Financial Sustainability of NGOs in South Africa. Unpublished Doctoral thesis.

Hendrickse, R. 2010. An Appraisal Framework for the sustainability of non-governmental organisations. *Administratio Publica*, 18(2).

Hendrickse, R. 2013. Managing South Africa's Non-Governmental Organisations in an Interconnected World. *RIThink*, 3:18–28.

Henning, E., Van Rensburg, W. & Smit, B. 2004. Finding your way in qualitative research. Pretoria: Van Schaik Publishers.

Herlin, H., & Pazirandeh, A. 2012. Nonprofit organizations shaping the market of supplies. *International Journal of Production Economics* 139:411–421.

Hershey, M. 2013. Explaining the non-governmental organisation (NGO) boom. The case of HIV/AIDS NGOs in Kenya. *Journal of Eastern African Studies,* 7(4):671–690.

Hill, C.W., Jones, G.R. & Schilling, M.A., 2014. *Strategic management: theory: an integrated approach*. New York: Cengage Learning.

Hissom, A. 2009. *Introduction to management technology.* Ohio: Kent State University.

Hodge, M. M. & Piccolo, R. F. 2005. Funding Source, Board Involvement Techniques, and Financial Vulnerability in Nonprofit Organizations: A Test of Resource Dependence. *Nonprofit Management & Leadership,* 16(2):295-315.

Holloway, I. & Galvin, K. 2016. Qualitative Research in Nursing and Healthcare. Sussex: John Wiley & Sons.

Homburg, C., Kuester, S. & Krohmer, H. 2009. *Marketing Management – A Contemporary Perspective.*1st ed. London: McGraw-Hill Higher Education.

Hopkins. J. 2010. The nonprofit technology gap – Myth or reality? from Johns Hopkins University.https://www.globalphilanthropy.ca/blog/the_nonprofit_technology_gap_myth_or_reality_from_johns_hopkins_university [20 August 2017]

Hox, J. & Bechger, T. 1998. An Introduction to Structural Equation Modelling. *Family Science Review,* 11:354–373.

Hrabik, L. 2015. *The Nonprofit Gender Gap Still Exists—What We Can Do About It.* https://nonprofithub.org/human-resources/nonprofit-gender-gap-still-exists-can/ [29 April 2019].

Hussain, A., Khattak, N. R. & Khan, A. Q. 2008. The role of community-based organizations in rural development (A case study of selected CBOs in District Swat). *Sarhad Journal of Agriculture* 24(4):749–753.

ICAEW. 2011. *Finance's Role in the Organisation Finance Direction Initiative*. https://www.icaew.com/-/media/corporate/files/technical/business-and-financial-management/finance-direction/finance-s-role-in-the-organisation-finance-direction.ashx?la=en [15 May 2018]

Idang, G. E. 2015. African culture and values. *Phronimon*, 16(2):97–111.

Illinois Business Law Journal. 2009. https://publish.illinois.edu/illinoisblj/2009/09/20/the-impact-of-the-financial-crisis-on-nonprofits/ [20 July 2018].

Inyathelo. 2016. *Why do NPO employees quit?* https://www.inyathelo.org.za/media-centre/inyathelo-s-blogspot/item/why-do-npo-employees-quit.html [9 April 2017].

IRIN. 2011. *Foreign funding critical for NGO survival*. http:www.globalpolicy.org/ngos/introduction: funding for NGOs.htm

Issaka, B. Y. & Issaka, B. Y. 2016. Private Sector Contribution to Health Delivery: Examining the role of NGOs in Health delivery in Ghana. *Ghana Journal of Science, Technology and Development,* 4(2):96–110.

Iwu, C. G., Kapondoro, L. Twum-Darko, M. & Tengeh, R. 2015.Determinants of Sustainability and Organisational Effectiveness in Non-Profit Organisations, *Sustainability,* 7(7):9560–9573.

Izquierdo, C. C. & Samaneigo, M. J. G. 2007. How alternative marketing strategies impact the performance of Spanish museums. *The Journal of Management Development,* 26(9):809–831.

Jagwanth, S. 2003. Affirmative Action in a Transformative Context*: The South African Experience. Connecticut Law Review*, 36(3):725–745.

Jain, G. 2015. *Marketing for non-profit organisations.* https://www.slideshare.net/golujain/marketing-for-non-profit-organizations [20 June 2018].

Jalil, M. M. 2013. Practical Guidelines for Conducting Research-Summarising Good Research Practice in Line with the DCED Standard. https://www.enterprise-development.org/wp-content/uploads/150703_DCED_Guidelines_on_good_research_MJ.pdf [20 August 2018]

Johnson, G., Whittington, R. & Scholes, K. 2011. *Exploring strategy*. London: Prentice-Hall.

Jonas, R. 2000. The Real Meaning of Strategy. *Journal of Business Strategy*, 1(1):1–3.

Kaboub, F. 2008. 'Positivist paradigm' in Leong F. (ed.). *Encyclopedia of counselling*,*2*(2): 343.

Kalpana, R. 2018. *Line and Staff Organizations: Need, Importance, Merits and Limitation!* http://www.businessmanagementideas.com/organisation/line-and-staff-organizations-need-importance-merits-and-limitation/2461 [7 July 2018].

Kanter, R. & Summers, D. 1987. *Doing well while doing good: dilemmas of performance measurement in non-profit organizations and the need for a multiple-constituency approach*, in Powell, W.W. (Ed.), The Non-profit Sector: A Research Handbook, London: Yale University Press.

Kapyepye, M. 2013. *Resource mobilization for NGOs in the developing world*. London: Adonis and Abbet Publishers Limited.

Kelly, K., Birdshall, K., Tshose, P., Banati, P. & Low-Beer, D. 2005. *Community Perspectives on Systems Effects of HIV/AIDS Funding in South Africa*. http://www http://www.cadre.org.za/node/196 [20 July 2018].

Kerr, G. & Drennan, J. 2010. Same but different-perceptions of integrated marketing communication among marketing communication partners in Australia. *Journal of Promotion Management*, 16:6–24.

Khan, I., Chand, P. V. & Patel, A. 2013. The Impact of ownership structure on voluntary corporate disclosure in annual reports: Evidence from Fiji. *Accounting & Taxation,* 5(1):47–58.

Kilby, P. 2006. Accountability for Empowerment: Dilemmas Facing Non-Governmental Organisations. *World Development,* 34(6):951–963.

Kinney, M. & Lawn, J. 2009. *Health in South Africa. An Executive Summary for the Lancelet Series.* The Lancelet.

Kitonga, Mwendwa, D. 2017. *Strategic leadership practices and organizational performance in not-for-profit organizations in Nairobi County in Kenya*. PhD thesis in, Business Administration. Jomo Kenyatta University of Agriculture and Technology.

Kivunja, C. & Kuyini, A. B. 2017. Understanding and Applying Research Paradigms in Educational Contexts. *International Journal of Higher Education,* 6(5):26.

Knowhow.2017**.** External environment analysis. https://knowhow.ncvo.org.uk/organisation/strategy/externalanalysis [15 August 2017]

Koch, D. J., Dreher, A., Nunnenkamp, P. & Thiele, R. 2009. Keeping a low profile: What determines the allocation of aid by non-governmental organisations? *World Development*, 37(5):902–918.

Kondracki, N. L., Wellman, N. S. & Amundson, D. R. 2002. Content Analysis: Review of Methods and Their Applications in Nutrition Education. *Journal of Nutrition Education and Behavior,* 34:224–230.

Konstant, T. L. 2011. *Towards principles and practice for participatory development evaluation in the context of community based organisations*. Doctoral dissertation. University of Pretoria.

Kotler, P. & Keller, K. L. 2012. *Marketing Management".* Global Edition 14e. London: Pearson Education.

Kotler, P. 2002. *Marketing Management for the Millennium Edition*. 10th ed. Upper Saddle River: Prentice Hall.

Kotler, P. 2017. *My adventures in marketing: The autobiography of Philip Kotler*. Journal of Historical Research in Marketing, 9 (2): 203-208

Krippendorff, K. 2004. *Content analysis: An introduction to its methodology*. Thousand Oaks: SAGE Publishing.

Krippendorff, K. 2004. Reliability in content analysis: Some common misconceptions and recommendations. *Human Communication Research*, 30:411–433.

Kruger, D. J., De Vos, A. S., Fouché, C. B. & Venter, L. 2005. Qualitative data analysis and interpretation. In De Vos, A. S. (Ed.), Strydom, H., Fouché, C. B. & Delport, C. S. L. *Research at Grassroots: For the Social Sciences and Human Service Professions*. 3rd Ed. Pretoria: Van Schaik Publishers.

Kuhlman, T. & Farrington, J. 2010. What is sustainability? *Sustainability,* 2(11):3436-3448.

Kumar, V. 2014. *Interview Method in Research.* https://www.slideshare.net/VinayKumar49/interview-method-in-research [13 October 2017].

