



**The Effects of Entrepreneurial Management and Leadership on Township
Economic Development in the eThekweni Municipality**

By

David Sumo

217033014

A thesis submitted in fulfilment of the requirements for the degree of

Master of Commerce

College of Law and Management Studies

Supervisor: Dr. Bhasela Yalezo

June 2023

DECLARATION

I, the undersigned, David Sumo, hereby declare that:

- (i) The research report in this thesis, except where otherwise indicated, is my original research.
- (ii) This thesis has not been submitted for any degree or qualification at any other university.
- (iii) This thesis does not contain other person's data, pictures, graphs, or additional information unless expressly acknowledged as being sourced from other persons.
- (iv) This thesis does not contain other person's writing unless expressly acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - (v) Their words have been rewritten, but the general information attributed to them has been referenced.
 - (vi) Where their exact words have been used, their writing has been placed inside quotation marks and referenced.
 - (vii) Where I have reproduced a publication where I am the author, co-author, or editor, I have indicated in detail which part of the publication was written by myself alone and have fully referenced such publications.
- (viii) This thesis does not contain text, graphics or tables copied and pasted from the internet unless specifically acknowledged, and the source is detailed in the thesis and the References sections.

Signature



Date..... **30 June 2023**

ACKNOWLEDGEMENTS

First and foremost, I thank God the Almighty for guidance in my studies. I am grateful to my wife for the love, prayers and all the support she gave selflessly. Thank you for encouraging me and believing in me with all the sacrifices you made to ensure I finish my studies comfortably and physically.

I thank my supervisor, Doctor B. Yalezo, for his guidance and patient supervision of my studies.

Not to forget my family and friends for their understanding and support, especially when I seemed to be distant during my studies.

My children deserve special mention for their encouragement and support for me.

I thank the participants of this study, the business owners of the SMMEs around Durban, who kindly took their time from their busy schedules to answer my interview questions with tremendous respect.

Finally, I thank the University of KwaZulu-Natal, especially the Graduate School of Business and Leadership, for allowing me to study.

ABSTRACT

Entrepreneurship is vital for any local economy and the long-term sustainability of socioeconomic conditions. However, in South African townships, there is a significant gap in effectively managing and leading entrepreneurial pursuits for local townships' sustainable economic development. This research aims to address the challenges township entrepreneurs face and to examine the impact of entrepreneurial management and leadership on township economic development and growth. To address these challenges, this research extensively engaged the opinions and findings of different scholars in literature review on the variables critical for conducive a environment for entrepreneurship development, with the purpose of analysing and measuring the effects of entrepreneurial management and leadership regarding township economic development in the eThekweni Municipality. A qualitative approach was employed to address this research problem, utilising the interpretivism paradigm. The research had anticipated to a get a population of forty but got twenty. The sample size was fifteen township entrepreneurs but interviewed twelve. The study conducted face-to-face interviews with twelve township business operators from eThekweni Municipality, selected from a larger population of twenty. The findings of this research revealed two crucial aspects. Firstly, it revealed ineffective entrepreneurial management drive because of communication and collaborative gaps identified. There is a substantial lack of knowledge among township entrepreneurs regarding available resources and business support programs for township business growth. Many participants were unaware that there are local economic development programs for SMME's, from the eThekweni Municipality and the KZN Provincial Government, available to provide opportunities for skills transfer and collaboration with tertiary institutions, corporations, financial institutions, and regulatory authorities. This knowledge gap presents a significant barrier to accessing essential resources for business development. Secondly, the study highlighted the isolated nature of township entrepreneurs' operations. They often lack connections and collaborations with potential stakeholders, limiting their access to valuable networks, expertise, and support. This isolation further impedes their ability to grow and expand their businesses effectively. All the above-mentioned variables are crucial in township economic development for socioeconomic upliftment. To address these findings, the study recommends the establishment of dedicated business units within township