Kumaran, M, Samuel, N., & Winston, L. 2012. The NGO sector in South Africa: History, Issues and Prospects. *Journal for development and leadership*, 1(2):31–43.

Kvale, S.1983. The qualitative research interview: A phenomenological and a hermeneutical mode of understanding. *Journal of Phenomenological Psychology,* 14 (2): 171-196.

Kyalimpa, P. 2013.*Leadership Competence and Sustainable Funding of Local Non-Governmental Organisations in Uganda.* PhD Thesis in Developmental Studies. Mbarara University of Science and Technology.

Lamb, C. W, Hair, J. F, McDaniel, C., Boshoff, C. & Terblanche, N. S.2008. *Marketing*. 3rd Edition. Cape Town: Oxford University Press.

Lee, Y. K. & Chang. C. T. 2008. Intrinsic or extrinsic? Determinants affecting donation behaviors. *International Journal of Educational Advancement*, 8(1):13-24.

Lehman, G. 2007. The accountability of NGOs in civil society and its public spheres. *Critical Perspectives on Accounting,* 18:645–669.

Lekorwe, M. & Mpabanga, D. 2007. Managing Non-Governmental Organizations in Botswana. *The Innovation Journal: The Public Sector Innovation Journal,* 12(3)

Leung, S., Mo, P., Ling, H., Chandra, Y. & Ho, S. S. 2019. Enhancing the competitiveness and sustainability of social enterprises in Hong Kong: A three-dimensional analysis. *China Journal of Accounting Research*, 12:157–176.

Lewis, D. & Kanji, N. 2009. *Non-governmental organizations and development.* London: Routledge.

Lewis, D. 2010. Nongovernmental Organizations, Definition and History. *International Encyclopaedia of Civil Society*,1056-1062.

Lincoln, Y. S., Lynham, S. A. & Guba, E. G. 2011. Paradigmatic controversies, contradictions, and emerging confluences revisited. *The Sage handbook of qualitative research*, 4:97–128.

Llopis, G. 2015.*Top 6 Ways to Sustain Business Growth.* https://www.forbes.com/sites/glennllopis/2015/09/29/top-6-ways-to-sustain-business-growth/#219b6f2f67ee [20 July 2018].

Lombard, A. 2008. The impact of social transformation on the non-government welfare sector and the social work profession. *International Journal of Social Welfare,* 17(2):124–131

Lombard, M., Kuhlman, T. & Farrington, J. 2010. What is sustainability? *Sustainability,* 2(11): 3436–3448.

Long, H. 2014. An Empirical Review of Research Methodologies and Methods in Creativity Studies (2003-2012). *Creativity Research Journal,* 26(4):427–438.

Ludovic, R. 2016. *Financial Sustainability and Business Income Generating in the Non-Profit Sector.* Master's thesis in Social Policy and Management. University of Cape Town.

Maboya, M. 2016. *Exploring the funding challenges and financial sustainability trends of selected non-profit organisations in South Africa*. Master's dissertation. University of Pretoria.

Macedo, I. M. & Pinho, J. C. 2006. The relationship between resource dependence and market orientation. *European Journal of Marketing,* 40(5/6):533–553.

Machan, D. 1998. A son's Advice to his Father. https://www.forbes.com/forbes/1998/1012/6208132a.html#3d57226483be [1 June 2018]

Machava, R. 2015. Skills Needs of the Non Profit Making Organisations. Understanding the Skills Needs of the NPOs Operating within the Health and Welfare Sectors. Health and Welfare Sector and Training Authority. Gauteng http://www.psetresearchrepository.dhet.gov.za/sites/default/files/documentfiles/Skills%20needs%20of%20the%20non-profit%20making%20organisations_Understanding%20the%20skills%20needs%20of%20the%20NPOs%20Operating%20within%20the%20health%20and%20welfare%20sectors_0.pdf [15 March 2018]

MacMillan, K., Money, K., Money, A. & Downing, S. 2003. Relationship marketing in the not-for-profit sector: an extension and application of the commitment-trust theory. *Journal of Business Research,* 58:806–818.

Madhani, P. M. 2009. Resource Based View (RBV) of Competitive Advantages: Importance, Issues and Implications. *KHOJ Journal of Indian Management Research and Practices,* 1(2): 2–12.

Maguire, M. & Delahunt, B. 2017. Doing a thematic analysis: a practical, step-by-step guide for learning and teaching scholars. *All Ireland Journal of Teaching and Learning in Higher Education,* 3:3351–14.

Mahea, T. 2014. The Role of Marketing in Organisations. https://www.linkedin.com/pulse/20140915080650-84228363-the-role-of-marketing-in-organisations-by-timothy-mahea/ [17 May 2018]

Mahmud, A. & Parkhurst, M., 2007. The role of the health care sector in expanding economic opportunity. *Corporate Social Responsibility Initiative Report*, (21).

Mainardes, E. W, Ferreira, J. J. & Raposo, M. L. 2014. Strategy and strategic management concepts: are they recognised by management students? *Economics and Management, XVII* (1):43–61.

Makapela, L. 2010. *Capital rules in the new Companies Act No. 71 of 2008*. Master's thesis in Law thesis. University of Pretoria.

Mano, R. S. 2010. Marketing and performance evaluations in non-profit services: "Missed" targeting in communicating stakeholders' expectations", *International Journal of Productivity and Performance Management,* 59(6):555–570.

Maple, P. 2013. *Marketing strategy for effective fundraising*. London: Directory of Social Change.

Marr, B. & Creelman, J. 2012. Executing Strategy and Aligning Financial Planning: Balanced Scorecard Best Practice at RBGE, Management Case Study, The Advanced Performance https://docplayer.net/11702322-Management-case-study-executing-strategy-and-aligning-financial-planning-balanced-scorecard-best-practice-at-rbge.html [15 May 2018]

Matthews, S. 2017. *The role of NGOs in Africa: are they a force for good?* Rhodes University http://theconversation.com/the-role-of-ngos-in-africa-are-they-a-force-for-good-76227 [9 Dec 2017].

Maxim, E. 2016. *Planning strategic marketing for non-profit organisations*. https://www.theseus.fi/bitstream/handle/10024/110187/Thesis_Maxim_Enckell.pdf?sequence=1 [20 July 2018].

Maxwell, J. A. 2005. Qualitative Research Design: An Interactive Approach. 2nd ed. Thousand Oaks: Sage Publications.

Maxwell, J. A. 2013. *Qualitative research design: An interactive approach* (Vol. 41). Thousand Oaks: Sage Publications.

Mayer, W. J., Wang, H.C., Egginton, J. F. & Flint, H. S. 2014. The Impact of Revenue Diversification on Expected Revenue and Volatility for Nonprofit Organisations. *Nonprofit and Voluntary Sector Quarterly,* 43(2):374-392.

Mayring, P. 2014. *Qualitative content analysis: Theoretical foundations, basic procedures and software solutions*. Klagenfurt https://nbn-resolving.org/urn:nbn:de:0168-ssoar-395173 [17 September 2017]

Mazibuko, F. D. 2000. The role of non-governmental organisations (NGO's) in educational advancement in developing countries: The South African experience. Trust for Educational Advancement in South Africa. Journal of International Cooperation in Education, 3 (1):1-8

McAlexander, J. & Koenig, H. 2012. Building communities of philanthropy in higher education: Contextual influences. *International Journal of Nonprofit and Voluntary Sector Marketing,* 17:122–131.

McLeod, S. 2014. *Questionnaires. Simply Psychology*https://www.simplypsychology.org/questionnaires.html [18 August 2017].

McMahon, D., Seaman, S. & Lemley, D. A. 2015. The adoption of websites by nonprofits and the impact on society. *Technology in Society*, 42:1-8.

Miles, M. B., Huberman, A. M. & Saldana, J. 2014*. Qualitative Data Analysis. A methods Sourcebook.* 3rd ed. London: SAGE Publication.

Mirabella, R. M. & Wish, N. B. 2001. University-based educational programs in the management of nonprofit organizations: An updated census of U. S. programs. *Public Performance and Management Review*, 25(1):30–41.

Miraftab, F. 1997. Flirting with the Enemy: Challenges Faced by NGOs in Development and Empowerment. *Habitat International,* 21(4):361–375.

Mishra, D., Biswas, S. & Roy, S. 2005. Governance of NGOs: Contextualizing in the Indian Experience. *International Journal of Rural Management,* 1(2):185–201.

Modi, P. 2012. Market orientation in nonprofit organisations: Innovativeness, resource scarcity, and performance. *Journal of Strategic Marketing,* 20(1):55-67.

Mokwa, M. P. 1990. The policy characteristics and organizational dynamics of social marketing, in Fine, S.H. (Ed.), Social Marketing: *Promoting the Causes of Public and Nonprofit Agencie*s. Needham Heights: Allyn & Bacon.

Molefe, O. 2012. *The NPO funding crisis: An opportunity for realignment and growth.* The CSI Handbook. Cape Town: A Trialogue Publication.