enterprises. These units should actively foster partnerships and collaborations with stakeholders, such as tertiary institutions, corporations, financial institutions, and regulatory authorities. By establishing these partnerships, township entrepreneurs can bridge the knowledge gap, enhance their business operations, and achieve meaningful economic growth. This research underscores the significant challenges township entrepreneurs face in South African townships and the impact of institutional arrangements on entrepreneurial management and leadership on local economic development. The findings highlight the need for knowledge sharing, resource access, and collaborative networks, which can contribute to the sustainable socioeconomic development of South African township businesses. The conclusion drawn from this research is that the effects of entrepreneurial management and leadership show significant gap between policy initiatives and its implementation. It also shows major collaborative gaps amongst individual township business operators in terms speaking in one voice to tackle institutional barriers. There are significant barriers to economic development because of the leadership approach that is prescriptive on what needs to happen to grow township economy, without the consultation of the affected key players on the ground. This research recommends that local authorities, as implementing agents, adopt a place based economic development planning framework that involves local entrepreneurship communities to close implementation gaps. It is the infrastructure ecosystem that contains local infrastructural development constructs, synchronized in a manner that talk to one another which determines the level of required local economic outputs. The spatial approach is the ideal method that ensures a focused intention of policy initiatives that are operationalized to sustain township economic growth and development consistent with the National Development Plan.

Keywords: Entrepreneurship, Local Economic Development, Unemployment, Township economy, National Youth Development Agency.

TABLE OF CONTENTS

DECLARATION.....	i
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
LIST OF ACRONYMS.....	xiii
CHAPTER ONE INTRODUCTION.....	1
1.1. Introduction.....	1
1.2. Background to the Study	2
1.3. Problem Statement.....	3
1.4. Objectives.....	4
1.5. Research Questions	4
1.6. Limitations to the Study	5
1.7. Structure of the Study.....	5
1.8. Summary	5
CHAPTER TWO LITERATURE REVIEW AND THEORETICAL FRAMEWORK ON ENTREPRENEURSHIP MANAGEMENT.....	6
2.1. Chapter Background.....	6
2.2. The Global Challenges	6
2.2.1. Managing Global Economy	7
2.2.2. Impact of Poverty	13

2.3.	The South African Context.....	15
2.4.	Definition of Entrepreneurship	16
2.5.	Characteristics of an Entrepreneur	17
2.5.1.	Innovativeness	18
2.5.2.	Achievement	18
2.5.3.	Personal Characteristics	18
2.5.4.	Personality	18
2.5.5.	Compassionate	19
2.5.6.	Self-Reliance.....	19
2.6.	Types of Entrepreneurships.....	19
2.6.1.	Social Entrepreneurship.....	20
2.6.2.	Strategic Entrepreneurship.....	22
2.6.3.	Community Entrepreneurship.....	24
2.7.	Entrepreneurial Management and Implementation Programs	25
2.7.1.	Entrepreneurial-Driven Infrastructural Planning and Implementation Programs.....	25
2.7.2.	Creating Townships Entrepreneurial Hubs For Business Activities' Support Programs	26
2.7.3.	Enterprise Institutes for Educational Entrepreneurship	27
2.7.4.	The Role of Local Government Policy on Institutional Knowledge Design	28
2.7.5.	Spatial Infrastructure Development	29
2.7.6.	Financing Township Economies (SMMEs).....	30

2.7.7. Political Support in Township Economic Activities	31
2.7.8. Partnerships	31
2.7.9. Civic Leadership.....	31
2.8. Theoretical Framework	32
2.8.1. The significance of Multidisciplinary Approach Theories and Models in Entrepreneurship.....	33
2.8.2. Entrepreneurship and The Development Theory	33
2.8.3. Entrepreneurship and Resource-Based View Theory	36
2.8.4. Entrepreneurship and Institutional Theory	37
2.8.5. Entrepreneurship and Leadership Theory	39
2.9. Summary	40
CHAPTER THREE RESEARCH METHODOLOGY	41
3.1. Introduction.....	41
3.2. Data Collection Strategy	42
3.2.1. The Research Philosophy	42
3.2.2. The Paradigm Perspective	43
3.2.3. Qualitative Research.....	45
3.2.4. The Research Paradigm	46
3.3. Research Design and Methods	46
3.3.1. Data Collection Method.....	47
3.3.2. Recruitment of Participants	49
3.4. Validity and Reliability.....	51