Morris, M. H., Kuratko, D. F. & Covin, J. G. 2008. *Corporate Entrepreneurship and Innovation*. Mason: Thomson / South Western Publishers.

Morrison, N. 2016. Institutional logics and organisational hybridity: English housing associations' diversification into the private rented sector. *Journal of Housing Studies*, 31 (8):897–915.

Murray, V. 2010. Evaluating the effectiveness of Nonprofit organisations. In D. O. Renz (Ed.), *The Jossey–Bass book of Nonprofit leadership and management, 3*: 431–438.

Mwiti, L. K. 2011. *Market Penetration Strategies used by Essar Telecom Kenya (YU).* Master dissertation in Business Administration. University of Nairobi.

Myers, M. D. 2009. *Qualitative Research in Business & Management.* 1st ed. London: SAGE Publications.

Myers, M. D. 2013. *Qualitative Research in Business & Management.* Second Edition. London: SAGE Publication.

Nahavandi, A. 2012. *The art and science of leadership*. 6th ed. Upper Saddle River: Prentice-Hall.

Naidoo, S. 2014. *Building financial sustainability in development organisations: You can do It*! http://www.ngopulse.org/article/building- financial-sustainability-development-organisations-you-can-do-it. [15 May 2018].

National Accounts. *Statistics of the non-profit sector for South Africa, 2017*. http://www.statssa.gov.za/publications/D04072/D040722010.pdf [4 July 2017].

National Planning Commission. 2011. *National Development Plan Vision for 2030.* https://www.salga.org.za/SALGA%20Municipal%20Managers%20Forum/Documents/National%20Development%20Plan%202030.pdf [20 September 2017].

Netswera, F. 2004. Community Foundations in South Africa: Establishment and Sustenance Challenges. The Center on Philanthropy and Civil Society, City University of New York (CUNY).

Neuendorf, K. A. 2002. *The content analysis guidebook.* Thousand Oaks: SAGE.

Neuendorf, K. A. 2019. Content analysis and thematic analysis. In P. Brough (Ed.), *Research methods for applied psychologists: Design, analysis and reporting*. pp. 211-223. New York: Routledge.

Neuman, W. L. 2011.*Social Research Methods:* Qualitative and Quantitative Approaches. 7th ed. Pearson: Boston.

NGO Pulse. 2012. *NGOs in South Africa – We Deserve Better.* http://www.ngopulse.org/blogs/ngos-south-africa-we-deserve-better [20 September 2017].

Nickols, F. 2016. Strategy, strategic management, strategic planning and strategic thinking. *Management Journal*, 1(1):4–7.

Nidumolu, R., Prahalad, C. K. & Rangaswami, M. R. 2009. Why sustainability is now the key driver of innovation. *Harvard Business Review,* 87(9):56–64.

Nortje, A. 2016. *Registration of Non-Profit Organisations*. https://www.schoemanlaw.co.za/wp-content/uploads/2016/11/Registration-of-Non-Profit-Organisations.pdf [18 April 2018].

O'Regan, N. 2002. Market share: the conduit to the future success. *European Business Review,* 14(4): 287–293.

O'Reilly, M. & Parker, N., 2013. 'Unsatisfactory Saturation': A critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative research*, 13(2):190–197.

OECD. 2012. *Innovation for Development: Discussion Report.* http://www.oecd.org/innovation/inno/50586251.pdf [18 April 2018].

Ommani, A. R. 2011. Strengths, weaknesses, opportunities and threats (SWOT) analysis for farming system businesses management: Case of wheat farmers of Shadervan District, Shoushtar Township, Iran. *African Journal of Business Management,* 5(22): 9448–9454.

Omura, T. & Forster, J. 2014. Competition for Donations and the Sustainability of Not for Profit Organisations. *Humanomics,* 30(3):255– 274.

Oner, C. 2017. *Inflation: Prices on the Rise.* http://www.imf.org/external/pubs/ft/fandd/basics/inflat.htm [18 April 2018].

Ong, C. 2014. *Benefits of Cloud Technology for Non-Profits.* https://www.envisio.com/blog/benefits-of-cloud-technology-for-non-profits [15 December 2018].

Oosthuizen. L.2014. *20 Years on: The role of non-profits*. Mail & Guardian. https://mg.co.za/article/2014-04-10-20-years-on-the-role-of-non-profits [18 April 2018].

Opdenakker, R. 2006. Advantages and Disadvantages of Four Interview Techniques in Qualitative Research [44 paragraphs]. Forum Qualitative Sozialforschung / Forum: *Qualitative Social Research,* 7(4).

Othman, R., Ali, N., Omar, N. & Abdul Rahman, R. 2012. Practical challenges in managing non-profit organizations (NPO): Tales from Two Neighbouring Countries. *International Bulletin of Business Administration,* 13: 6 -23

Padanyi, P. & Gainer, B. 2004. Market orientation in the nonprofit sector: Taking multiple constituencies into consideration. *Journal of Marketing Theory and Practice,* 12(2):43–57.

Pappu, R. & Cornwell, T. B. 2014. Corporate sponsorship as an image platform: Understanding the roles of relationship fit and sponsor-sponsee similarity. *Journal of the Academy of Marketing Science*, 42(5):490–510.

Papulova, Z. 2014.The significance of vision and mission development for Enterprises in Slovak Republic. *Journal of Economics, Business and Management,* 2(1):12–16.

Parks, T. 2008. The Rise and Fall of donor funding for advocacy NGOs: Understanding the impact. *Development in Practice,* 18(2).

Parthasarathy, V. 2013. Social Marketing Strategies of successful NGOs-a strategic perspective with reference to selected NGOs in the states of Karnataka and Tamil Nadu. *DHARANA-Bhavan's International Journal of Business*, 7(1):28–61.

Partington, G. 2003.Why indigenous issues are essential component of teacher education programs. *Australian Journal of Teacher,* 27:39–48.

Patel, L. 2011. Race, inequality and social welfare: South Africa's imperial legacy. *Colonialism and Welfare: Social Policy and the British Imperial Legacy*, 1:71-84.

Pater, L. R. & Cristea, S. L. 2016. Systemic definitions of sustainability, durability and longevity. *Procedia-Social and Behavioral Sciences*, 221:362–371.

Patlins, A. 2017. Improvement of sustainability definition facilitating sustainable development of public transport system. *Procedia engineering*, 192:659-664.

Patton, M. Q. 2002. Two decades of developments in qualitative inquiry: A personal, experiential perspective. *Qualitative social work*, 1(3): 261–283.

Payne, A. & Holt, S. 2001. Diagnosing customer value: integrating the value process and relationship marketing. *British Journal of Management*, 12(2):159–182.

Perla, R. J. & Provost, L. P. 2012. Judgment sampling: a health care improvement perspective. *Quality Management in Healthcare*, 21(3):169-175.

Perone, J. S. & Tucker, L. 2003*. An Exploration of Triangulation of Methodologies: Quantitative and Qualitative Methodology Fusion in Investigation of Perceptions of Transit Safety*. Report No. NCTR-416-08.1-08.2*.* https://www.nctr.usf.edu/pdf/416-081-082.pdf [15 September 2017]

Pfeffer, J. & Salancik, G. R. 2003. *The external control of organisations: A resource dependence perspective.* Stanford California: Stanford University Press.

Phillips, S. 2012. Canadian leapfrog: From regulating charitable fundraising to co-regulating good governance*. Voluntas: International Journal of Voluntary and Nonprofit Organisations*, 23(3):808-829.

Pîndiche, E. 2013. The Influence of Micro and Macro Environment Components on Trade Companies in Romania. The Christian University Dimitrie Cantemir of Bucharest, Romania; *Journal of Knowledge Management, Economics and Information Technology,* 9:327–337.

Pinho, J. C. & Macedo, I. M. 2006. The benefits and barriers associated with the use of the internet within the non-profit sector. *Journal of Nonprofit and Public Sector Marketing*, 16: 171–193.

Polonsky, M. & Grau, L. 2011. Assessing the social impact of charitable organizations – Four alternative approaches. *International Journal of Non Profit and Voluntary Sector Marketing*, 16:195–211.

Polonsky, M. & Grau, S. 2008. Evaluating the social value of charitable organizations: A conceptual foundation. *Journal of Macromarketing,* 28(2):130–140.

Polonsky, M. 2003. Who receives the most help: The most needy or those with the best marketers? *International Journal of Nonprofit and Voluntary Sector Marketing*, 8(4):302–304.

Pope, J. A., Isely, E. S. & Tutu, F. A. 2009. Developing a marketing strategy for Non Profit Organisations: An Exploratory Study. *Journal of Nonprofit & Public Sector Marketing,* 21(2):184-201.

Porter, M. E. 1996. What is the strategy? *Harvard Business Review*, 74:61–78.