3.4.1. Validity	51
3.4.2. Reliability.....	52
3.4.3. Addressing Trustworthiness.....	53
3.5. Data Analysis.....	55
3.6. Ethical Issues.....	57
3.7. Summary	58
CHAPTER FOUR PRESENTATION OF RESULTS AND DISCUSSION	59
4.1. Introduction.....	59
4.2. Context	59
4.3. Demographics.....	60
4.3.1. Gender	61
4.4. Business Services Classification	61
4.5. Business Lifecycle	62
4.6. Thematic Analysis.....	64
4.6.1. Objective one: To assess the resource barriers and constraints enabling growth within the township entrepreneurship.	64
4.6.2. Objective two: To evaluate the degree of institutional support programs available to small businesses in their contribution to the township economy.	67
4.6.3. Objective three: To explore policymakers and local authorities' leadership support and strategic initiatives in strengthening small businesses competitiveness and sustainability.	70

4.6.4. Objective four: To measure the connection between leadership involvement and entrepreneurial activities in the stimulation of the township economy.	72
4.7. Discussion	73
4.7.1. Financing Township Economies.....	74
4.7.2. Strategic Entrepreneurship Management.....	75
4.7.3. Structural Transformation to Stimulate Township Economy.....	76
4.7.4. Capabilities Approach to Township Economy	77
4.7.5. Resource Allocation Blueprints for Township Economy	78
4.8. Summary	78
CHAPTER 5 CONCLUSION AND RECOMMENDATION	80
5.1. Introduction.....	80
5.2. Justification of Research Questions and Objectives	80
5.2.1. Research Question One.....	80
5.2.2. Objective One	81
5.2.3. Research Question Two.....	82
5.2.4. Objective Two	83
5.2.5. Research Question Three	84
5.2.6. Objective Three.....	84
5.2.7. Research Question Four	85
5.2.8. Objective Four.....	85
5.3. Recommendations.....	85

5.4. Limitations of the Study	89
5.5. Recommendations for Further Study	90
5.6 Conclusion.....	90
REFERENCES.....	92
APPENDICES	108
Appendix A: Informed Consent Letter	108
Appendix B: Interview Guide	110
Appendix C: Gatekeeper’s Letter	112
Appendix D: Editing Certificate.....	113

LIST OF TABLES

Table 3.1: Thematic Analysis Phases	55
Table 3.2: Analysis of collected data	56
Table 4.1: Illustrates business field and age profile of participants	62
Table 4.2: Shows the duration of the business lifecycle	62

LIST OF FIGURES

Figure 2.1: Shows government spending in OECD countries	21
Figure 2.2: Shows social entrepreneurship stakeholder network	22
Figure 2.3: Shows integrative model of strategic entrepreneurship.....	23
Figure 4.1: Illustrates percentage of gender representation	61
Figure 4.2: Shows the level of education of participants	63

LIST OF ACRONYMS

CBD	Central Business District
EDIP	Economic Development Incentive Policy
EE	Evolutionary Economics
EU	European Union
FMCG	Fast Moving Consumer Goods
G20	Group of Twenty Countries
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
GER	Global Entrepreneurship Report
ICA	Innovative Capabilities Approach
IDP	Industrial Development Plan
IDP	Integrated Development Plan
ILO	International Labor Organization
KIPP	Knowledge Is Power Program
KM	Knowledge Management
KZNPGSP	KwaZulu Natal Provincial Growth Strategy and Plan
LDC	Least Developed Countries
LED	Local Economic Development
MIC	Middle-Income Countries

NCCC	National Coronavirus Command Centre
NIA	New Interdependence Approach
OECD	Organization of Economic Co-operation Development
SA	South Africa
SADC	Southern African Development Countries
SANDP	South Africa National Development Plan
SMMEs	Small, Medium and Micro Enterprises
TEA	Total Entrepreneurship Activity
UNSDP	United Nations Sustainable Development Program
VUCA	Volatility, Uncertainty, Complexity and Ambiguity

CHAPTER ONE

INTRODUCTION

1.1. Introduction

For the past ten years, South Africa's economy has been underperforming to such an extent that in 2017 two big international economic performance rating agencies (i.e., Moody's, Standard and Poor) downgraded it to junk economic status (Mamabolo, 2018). These agencies' year-on-year economic outlook has been negative (Burger & Calitz, 2021). The outbreak of the COVID-19 pandemic has further exacerbated this. The world economy took a harsh knock as the pandemic derailed usual business methods, with some having to close temporarily or permanently (Khambule, 2020). The recent unrest events of looting, destruction of property, and deaths further highlighted specific socio-economic issues that need extraordinary intervention to prevent a repeat, possibly on a larger scale.

Bennett and Lemoine (2014) state the importance of organisational agility and the preparedness of SMMEs in the face of economic volatility, uncertainty, complexity, and ambiguity (VUCA). The author further states that survival depends on the antecedents of the Organizational Ability of the business enterprise that help respond to external economic shocks to survive. Small-scale businesspersons, especially township entrepreneurs, became the first casualty when the workforce had to be laid off, with many losing jobs. The hard lockdown measures contain the spread of the pandemic resulting in a total shutdown of the township economy. Looting of goods events did not spare townships entrepreneurs who have had to start afresh, with some possibly never will be able to return their business because most are uninsured. The township economy is informal and is highly dependent on foot traffic. Many township businesspeople lack the required skills and agility to run the business. Hence they could not adapt to new ways to sustain their businesses (Scheba & Turok, 2020). This lack could be attributed to the absence of local business support programs and leadership.

The COVID-19 pandemic added more spells to the struggling South African economy. It puts more strain on government expenditure due to the increasing need for social spending in the form of COVID-19 relief and disaster management (Khambule, 2020).

The poor economic performance is evident mainly in the socio-economic status in South African townships. Unemployment is very high in these areas, with the high rate of crime attributed to it. There is no social direction among the youth. Gender-based violence (GBV) and drug and alcohol abuse are the leading criminal activities primarily reported in the areas (Mills et al., 2015).

Cities are generally the engines of economic growth, but not all communities benefit from the economy they generate. The crucial role of local government is managing entrepreneurial pursuits by creating infrastructure and support programs. Durban is one of the major economic powerhouses in South Africa. It is unique to the world's major economic decision-making firms in various sectors such as logistics hub, oil and gas, automotive, industrial manufacturing, and corporate control locations. Durban articulates the global economy through its critical role in the value chain because of the flows of trade channels into the continent. The city, therefore, generates knowledge from a vast pool of ideas, advice, experience, and support that can be used to form social capital and social economy for the benefit of eThekweni Municipality's Local Economic Development programs. Durban possesses this social capital that can be used in the strategic initiatives to strengthen entrepreneurship delivery programs to revive the township economy through economic development programs dedicated for business skills transfer and mentoring.

1.2. Background to the Study

Entrepreneurship is regarded as one of the pillars of economic development (Korez-Vide & Tominc, 2016). Informal businesses have for decades characterized township economic activity. Research scholars on entrepreneurship posit an intense need for leadership to pay much more particular and focus on creating a conducive environment for entrepreneurship activities (Mirzanti, Simatupang, & Larso, 2015). Despite the available literature on entrepreneurship as the key driver of economic development, there is a gap between entrepreneurship management and leadership. This research seeks to identify the elements of disconnect and the possible remedies to close such gap. It aims to look at a literature review of an ecosystem of entrepreneurial-driven infrastructural planning and implementation models that have been experimented with elsewhere, such as entrepreneurial hubs, educational entrepreneurship, knowledge management systems and institutional designs, and

spatial development and interrogate these models in a local township context. The aim is to examine these models using them as an experiment economy for high impact on entrepreneurship in the local township context.

1.3. Problem Statement

Durban township business activities have been around for many years since the apartheid era (Mchunu & Mtapuri, 2020). However, it is still to make a meaningful socioeconomic impact on areas of activity. Township business activity is mainly confined to retail (i.e., general goods dealerships, roadside hawkers, and taverns). There are no entry barriers, resulting in more competition and overpopulated business activity. Anyone with no business or financial skills can decide to open a business.