Pratt, B. & Myhrman, T. 2009. Improving aid effectiveness: A review of recent initiatives for civil society organisations. *International NCO Training and Resource Centre.* https://www.intrac.org/wpcms/wp-content/uploads/2018/11/Improving-aid-effectiveness-A-review-of-recent-initiatives-for-CSOs.pdf [15 July 2018]

Proust, F., Cabon, J., Veillet, A., Ampe, E., Yamaguchi, D., Liu, D., Hsieh, C. S., Tebo, H. J., Morrissey, C., Pescio, V. & Guimaraes, P. C. 2013. Exploring a new marketing strategy for nonprofit organizations: An international perspective. *International journal of marketing studies*, 5(6):8–14.

Pulselli, F. M., Coscieme, L., Neri, L., Regoli, A., Sutton, P. C., Lemmi, A. & Bastianoni, S. 2015. The world economy in a cube: A more rational structural representation of sustainability. *Global Environmental Change.1*;35:41-51.

Raganathan, S. K. & Henley, W. H.2007. Determinants of charitable donation intentions: a structural equation model. *International Journal of Nonprofit and Voluntary Sector Marketing*, 13(1):1–11.

Rajabifard, A. 2011.*Sustainable Infrastructure System. Sustainable theories. Four Capital Model.* University of Melbourne Australia. http://www.csdila.unimelb.edu.au/sis/Sustainability_Theories/Four_capital_model.html [12 June 2017].

Rajasekar, S. P., Philominathan, P. P. & Chinnathambi, V. 2013. *Research methodology*, 1:1-20.

Rathi, D. & Given, L. M. 2017. Non-profit organizations' use of tools and technologies for knowledge management: a comparative study. *Journal of Knowledge Management*, 21(4):718–740.

Rathi, D., Given, L. M. & Forcier, E. 2016. Knowledge needs in the non-profit sector: an evidence-based model of organisational practices. *Journal of Knowledge Management,* 20(1):23–48.

Ratlabyana, M. L., Mkhonza, M. L. & Magongo, B. 2016. South African government funding to non-profit organisations: what is the investment value? National Development Agency - https://www.nda.org.za/assets/resources/97BB1A6D-430C-421F-9595-E018FB203EA5/SA_NPO_Funding_Government_1.pdf [17 July 2018]

Reddy, L. S. & Ramasamy, D. 2016. Justifying The Judgmental Sampling Matrix Organization in Outsourcing Industry. *Vidushi,*8(2)

Reeves, T. C. & Hedberg, J. G. 2003. *Interactive learning systems evaluation*. Educational Technology. Englewood Cliifs: Educational Technology Publications

Reinartz, W. J & Kumar, V. 2000. On the profitability of long-life customers in a noncontractual setting: An empirical investigation and implications for marketing. *Journal of Marketing*, 64(4):17–35.

Reith, S. 2010.Money, power, and donor – NGO partnerships. *Development in Practice*, 20(3):446–455

Rich, K. L. 2013. Introduction to Ethics. In Nursing Ethics - Across the Curriculum and into Practice. 3rd ed. Butts, J. B. & Rich, K. L. Burlingham: Jones & Bartlett Publishers.

Richardson, A. J. 2012. Paradigms, theory and management accounting practice: A comment on Parker (forthcoming) "Qualitative management accounting research: Assessing deliverables and relevance". *Critical Perspectives on Accounting,* 23(1):83–88.

Ritchie, J., Lewis, J., Nicholls, C. M. & Ormston, R. 2013. *Qualitative Research Practice: A Guide for Social Science Students and Researchers*. London: SAGE.

Rogers, C. 2018. *How the gender pay gap impacts female marketers' career progression? Marketing* Week. https://www.marketingweek.com/2018/01/08/salary-survey-2018-gender-pay-gap/ [15 February 2019].

Rosenthal, R. 2012.*The Independent Code of Governance for Non Profit Organisations in South Africa.* http://www.ngopulse.org/sites/default/files/npo-code-web-version.pdf [20 April 2018].

Rothschild, M. L. 1979. Marketing communications in non-business situations or why it's so hard to sell brotherhood like soap. *Journal of Marketing*, 43(2):11–20.

Rule, P. & John, V. 2011. *Your guide to case study research*. Pretoria: Van Schaik.

Rumohr, F. 2012. *Environmental Factors Affecting NPOs.* https://rumohrandclarke.wordpress.com/2012/08/13/environmental-factors-affecting-nonprofits/ [20 April 2018].

Rumohr, F. 2012. *Strategic Planning for S*mall Nonprofits and Emerging Leaders. Nimble Consulting for Nonprofit. http://rumohrclarke.com/webassets/2.3T-RumohrClarke-StrategicPlanning-booklet.pdf [12 November 2018].

Runyan, J. 2016. *How The Global Economy Affects Your Business? Classy Career Girl*. https://www.classycareergirl.com/2016/06/global-economy-affects-business/ [9 June 2018].

Rust, R. T., Lemon, K. N. & Zeithaml, V. A. 2004. Return on marketing: Using Customer Equity to focus marketing strategy. *Journal of Marketing,* 68(1):109–127.

Ryder, A. 2009. *Staff retention, salaries and inflation.* http://www.ngopulse.org/article/staff-retention-salaries-and-inflation [19 April 2018].

Sabo, S. R. 2002. Profitable Pairings. *Assoc Manage Washington 2002*, 54(3):52–55.

Sackett, K., Jones, J. & Erdley, W. S. 2005. Incorporating healthcare informatics into the strategic planning process in nursing education. *Nursing Leadership Forum,* 9(9):98–104.

Sagawa, S. 2001. New value partnerships. The lessons of Denny's/save the children partnership for building high yielding cross-sector alliances. *International Journal of Nonprofit Voluntary Sector Marketing*, 6(3):199–215.

Saigal, A. 2008. *A study on the impact of information technology use on nonprofit organizations.* Masters Theses. Grand Valley State University

Salamon, L. M., Geller, S. L. & Spence, K. L. 2009. Impact of The 2007 – 2009 economic recession on nonprofit organisations. *The John Hopkins Listening Post Project*, (14): 1-33

Salamon, L. M., Sokolowski, S. W., Haddock, M. A. & Tice, H. S. 2013. *The state of global civil society and volunteering: Latest findings from the implementation of the UN nonprofit handbook*. Center for Civil Society studies working paper 49.

Salamon, L.M., 1999. *America's nonprofit sector.* New York: The Foundation Center.

Saldana, J. 2013. *The Coding Manual for Qualitative Researchers.* 2nd ed. London: SAGE Publications.

Salwa, C. H., Sudarsan, N., & Ramanan T. 2018. Conceptual Framework for Marketing Strategy in the Context of Small Business: A Review. *International Journal of Automotive and Mechanical Engineering,* 7(3):282

Sanders, N. R. 2014.*The Definitive Guide to Manufacturing and Service Operations. Master the Strategies and Tactics for Planning, Organizing, and Managing. How Products and Services Are Produced.* Lombard, Illinois: Pearson Education.

Sargeant, A. 2001. Relationship fundraising: how to keep donors loyal*. Nonprofit Management Leadership*, 12(2):177–193.

Sargeant, A., West, D. C. & Ford, J. B. 2004. Does perception matter? An empirical analysis of donor behavior. *The Service Industries Journal,* 24(6):19–36.

Saxton, G. D., Kuo, J.-S. & Ho, Y. C. 2011. The Determinants of Voluntary Financial Disclosure by Non-profit Organizations. *Nonprofit and Voluntary Sector Quarterly*, xx(x):1-21

Schellack, N., Meyer, J. C., Gous, A. G. S. & Winters, C. 2011. Health and economic context. *South African Medical Journal,* 101(8):558–561.

Schreier, M. 2012. *Qualitative content analysis in practice*. Thousand Oaks: SAGE Publications.

Scotland, J. 2012. Exploring the Philosophical Underpinnings of Research: Relating Ontology and Epistemology to the Methodology and Methods of the Scientific, Interpretive, and Critical Research Paradigms. *English language teaching*, 5(9):9–16.

Sekaran, U. & Boguie, R. 2013.*Research Methods for Business. A skill-building approach*. Sixth Edition. Chichester, West Sussex: John Wiley & Sons

Sekaran, U. & Bougie, R. 2010. *Research Methods for Business: A Skill Building Approach.* Haddington: John Wiley & Sons.

Sevegnani, F., Giannetti, B.F., Agostinho, F., & Almeida, C. M. V.B. 2017. Assessment of municipal potential prosperity, carrying capacity and trade. Journal of Cleaner Production. 153:425–434.

Shani, D. 2015. Sports marketing and nonprofit marketing - perfect together. *International Review on Public and Nonprofit Marketing*, 12(2):93–95.

Sharma, G. 2017. Pros and cons of different sampling techniques. *International Journal of Applied Research*, 3(7):749-752.

Simon, M. K. & Goes, J. 2013. *Assumptions, limitations, delimitations, and scope of the study.* http://dissertationrecipes.com/wpcontent/uploads/2011/04/limitationscopedelimitation1.pdf [18 August 2018].

Simon, M. K. 2011. *Dissertation and scholarly research: Recipes for success*. Seattle: LC.

Singh, S. & Bodhanya, S.2014. Benefits of examining the sustainability of Nonprofit organisations from a system dynamics perspective. *Journal of Contemporary Management,* 11(1):349–366

Smart Draw LLC. 2008. *Growth-Share Matrix*. https://www.smartdraw.com/growth-share-matrix/ [20 July 2018].

Smith, D. H., Stebbins, R. A., & Dover, M. A. 2006. *A Dictionary of Nonprofit Terms and Concepts.* Bloomington: Indiana University Press.

Smith, S. R. 2014. Hybridity and nonprofit organizations: The research agenda. *American Behavioral Scientist*, 58(11):1494–1508.

Smith, G. & Saker, J. 1992. Developing marketing strategy for the not-for-profit sector*. Library Management,* 13(4):6–22.

Sobanova, P. 2010. *Fundraising.* Ostrava: University of Ostrava.

Sobolewski, S. 2010. *The Economic Impact of Non-Profit Organizations*. Bachelor's thesis in Economics. Williams College.

Social Enterprise Alliance. 2018. What is Social Enterprise? Available from https://socialenterprise.us/ about/social-enterprise/ [12 August 2019]

Sontag-Padilla, L. M., Staplefoote, L., & Morganti, K. G. 2012. *Financial Sustainability for Nonprofit Organisations: A Review of the Literature*. Arlington: Health and Rand Education.

Soto-Acosta, P., Cismaru, D. M., Vatamanescu, E. M & Ciochina, R. S. 2016. Sustainable Entrepreneurship in SMEs: A Business Performance Perspective. *Sustainability*, 8:342.

South African Government. 1988. *Trust Property Control Act 57 of 1988, Section 1*. https://www.gov.za/sites/default/files/gcis_document/201505/act-57-1988_0.pdf [3 June 2017].

South African Government. 1997. *Non Profit Organisations Act 71 of 1997* https://www.gov.za/sites/default/files/a71-97.pdf [12 September 2017].

South African Treasury. 2015. *Provincial Budgets and Expenditure Review: 2010/11 - 2016/17*. http://www.treasury.gov.za/publications/igfr/2015/prov/ [31 October 2017].

Southern Early Childhood Association. South University. https://www.southernearlychildhood.org/upload/pdf/Module%201-Association%20%20Nonprofit%20Basics.pdf [19 October 2017].

Spear, R., Cornforth, C., Aiken, M. 2007. *For Love and Money: Governance and Social Enterprises*. National Council for Voluntary Organizations, UK.

Spector, D. 2013. *Nonprofit Marketing Fundamentals Webinar*. https://www.slideshare.net/specvic/marketing-fundamentals-npo-connect?next_slideshow=1 [20 June 2018].

Spencer, T. 2013. *Product/ Market Expansion Matrix. A framework to help executives, senior managers and marketers devise strategies for future growth.* Consulting Frameworks. http://www.spencertom.com/2013/10/09/ansoff-matrix/#.WYBNkISGO02 [1 August 2017].

Statistics South Africa. 2012. *Statistics of the non-profit sector for South Africa.* https://www.statssa.gov.za/publications/P03014/P030142011.pdf [19 April 2018].

Statistics South Africa. 2017. *How non-profit institutions survive.* http://www.statssa.gov.za/?p=9607 [19 April 2018].

Statistics South Africa. 2017. *Statistics of the non-profit sector for South Africa, 2010 to 2014*. http://www.statssa.gov.za/publications/D04072/D040722010.pdf [19 April 2018].

Steen-Johnsen, K., Eynaud, P., & Wijkstrom, F. 2011. On Civil Society Governance: An Emergent Research Field. *Voluntas,* 22(4):555–565

Steiner, G. 1979. *Strategic Planning.* New York: Free Press.

Stevenson, H. H. 1976. Defining corporate strengths and weaknesses. *Sloan management review,* 17(3):51–68.

Stewart, D. W. & Shamdasani, P. N. 2014. *Focus groups: Theory and practice* (Vol. 20). California: Sage Publications.

Stokes, D. & Lomax, W. 2008. *Marketing: A brief introduction.* Bedford Row: Thomson Learning

Stuart. L. 2013.*The South African Nonprofit Sector: Struggling to Survive, Needing to Thrive*.http://www.ngopulse.org/article/south-african-nonprofit-sector-struggling-survive-needing-thrive [17 July 2017].

Stuckler, D., Basu, S. & Mckee, M. 2011. Health Care Capacity and Allocations among South Africa's Provinces: infrastructure – inequality traps after the end of Apartheid. *Research and Practice,* 101(1):165–172.

Studer, S. 2016. Volunteer management: Responding to the uniqueness of volunteers. *Nonprofit and Voluntary Sector Quarterly*, 45(4):688–714.

Sunday, E. C. 2015. *Qualitative Data Analysis (QDA). Division for Postgraduate Studies (DPGS) Post-graduate Enrolment and Throughput Program (PET).* University of Cape Town. https://research-methodology.net/research.../data-analysis/qualitative-data-analysis/ [20 August 2018].

Suresh, n. 2013. *Concepts and Functions of NGOs.* Rai Technology University. Bangalore – 561204. www.raitechuniversity.in [7 July 2017].

Sustainability Report. 2012. *Critical Perspectives Critical Perspectives on Sustainability of the South African Civil Society Sector Sustainability of the on South African Civil Society Sector.* https://www.cafsouthernafrica.org/pdf/caf_report%28perspectives_on_sustainability_report_2012%29.pdf [7 July 2017].

Suttle, R. 2017. *Definition of Marketing Budget*. https://bizfluent.com/info-7748007-definition-marketing-budget.html [17 July 2017].

Swilling, M. & Russell, B. 2002. *The size and scope of the non-profit sector in South Africa*. Durban: University of Natal.

Tabaku, E. & Mersini, M. 2014. An Overview of Marketing Means used by Non-Profit Organisations: A Detailed Overview of NPOs Operating in the District of Elbasan*. Journal of Marketing & Management,* 5(1):66–83.

Tatum, M. 2018. *What is a Line Function? Conjecture Corporation Bottom of Form.* https://www.wisegeek.com/what-is-a-line-function.htm [7 July 2017].

Teddlie, C. & Yu, F. 2007. A typology with examples. *Journal of Mixed Methods Research,* 1(1):77–100.

Thatcher, A. 2014.*Theoretical Definitions and Models of Sustainable Development that Apply to Human Factors and Ergonomics*. Conference Paper. 11th International Symposium on Human Factors in Organisational Design and Management and the 46th Annual Nordic Ergonomics Society Conference, at Copenhagen. http://proceedings.dtu.dk/fedora/repository/dtu:2471/OBJ/x152.747-752.pdf [8 September 2017].

The American Marketing Association. 2008. *Releases new definition for marketing.* http://www.marketingpower.com/AboutAMA/Pages/DefinitionofMarketing.aspx?sq=definition+of+marketing [15 May 2018].

The Centre for Development and Enterprise. 2011. *Reforming healthcare in South Africa. What role for the private sector?* https://www.cde.org.za/reforming-healthcare-in-south-africawhat-role-for-the-private-sector/ [3 June 2017].

The Chartered Institute of Marketing. 2015. *Marketing and the 7Ps: A brief summary of marketing and how it works.* https://www.cim.co.uk/media/4772/7ps.pdf [15 May 2018].

Theriou, N. G., Aggelidis, V., & Theriou, G. N. 2008. The Complementarity of the two perspectives, the Resource-Based and the Knowledge-Based Views. In *International Conference on Applied Business & Economics,* 2008:2–4.

Thompson, A., Peteraf, M., Gamble, J. & Strickland, A. 2012. *Crafting and Executing Strategy: Concepts and Cases.* New York: McGraw-Hill/Irwin.

Thorson, E. & Duffy, M. 2011. *Advertising: The Principles of Advertising and Marketing Communication at Work.* Stamford: Cengage Learning.

Trading Economics. 2019. *South Africa Unemployment Rate.* https://tradingeconomics.com/south-africa/unemployment-rate. [14 March 2018].

Trauth, E. M. 2009. Qualitative methods in IS research. In *Encyclopedia of Information Science and Technology.* 2nd ed. Hershey: Idea Global Group Publishing

Tsarenko, Y. & Simpson, D. 2017. Relationship governance for very different partners: The corporation-nonprofit case. *Industrial Marketing Management*, 63:31–41.

Tur-Porcar, A., Roig-Tierno, N., & Mestre, A. 2018. Factors affecting entrepreneurship and business sustainability. *Sustainabi*lity, 10(2):452.

Umhlaba Development Services. 2005. *An Impact Assessment of the NPO Act, No. 71 of 1997.* Research Report.

Urbonavičius, S. & Dikčius, V. 2008. Importance of marketing activities in a company: the management perspective. *Ekonomika*, 83:41–50.

US Department of Health and Human Services. 2017. *Module 2: Research Design*. https://ori.hhs.gov/content/module-2-research-design. [12 September 2017].