In most cases, people who have lost jobs or are long-time unemployed have given up on looking for a job. It becomes a business activity based on necessity and lacks entrepreneurial ambition. Despite the frequent pronouncements from local authorities and national and provincial governments on the commitment to uplift the township economy, there is still a gap in information access and a lack of service provisions supporting township businesses.

The South African Government's National Development Plan stipulates that the goal is to ensure poverty alleviation by 2030 (Fourie, 2018). It mentions that this goal can be attained through community partnerships through capacity building, inclusive economic growth, and leadership. This document was established as a guiding principle to eliminate growing poverty, especially in vulnerable communities, primarily in township areas (Auriacombe & Meyer, 2020). The NDP goals are repeatedly pronounced by government representatives in public forums, yet there is little to show the results in these communities.

According to Musara, Mabila, Gwaindepi, and Netsai (2020), an increase in entrepreneurial activity significantly impacts economic growth and ultimately reduces unemployment. Economists emphasize that investment and development in the local economy can only be determined by the way local leadership has structured its economic activities (da Cruz, Tavares, Marques, Jorge, & De Sousa, 2016). eThekweni Municipality has enviable economic development programs such as Spatial and Local Economic Development (LED) Interventions to direct spatial economic development.

The economic intervention programs' reports make for good intentions and good reading. However, the persistence of poverty and lack of economic transformation in its townships' points to issues at the implementation level.

1.4. Objectives

This research aims to evaluate the role of entrepreneurial management and leadership activities that are in place to advance the township economy and investigate the challenges that township businesses face.

The research aims to investigate the challenges faced by township entrepreneurs, and the objectives of the study are:

- a) To assess the resource barriers and constraints enabling growth within the township entrepreneurship.
- b) To evaluate entrepreneurial management programs and the degree of institutional support available to small businesses in their contribution to the township economy.
- c) To explore policy makers and local authorities' leadership support and management of strategic initiatives in strengthening small businesses' competitiveness and sustainability.
- d) To measure the connection between leadership involvement and entrepreneurial management activities in stimulating the township economy.

1.5. Research Questions

This research intends to answer the following questions:

- a) What are the barriers and constraints enabling growth within township entrepreneurship?
- b) What are entrepreneurial management programs and the degree of institutional support programs available to small businesses in their contribution to the township economy?

- c) How are policymakers and local authorities' leadership support and manage strategic initiatives in strengthening small businesses' competitiveness and sustainability?
- d) How does the connection between leadership involvement and entrepreneurial management activities help stimulate the township economy?

1.6. Limitations to the Study

The study was conducted within the eThekweni Municipality, particularly among township economy participants and entrepreneurial stakeholders. The study population was limited to twenty participants, including young people involved in business activities, established township entrepreneurs, leaders & administrators in the eThekweni Municipality's Local Economic Development and leaders in the local office of the National Youth Development Agency.

1.7. Structure of the Study

Chapter one introduces the research study. Chapter two will discuss an in-depth literature review of research papers on entrepreneurship models. Chapter three outlines the methodology of the research undertaken. Chapter four outlines the results and discussions on the study findings. Chapter five, the final chapter, concludes the study by giving recommendations and suggestions.

1.8. Summary

This chapter introduces the entrepreneurial and management challenges of township businesses. It outlines the nature and the direction of the research followed. The problem statement, together with the objectives, formulated. The chapter further outlined the research study background, research questions, and the study's limitations.

The next chapter presents the literature review.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK ON ENTREPRENEURSHIP MANAGEMENT

2.1. Chapter Background

This chapter reviews the literature on the research papers on entrepreneurship, its ecosystem, and its impact on economic development to address socio-economic conditions. The thrust of this chapter discusses other scholars and researchers' viewpoints and insights on the economic effects of entrepreneurial management processes and leadership in world economies. Furthermore, it reviews what other scholars define and view personality, characteristics, and types of entrepreneurs in relation to entrepreneurship intent from individuals to engage in business activity. The theoretical framework and insights from scholars on entrepreneurship economic development is also discussed, to explore evidence and or concept of key success factors in relation to entrepreneurship institutional arrangement that have worked in other economies to enhance the effects of entrepreneurial management and leadership. The literature review will also interrogate various research scholars' economic development and growth models to match specific conditions and circumstances for appropriate remedies. It will also extrapolate on resource-based views and leadership theories that are critical in effecting impactful economic growth activities and sustainability. Lastly, the research will summarize other researchers' suggestions on what features of entrepreneurship can help realize communities' sustainable development goals.