USAID. 2000. *Fundamentals of NGO Financial Sustainability.*http://www.inbest.co.il/NGO/NGOFinancial.pdf [13 September 2017].

USAID. 2010. *The 2009 NGO Sustainability Index for Sub-Saharan Africa*. https://www.usaid.gov/sites/default/files/documents/1860/2009_NGOSI_Africa.pdf [18 July 2017].

UST. 2015. *Nonprofit Employee Engagement & Retention Report*. http://ww2.chooseust.org/clients/ust/uploads/PDF/2015-UST-Nonprofit-Employee-Engagement-Retention-Report.pdf [9 April 2017].

ISSUU. 2018. Sunflower fund special edition 2016. https://issuu.com/2luni-media/docs/sunflower_fund_special_edition_2016. [28 July 2018].

Vaismoradi, M., Turunen, H. & Bondas, T. 2013. Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study. *Nursing & health sciences*, 15(3):398–405.

Vakil, A. C.1997. Confronting the classification problem: Toward a taxonomy of NGOs. *World Development*, 25(12):2057–2070.

Van Pletzen, E., Zulliger, R., Moshabela, M., & Schneider, H. 2013. The size, characteristics and partnership networks of the health-related non-profit sector in three regions of South Africa: implications of changing primary health care policy for community-based care. *Health Policy and Planning*, 29(6):742–752.

van Zyl, G. 2018. *Future growth invests in SA's first-ever ECD social impact bond.*https://www.biznews.com/sponsored/2018/10/01/futuregrowth-ecd-social-impact-bond [2 December 2018].

Varadarajan, R. 2010. Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises. *Journal of the Academy of Marketing Science*, 38(2):119–140.

Vasigh, B., Fleming, K., & Mackay, L. 2010. *Foundations of Airline Finance: Methodology and Practice.* Ashgate Publishing.

Vazquez, R., Alvarez, L., & Santos, M. 2002. Market orientation and social services in private nonprofit organisations. *European Journal of Marketing,* 36(9/10):1022–1046.

Vidal, C. 2001. *Faith-Based Organizations in Community Development Prepared for U. S.* Department of Housing and Community Development Office of Policy Development and The Urban Institute Avis https://www.huduser.gov/portal/publications/faithbased.pdf [Accessed: 28 November 2017].

Vidal, P. & Torres, D. 2005. The Social Responsibility of Non-Profit Organisations. A conceptual Approach and Development of SRO model. Barcelona: *Observatori del Tercer Sector*

Vivekananth, A. 2015. Role of Marketing in Modern Organizations. *International Journal of Management,* 6(1):496–499.

Vodo, T. 2016. Faith-Based Organisations. *The role of Christian Organizations to Social Cohesion in EU Member States.* European Christian Political Movement https://www.ecpm.info/FBOs-Paper.pdf [6 November 2017].

Wales, T. 2013. Organisational sustainability: What is it, and why does it matter*? Review of Enterprise and Management Studies*, 1(1).

Walker, J. L. 2012. The use of saturation in qualitative research. *Canadian Journal of Cardiovascular Nursing*, 22(12):37–41.

Walliman, N. 2011. *Research Methods: The Basics*. London: Routledge.

Watson, C. N. 2012. *Faith-based Organizations and Their Contributions to Society*. Carbondale: Southern Illinois University.

Watson, R., Wilson, H. N. & Macdonald, E. K. 2019. Business-nonprofit engagement in sustainability-oriented innovation: What works for whom and why? *Journal of Business Research*

Watts, G., Cope, J. & Hulme, M.1998. Ansoff's matrix, pain and gain: growth strategies and adaptive learning among small food producers. *International Journal of Entrepreneurial Behavior & Research*, 4(2):101–111.

Weerawardena, J., McDonald, R. E. & Mort, G. S., 2010. Sustainability of nonprofit organizations: An empirical investigation. *Journal of World Business*, 45(4):346–356.

Weideman, E. 2012. *Donor decision making in a non-profit religious organisation*. Doctoral dissertation. Stellenbosch University.

Weideman, M. 2015. The changing status of Civil Society Organisations in South Africa, 1994 to 2014. *HSF Background Report South Africa,* 2015 https://www.nelsonmandela.org/uploads/files/The_changing_status_of_Civil_Society_Organisations_in_SA_M_Weideman.pdf [13 May 2018]

Weil, D. N. 2007. "Accounting for the Effect of Health on Economic Growth*". The Quarterly Journal of Economics,* 122(3):1265–1306.

Wengraf, T. 2001. *Qualitative Research Interviewing: Biographic Narrative and Semi-Structured Methods.* London: SAGE Publications.

Wenham, K., Stephens, D. & Hardy, R. 2003. The marketing effectiveness of UK environmental charity websites compared to best practice. *International Journal of Nonprofit and Voluntary Sector Marketing*, 8(3):213–223.

Werker, E. & Ahmed, F. Z. 2008. What do nongovernmental organizations do? *Journal of Economic Perspectives*, 22(2):73–92.

Wernerfelt, B. 1984. A Resource-Based View of the Firm. *Strategic Management Journal,* 5 (2):171-180.

Western Cape Government. 2009. *What is an NPO?* https://www.westerncape.gov.za/other/2009/12/npo_faq_%5B1%5D.pdf [18 July 2018].

Western Cape Government. 2017. *Non-profit organisations: registration and funding.* https://www.westerncape.gov.za/service/non-profit-organisations-registration-and-funding. [4 September 2017].

Whalley, A. 2010. *Strategic marketing*. Bookboon. Andrew Whalley & Ventus Publishing

White, D. W. & Simas, C. F. 2008. An empirical investigation of the link between market orientation and church performance. *International Journal of Nonprofit and Voluntary Sector Marketing*, 13(2):153–165.

Wigdorowitz, M.2016. *Six Simple Steps to Conduct a Thematic Analysis.* https://jvrafricagroup.co.za/six-simple-steps-to-conduct-a-thematic-analysis/ [1 October 2018].

Wiggill, M. N. 2014. Donor relationship management practices in the South African non-profit sector. *Public Relations Review*, 40(2):278-285.

Willard, B. 2010. *3 Sustainability Models*. https://sustainabilityadvantage.com/2010/07/20/3-sustainability-models/ [12 June 2018].

Willets, P. 2002. *What is a Non-Governmental Organization?* Article 1.44.3.7 in UNESCO Encyclopaedia of Life Support Systems. World Bank. https://www.ihrnetwork.org/files/3.%20What%20is%20an%20NGO.PDF [12 July 2018]

Williamson, D. 2009. *Essays on Excellence: Lessons from the Georgetown*. http://cpnl.georgetown.edu/document/1242781108295/Marketing+and+Communications.pdf [3 October 2018]

Willig, C. & Rogers, W. S. 2017. *The SAGE handbook of qualitative research in psychology*. London: SAGE.

Wisdom, J. P., Cavaleri, M. A., Onwuegbuzie, A. J. & Green, C. A. 2012. Methodological reporting in qualitative, quantitative, and mixed methods health services research articles. *Health Services Research,* 47:721–745.

Witcher, B. J. & Chau, V. S. 2010. *Strategic Management Principles and Practice.* South-Western: Cengage Learning.

Wo, J. C. 2018. Understanding the density of non-profit organizations across Los Angeles neighborhoods: Does concentrated disadvantage and violent crime matter? *Social science research*, 71:56–71.

World Commission on Environment and Development.1987. *Our Common Future, United Nations*. https://www.are.admin.ch/are/en/home/sustainable-development/international-cooperation/2030agenda/un-_-milestones-in-sustainable-development/1987--brundtland-report.html [8 September 2017].

Wright, A. 2015. *Challenges in achieving nonprofit sustainability. A Study of Social Service Non-Profit Organisations in the Central Okanagan*.

https://www.okanagan.bc.ca/Assets/Departments+(Education)/Business/Documents/NPC+Survey+Report.pdf [20 March 2018]

Wright, P., Kroll, M. & Parnell, J. *Strategic management: Concepts*. 4th ed. New Jersey: Prentice-Hall.

Wymer, W., & Mottner, S. 2009. *Marketing inclusion in the curricula of US non-profit management programs*. *Journal of Public Affairs Education,* 15(2):185–202.

Wyngaard, R. G. 2012. *Starting an NPO in South Africa*. http://www.ngopulse.org/article/starting-npo-south-africa [8 September 2017].

Wyngaard, R. G. 2013. *The South African NPO Crisis - time to join hands.* http://www.nonprofitlawyer.co.za/media/c50963f61787836dffff805c7f000101.pdf [8 September 2017].

Wyngaard, R. & Brewis, T. 2006. *Factors to consider when starting an NPO*. http://www.ngopulse.org/sites/default/files/npo-booklet-final.pdf [8 September 2017].

Wyse, S. E. 2014. *Advantages and Disadvantages of Face to Face Data Collection.* https://www.snapsurveys.com/blog/advantages-disadvantages-facetoface-data-collection/ [13 September 2017].