2.2. The Global Challenges

Globalization has had significant effects on the existence of societies way of life (Burlacu, Gutu, & Matei, 2018) . Economic development and technology advancement has turned the world into a village of interconnectedness. The author posit that this has come with challenges into some economies, which is attributed to differing level of human and economic developments. However, the author adds, it is how society leaders use this interactive environment of globalization to make policy decisions and activity programs that respond to these global challenges. Ajide, Osinubi, and Dada (2021) adds that globalization has created an element of global communities which can be converted into networks of social support and to share gains of knowledge.

Townships economy is not immune to the evolving aspects of global development, stand to benefit from these global communities through knowledge and expertise transfer, resource mobilization and sharing, systems development and practices for entrepreneurship.

2.2.1. Managing Global Economy

According to Farrell and Newman (2016), the life of interdependence and interconnectedness has transformed the world into a global village, and the geopolitical, and economic shift has changed the essence or purpose of countries' demarcation borders. Okumu (2014) posit that the purpose and functions of countries' borders may not be what was initially envisaged. For instance, African countries' borders were demarcated to serve the interest of European colonial countries to shore up the masters' economies using the continent's natural resources. The author states that the common purpose of European and North American borders is self-economies. In contrast, African countries' borders shifted from a characteristic identification of territorial victories of tribal wars to reflect characteristics of colonialism.

The evolution of economic activities now transcends borders, eliminating the functionality of physical boundaries historically about protectionism (Farrell & Newman, 2016). Economic globalisation has led to a broad economic gap between countries, especially between the original first world countries (North America & Europe) and the ones colonized for centuries. The structural economy of colonized countries in Africa, South America and Asia had been designed on the dictates of colonial masters exploiting their natural resources. According to Bunce (2016), it is only in recent years that the Least Developed Countries (LDCs) and Middle-Income Countries (MICs), realizing the unequal playing field, adopted New Interdependence Approach (NIA) according to Farrell and Newman (2016), to align their domestic politics with international politics to close the gaps of trade politics. The alignment is critical because the domestic policies of LDCs and MICs must ensure that their domestic institutions can respond to international economic demands. Trade amongst countries means LDCs and MICs must adhere to political demands of the economies that hold monopoly products and other technological advances.

2.2.1.1. International Organization's Socio-Economic Activism

According to Cabrera (2010), the United Nations' 2030 Agenda for Sustainable Development is an essential blueprint for global citizenship. Also, it requires that leadership role players in the social, economic, political, and environmental spheres fully commit themselves to making such goals a reality. The author posits that all individuals, especially world leaders from different fields, have a moral duty to protect human rights and promote social justice in all nations. According to these ideals, two United Nations Social Development Goals (UNSDG) came about in the adoption of the UN's 2030 Agenda for Sustainable Development in 2015. The UN Sustainable Development Goal number 8 is about "Decent Work and Economic Growth", and Goal number 9 discusses promoting "Industry, Innovation and Infrastructure".

The two goals align with Africa Agenda 2063 aspirations of decent work and fighting poverty and hunger in Africa. The Africa Agenda emphasize transformant leadership and management attributes, specifically within the entrepreneurial discipline desperately needed in local areas of the "Previously Disadvantaged Communities" such as South Africa Townships. The two goals from SDG and the Africa Agenda serve as a blueprint for South Africa's National Development Plan, which has pinpointed the critical role Small Medium and Micro Enterprises are to play in coordinating an inclusive economy. It is to address the persistent abject living conditions of many communities in township areas.

A. UN Sustainable Development Goal Number 8

According to Adıgüzel and Çelikyay (2020), a well-developed and effectively managed township economy is a reflection of the visionary leadership that is driven by aspirations of the people they lead. These aspirations are contained in the United Nations Sustainable Development Plan Goal Number 8 which is about "Decent Work and Economic Growth. It promotes sustained and inclusive economic growth which essentially means high levels of employment and more business enterprise activities by the type of leadership that is being people centric. Furthermore, Bvuma and Marnewick (2020) state that a sustainable livelihood framework asserts that the pillars of livelihood are resource availability, place-based transformational institutions and strategic initiatives that leads to decent work and economic growth. It is in these

frameworks in which township economic development goals can be realized. The ideal socioeconomic structural content of township entrepreneurs is made up of human capital, social capital financial and physical resources. The UNSDG8 is a guiding tool and framework for a holistic approach to managing and leading township entrepreneurial activities.

South Africa is a participating member of a Group of Twenty (G20) countries, which includes the European Union, that meet annually as an intergovernmental forum to discuss economy and development issues in the form of financial stability and climate change activities management. The activities of G20 countries are to mitigate economic risks that may impede attaining the goal of decent work and economic growth. According to Raimi (2020), the per capita GDP of Sub-Saharan countries was very low between the years 2000 and 2019, compared with European countries with a per capita GDP of \$3996. The author states that closing this gap would require the 7% GDP per annum growth of the Sub-Saharan African countries, translating into progress towards attaining decent work for everyone. The realization of SDG 8 in low-economic countries has been hampered by many challenges, including the devastating effects of COVID-19, which has added more burden to the already ailing social system. Ali and Ali (2022) state that the COVID-19 pandemic further overwhelmed the already ineffective health system and weak economic systems in poor continents economies such as Asia, South America, and Sub-Sahara Africa. These low-income economies share common issues of inequalities in healthcare systems, corrupt government systems, and systems mismanaged economic resources. All these systems interface on the socio-economic impact to further add to the suffering of ordinary people. The realization of decent work results from a continued improvement in sustainable development.

According to Witt (2016), Evolutionary Economics provides a theoretical framework for impactful trade relations, which the author sees as a positive contribution to sustainable development, as is the visionary subscription of the UN's SDGs. An impactful trade relationship is essential in eliminating world poverty because it helps shape the economy and social institutions' performance through policy, regulation, commercial undertakings, and technological advancements. The Evolutionary Economics theoretical approach drives economic changes over time and that the

adaptation to these evolutionary economic processes is determined by the individual's accurate understanding to drive economic development (Martin & Sunley, 2017) . There are, however, mentions the consequential differences, by researchers, on the interpretation and technique of Evolutionary Economics theory. Witt (2016) base the interpretations on the ontological, heuristic, and methodological levels. The assumptions are based on how they view reality, how issues are framed or structured to arrive at the assumption to formulate a hypothesis, and the methods used to prove the theory reached. The author posit that the scientific approach depends on each scholar's conceptualization of evolutionary economics in the context of theoretical assumptions. The author states that some authors explain evolutionary economics using the Darwinian Theory of social evolution at the heuristic level to conceptualize economic evolution while rejecting it at an ontological level. Darwin's theory is premised on four evolution philosophies: variation, inheritance, selection, and time ((Witt, 2016).

Marciano and Pelissier (2000) explain that sometimes economists only refer to Darwin as a biologist, ignoring his social and cultural evolution theory and Mesoudi (2021) adds that according to Charles Darwin, behavioural traits are transmitted socially therefore change with time. All four philosophies are about social and cultural evolution so they can be used as a theoretical development framework in the socio-economy which is advocated in United Nations Sustainable Goal number 8. The understanding of these theories is very important because the assertion is that societies change overtime, therefore developmental processes must be premised society needs. Shackleton et al., (2018) state that the developmental needs of South African townships have evolved since the end of apartheid. The sociocultural evolution dictates that developmental process must mirror the societal needs.