Yang, A. H., Lee, P. Y. & Chang, T. Y. 2011. Does self-financing matter? Recalibrating the rationale of NGO's self-reliance in search of sustainability. *Journal of Asian Public Policy,* 4(3): 263–278.

Yermack, D. 2017. Donor governance and financial management in prominent US art museums. *Journal of Cultural Economics*, 41(3):215–235.

Zainon, S., Atan, R., Wah, Y. B. & Nam, R. Y. T. 2011. *Institutional Donors' Expectation of Information from the Non-Profit Organizations (NPOs) Reportin*g: A Pilot Survey. International NGO Journal, 6(8):170–180.

Zic, S., Hadzic, H. & Ikonic, M. 2009. Portfolio analysis – A useful management tool. *Technical Gazette*, 16(4):101–105.

Zikmund, W. G., Babin, B. J, Carr, J. C. & Griffin, M. 2013.*Business Research Methods*. 9th Edition. South-Western: Cengage Learning.

Zukin, C. & Szeltner, M. 2012. Talent Report: What Workers Want in 2012. John J. *Heldrich Center for Workforce Development.* http://www.heldrich.rutgers.edu/sites/default/files/products/uploads/Net_Impact_Talent_Report_0.pdf [13 November 2017]

APPENDICES

APPENDIX A: REQUEST FOR PERMISSION TO CONDUCT THE STUDY

Cape Peninsula
University of Technology

RE: Permission to Conduct Research Study within your organisation

Dear Sir/ Madam

I am writing to request permission to conduct research at your company. I am currently enrolled in the Doctor of Commerce in Marketing at the Cape Peninsula University of Technology and I am in the process of writing my thesis. The study is entitled: **Marketing and management framework to create sustainable healthcare sector non-profit organisations in South Africa**

This study aims to (1) investigate how marketing strategies can be incorporated in the NPO model; (2) determine what value is placed on the marketing in NPOs; and (3) understand the impact that NPOs bring to the communities they operate in. This is with a view to improve NPO sustainability, growth and ensure continued support for the communities and NPO's meeting their obligations.

I hope that you will grant me permission to conduct interviews and surveys with Management, Marketing Personnel and Project or Program Managers. If permission is granted, the survey will be conducted with the identified staff at their convenient times. Your participation in this study is completely voluntary and no costs will be incurred by either you or your company.

Your approval to conduct this study will be greatly appreciated. If you agree, kindly provide a signed letter of permission on your institution's letterhead acknowledging your consent and permission for me to conduct this survey at your organisation.

Yours sincerely,

Prominent Choto
Doctorate Student: Cape Peninsula University of Technology

Endorsed by: Prof C G Iwu **Research Supervisor**

Signature: Date: 24 August 2017

RE: Permission to Conduct Research Study

Dear Sir/ Madam

I am writing to invite you to participate in a research study entitled **Marketing and management framework to create sustainable healthcare sector non-profit organisations in South Africa.** I am currently enrolled in the Doctor of Commerce in Marketing at the Cape Peninsula University of Technology and I am in the process of writing my thesis.

This study aims to (1) investigate how marketing strategies can be incorporated in the NPO model; (2) determine what value is placed on the marketing in NPOs; and (3) understand the impact that NPOs bring to the communities they operate in. This is with a view to improve NPO sustainability, growth and ensure continued support for the communities and NPO's meeting their obligations.

I hope that you will accept my request to be interviewed. Your participation in this study is completely voluntary and anonymity will be maintained. If permission is granted, the survey will be at a convenient time.

If you agree, kindly sign below acknowledging your consent and permission for me to conduct this survey at your organisation.

Yours sincerely,

Prominent Choto
Doctorate Student: Cape Peninsula University of Technology
cc: Prof C. G Iwu: **Research Supervisor**

Accepted by Signature:

APPENDIX B: LETTER OF RESEARCH CONSENT

Kheth'Impilo

INNOVATION in PUBLIC HEALTH

NATIONAL OFFICE
11th Floor
Metlife Centre
7 Walter Sisulu Avenue
Cape Town, 8000

P.O. Box 7595
Roggebaai, 8012

Tel +27 21 410 4300
Fax +27 21 410 4899

www.khethimpilo.org

0861 543 844 (KHETHI)

DISTRICT OFFICES

WESTERN CAPE
National Office
Western Cape
Eerste River

EASTERN CAPE
East london
Butterworth
Uitenhage
Port elizabeth

KWAZULU NATAL
Ethekwini
Ilembe
Umsunduzi

FREE STATE
Bloemfontein
Sasolburg
Welkom
Kroonstad

ZIMBABWE
7 Albany Road, Harare

24 August 2017

Cape Peninsula University of Technology
C/o Prof CG Iwu

Permission to Conduct Research Study within Kheth'Impilo

Dear Prof Iwu

We have pleasure to pen this letter of support for Ms Prominent Choto and her candidacy for a Doctorate in Marketing. Kheth'Impilo welcomes the opportunity to be part of her much needed research and grant her access to resources in order to facilitate her research objectives.

This research will assist her to scale her operations, further contributing to the organization's growth and future sustainability.

Yours sincerely

Shane Everts
Marketing and Communications Lead

THE HEALTH FOUNDATION
WESTERN CAPE

Together towards wellness

19 September 2017

RE: Permission to Conduct Research Study

Dear Prominent Choto

With reference to you letter dated 24 August 2017, whereby you requested permission to conduct a research study on sustainability at The Western Cape Health Foundation, we are happy to advise you that we will gladly grant you permission to conduct the requested interviews and surveys with the staff of the Foundation.

Please contact us to make the necessary arrangements so as to accommodate yourself and the staff of The Western Cape Health Foundation.

Please advise if you have any queries.

Kind Regards

Jennifer van Niekerk
CEO

+27 (0) 21 418 1580 | info@thehealthfoundation.org.za
16th Floor, Norton Rose House, 8 Riebeek Street, Cape Town, 8001
P.O. Box 15437, Vlaeberg, 8018
www.thehealthfoundation.org.za

HOPE CAPE TOWN TRUST

P.O.Box 19145
Tygerberg 7505
South Africa

Tel. 021 938 9930
Fax 021 938 9791

trust@hopecapetown.com
www.hopecapetown.com

PBO No 930024843
NPO No 053-417

17 September 2018

Permission to Conduct Research Study

Dear Prominent

Thank you for your interest in our non-profit organisation HOPE Cape Town. As a learning organisation we value the opportunity to provide our input and share our experiences in support of your studies at the Cape Peninsula University of Technology. We are therefore delighted to advise that the Trust has granted approval to discuss NPO sustainability with you by way of an interview and survey to be conducted on Wednesday, 19th September 2018 from 15h00 at the offices of Khethimpilo in Cape Town.

I look forward to meeting with you soon.

With all good wishes,

Marlene Whitehead
Donor Relations Manager

APPENDIX C: GUIDE FOR INTERVIEW QUESTIONS

Welcome and thank you for your participation in this research study. I would like your permission to tape-record this interview, so that I may accurately document the information conveyed. Your participation in this interview is completely voluntary. All your responses are confidential and if at any time you need to stop, take a break, please let me know. You may also withdraw your participation at any time without consequence. Do you have any questions or concerns before we begin? Then with your permission, we will begin the interview.

Interview Questions for NPOs:

1. What is your position in the organisation?
2. Can you explain what your role in the organisation entails?
3. How long have you been with the organisation?
4. When was the organisation established?
5. What are the sources of funding for your organisation?
6. What percentage would you allocate towards these sources of funding you mentioned?
7. Besides the funding sources, does your organisation make any other investments?
8. Do you have a marketing department in your organisation? If no, how do you do your marketing or fundraising?
9. Do you have dedicated marketing, operations and finance personnel in your organisation?
10. Do you have a marketing budget? What percentage of your total the budget is allocated towards marketing?
11. Do you have a marketing strategy?
12. If yes, in which department does it sit? Is it incorporated in all the operations of the organisation? Who is involved in developing this strategy?
13. If no, what informs the marketing of the organisation?

14. What marketing activities do you engage in? How often do you engage in these marketing activities?
15. Do you have a board of directors?
16. What expertise do you have at management and board level?
17. What is the board of directors' role in the organisation and contribution towards sustainability?
18. How would you define sustainability in your organisational context?
19. Would you consider or classify your organisation as a sustainable entity? Why do you say so?
20. What challenges do you face in ensuring sustainability for your organisation?
21. Where do you stand relative to other organisations who are competing for the same donor funding you are targeting and what strategies are you engaging in to withstand this competition?
22. Do you think sustainability is important to NPOs?
23. What other initiatives are you engaging in to ensure the sustainability of your organisation?
24. Do you have any other organisation that you can recommend to be part of this study?
25. Do you have any comments or recommendations?

Thank you for your time and contribution to this study.

APPENDIX D: ETHICS CLEARANCE

Cape Peninsula University of Technology

Faculty of Business and Management Sciences
Ethical considerations for a questionnaire
Cape Peninsula University of Technology

Tick One Box:

☐ Staff Project

✓ Postgraduate Project (Masters and Doctoral level)

☐ Undergraduate Project (ND & BTech level)

The following two bullets are for research projects based and/or originating from an external university, organisation and/or entity.

☐ External research study (Y= Yes / N = No)

☐ External ethics approval has been given (Y= Yes / N = No)

Title of Project: Marketing and management framework strategies to create sustainable healthcare sector non-profit organisations in South Africa

Name of researcher(s): Prominent Choto

Name of Supervisor(s) (if appropriate): Prof Chux Gervase Iwu.

		YES	NO	N/A
1	Will you describe the main experimental procedures to participants in advance, so that they are informed about what to expect?	✓		
2.	Will you tell participants that their participation is voluntary?	✓		
3.	Will you obtain written consent for participation?	✓		
4.	If the research is observational, will you ask participants for their consent to being observed?			✓
5.	Will you tell participants that they may withdraw from the research at any time and for any reason?	✓		
6.	With questionnaires will you give participants the option of omitting questions they do not want to answer?	✓		
7.	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	✓		
8.	Will you debrief participants at the end of their participation (i.e. give them a brief explanation of the study)?	✓		

If you have ticked No to any of Q1-8, you must ensure that the reasons for this are made explicit in your project proposal. [Note N/A = Not applicable].

		YES	NO	N/A
9.	Will your project involve deliberately misleading participants in any way?		✓	
10.	Is there any realistic risk of participants or researchers experiencing either physical or psychological distress or discomfort? If yes, give details on a separate sheet and state what you will tell them to do if they should experience any problems (e.g. who they can contact for help).		✓	

If you have ticked Yes to Q9 or Q10 you should ensure that your proposal describes in sufficient detail the appropriate procedures and provides a scientific justification for their inclusion. You should also identify alternative methodologies and outline the reasons why they were deemed inappropriate.

			YES	NO	N/A
11.	Does your project involve work with animals? **If yes, you should also investigate whether you require approval from the S.A. Health Professions Council and/or related organisation? Provide the answer to this in your proposal**			✓	
12.	Do participants fall into any of the following groups? **If they do, refer to professional body guidelines and include some reference to these in your proposal.**	Children (under 16 years of age)		✓	
		Schoolchildren of all ages.		✓	
		People with learning or communication difficulties		✓	
		Patients		✓	
		People in Custody		✓	
		People engaged in illegal activities (e.g. drug taking)		✓	

		YES	NO
13.	Does your study include administering a Psychometric test(s)? **If yes, name the test (s) and describe your or your supervisor's competence to administer such tests.**		✓
		YES	NO
14.	Will your study involve *any* contact with *any* external institution? **If yes, your proposal will not normally be approved unless you submit a letter of confirmation from the person responsible for this institution that they are happy for you to conduct your study on their premises and/or contact their staff and/or people who use the service.**	✓	

There is an obligation on the lead researcher to bring to the attention of the Faculty of Business and Management Sciences Ethics Committee any issues with ethical implications not clearly covered by the above check list.

PLEASE TICK **EITHER** Statement **A** OR Statement **B** BELOW **AND PROVIDE THE DETAILS REQUIRED** IN SUPPORT OF YOUR APPLICATION. THEN PRINT OFF AND SIGN THE FORM

	Please Tick
Statement A: I consider that this project has **NO** significant ethical implications to be brought before the Faculty of Business and Management Sciences Ethics Committee.	✓

	Please Tick
Statement B: I consider that this project may have ethical implications that should be brought before the Faculty of Business and Management Sciences Ethics Committee, and/or it will be carried out with children or other vulnerable populations. **If you select this Statement please ensure that you outline clearly the ethical issues in your proposal.**	

If you ticked Statement B then please provide all the further information listed below in a separate attachment.

1. Your Name
2. Title of project
3. Purpose of project and its academic rationale.
4. **Full** description of methods and measurements
5. Participants: recruitment methods, number, age, exclusion/inclusion criteria
6. Consent and participant information arrangements, debriefing. **Please attach intended information and consent forms.**
7. A clear but concise statement of the ethical considerations raised by the project and how you intend to deal with them.
8. Estimated start date and duration of project.

This form (and any attachments) should be submitted to the Faculty of Business and Management Sciences Ethics Committee where it will be considered. **If any of the above information is missing, your application will be returned to you.**

I (student and/or supervisor) am familiar with the ethical practices in research.

I am familiar with the Cape Peninsula University of Technology Guide to Post Graduate Studies and Guidelines for Research Proposals.

Signed
Print Name: Prominent Choto
Student Number: 210227060
Date: 22 September 2017
(Undergraduate/Postgraduate researcher(s)/student

Signed ......
Print Name...Chux Gervase Iwu..........................
Date......28 September 2017............
(Lead Researcher or Supervisor)

Signed ....
Print Name......Mandy Jones
Date.........28-09-2018
(Head of Department)

APPENDIX E: GRAMMARIAN CERTIFICATE

Kingdom Editing

26 Cinnamon Street, Kuils River, 7580
takutau@gmail.com
079 636 8353

Declaration of Professional Editorial Assistance for DCom Thesis

Professional editorial work undertaken in the preparation of this thesis has been done according to the Cape Peninsula University of Technology's (CPUT) guidelines.

Professional editorial intervention was restricted to: proof reading, CPUT formatting, grammar, spelling, punctuation and clarity of meaning.

The professional editor provided advice on grammar and structure; gave examples only and did not undertake a structural re-write themselves.

Material for editing or proofreading was submitted in hard copy, or where an electronic copy was submitted to the editor, their mark-up was done using Track Changes.

Candidate's Name: Prominent Choto

Thesis Title: Marketing and Management Framework to Create Sustainable Healthcare Sector Non-Profit Organisations in South Africa

Editor's Name: Takudzwa Musiyarira

I declare that I have edited/proofread this thesis in compliance with the above conditions, as requested by the candidate.

The documents submitted by the student for proofreading or editing purposes remain the sole and exclusive intellectual property of the student.

Signed: .... Date: ...26/08/2019...

Professional Editors' Guild

APPENDIX F: SIMILARITY REPORT

Turnitin Originality Report

MARKETING AND MANAGEMENT FRAMEWORK TO CREATE SUSTAINABLE HEALTHCARE SECTOR NON-PROFIT ORGANISATIONS IN SOUTH AFRICA by Prominent Choto

From lit review (MTech2019)

- Processed on 09-Sep-2019 12:10 SAST
- ID: 1169502679
- Word Count: 59723

Similarity Index
9%
Similarity by Source

Internet Sources:
4%
Publications:
1%
Student Papers:
8%

sources:

1 < 1% match (Internet from 11-Dec-2016)
http://digitalknowledge.cput.ac.za/jspui/bitstream/11189/1532/1/Booth_E_Thesis_High%20Res.pdf

2 < 1% match (Internet from 11-Oct-2017)
http://scholar.sun.ac.za/bitstream/handle/10019.1/101126/bezuidenhout_essential_2017.pdf?isAllowed=y&sequence=1

3 < 1% match (student papers from 26-Sep-2015)
Submitted to University of the Western Cape on 2015-09-26

4 < 1% match (student papers from 20-Jul-2018)
Submitted to University of KwaZulu-Natal on 2018-07-20

5 < 1% match (publications)
Management Team, NUCB Global Nonprofit. "Exploring a New Marketing Strategy for Nonprofit Organizations", International Journal of Marketing Studies, 2013.

6 < 1% match (student papers from 13-Oct-2010)
Submitted to Louisiana Tech University on 2010-10-13

7 < 1% match (student papers from 16-Feb-2018)
Submitted to University of Cape Town on 2018-02-16

8 < 1% match (student papers from 27-Jun-2016)
Submitted to Mancosa on 2016-06-27

9 < 1% match (Internet from 25-May-2016)
http://uir.unisa.ac.za/bitstream/handle/10500/13695/dissertation_buthelezi_mm.pdf?isAllowed=y&sequence=1

10 < 1% match (student papers from 03-Dec-2015)
Submitted to Durban University of Technology on 2015-12-03

11 < 1% match (publications)
Paul Ekins. "The four-capital method of sustainable development evaluation", European Environment, 03/2008

12 < 1% match (student papers from 08-Feb-2013)
Submitted to EDMC on 2013-02-08

13 < 1% match (Internet from 22-Aug-2018)
https://hal.univ-lorraine.fr/tel-01749372/file/DDOC_T_2012_0136_DOH.pdf

14 < 1% match (student papers from 07-Nov-2014)
Submitted to Mancosa on 2014-11-07

15 < 1% match (student papers from 01-Mar-2015)
Submitted to Cape Peninsula University of Technology on 2015-03-01

16 < 1% match (Internet from 27-Nov-2012)
http://www.sjsu.edu/socialwork/docs/6JennaWelsh298outstanding_project.pdf