Schubert (2009) posits that some scholars push for a "Generalized Darwinism" theory in economic evolution development because they believe that the theory can be applied in this context; even though it is initially about evolutionary biology, it can also be used in economic terms. According to Darwin's theory, the author states that evolution happens because of natural selection. The theory states that units of the same species, though belonging to the same group, vary in physical sense and characteristics. The author postulates that variations are a product of evolution

stemming from gene differences. The theory further elaborates that the gene lineage changes over time in accordance with the surrounding environmental adjustment and adds that generational mutations add extra strength for competitive survival, especially in the face of scarce resources. Louçã and Cabral (2021) explain that evolutionary economics, as inspired by Darwin's evolutionary biology, emphasizes that it is complex in that its structure consists of various interdependencies. Evolutionary economics highlights economic transformation processes in the form of institutions, trade, production, and growth development. The transformation processes are influenced by changes in science and technology in which it leads to change of economy. The changes impact on the adaptation to competition in terms of resource constraints and result in structural changes.

In support of it being generalised to economic evolution, Darwin's theory can essentially be equated to a country's competitiveness in its economic policy capacity to drive economic evolution for social good (Peneder, 2023). The accumulation of human capital and the technological advance of the United States of America and China has put these competitive countries to first-world economic status.

Ribeiro-Duthie (2020) states that the Evolutionary Economics (EE) theory can be found in the United Nations Sustainable Development Goals (UNSDG) by emphasizing the present socioeconomic rewards for initiatives that facilitate sustainable development. It is about economic activities that promote relations and partnerships towards sustainable development. Relations centred on fair trade, transfer of critical skills, knowledge and production activity ensure income from decent work and economic growth. The social benefits are unemployment reduction, proper housing and sanitation, physical infrastructure building such as schools, clinics, and sports grounds to unearth youth talent, and an all-around improvement in family circumstances. The author states that the evolutionary economics theory can be found in the UNSDG8, which is about multilateral trade agreements and policy designs that ensure a holistic approach to socioeconomic changes. (Ribeiro-Duthie, 2020) further states that theoretical frameworks by scholars and economists about ideal economic models can at times be hampered by the socio-economic complexities of countries they were trying to subscribe solutions to.

B. African Union's Africa Agenda 2063

Slavova and Okwechime (2016) posit that since Africa Agenda 2063 by the African Union seeks to fast-track the continent on technological development and growth, it must pay special attention to urban growth, which is to turn Africa into intelligent cities to encourage and coordinate innovation on its urban population. The authors posit that no nation will be able to elevate itself to a decent income level if it ignores economic participation by the urban population. The Africa Agenda 2063 inspirational goal is to see a prosperous African continent whereby inclusivity and sustainable development translate into knowledge and skills backed by science, technology, and innovation. The agenda aspires for healthy and vibrant citizens of the continent who are ready to transform their regional economies. The goal is to maintain the highest living standards for African people through liveable wages and decent working conditions. Addaney (2018) states that the leadership resolve of African heads of state adopted at the AU Summit in 2013 is to use the Africa Agenda 2063 as a guiding principle to all nations of the continent towards a journey of African Renaissance. The author posit African Renaissance is a concept which propagates that African people must work to eliminate socio-economic problems engulfing the continent, which comes in the form of poverty that leads to hunger, to improve living conditions, provision of clean water and proper sanitation. Furthermore, the agenda seeks to transform economies in areas of manufacturing and to engage in diversified, innovative economic activities such as the oceans economy since most of the African continent is bounded by the Indian Ocean, Atlantic Ocean, Mediterranean Ocean, and Red Sea.

C. The South Africa National Development Plan (NDP) 2030

Cumming et al. (2017) state that it is ideally a multisectoral methodology that must be used to put together an ecosystem to deliver on all socio-economic aspects pertaining development in South Africa. The facilitation processes of both UN's SDGs and South Africa National Development Plan (NDP) which involved multisectoral expert consultation to build on tangible and intangible asset base, is a clear indication that these institutions are not only about poverty alleviation but also about the welfare economics, which looks at the overall social impact of resource and goods or service distribution. The South African National Development Plan gives a guideline on how government should manage annual public spending to get cumulative results by 2030.

The NDP prioritize that South African citizens get involved working together with the government in a social contract for growing the economy through the accumulation of knowledge enhancing capabilities. Its key priorities are to increase employment level through public infrastructure projects that are the provision of public facilities i.e., public transport, elimination of informal settlements which are a playground of social ills such as Gender Based Violence. The NDP prioritized the total elimination of a high number of criminal activities. It envisages for an increase in private investment incredibly close to poor areas to make it convenient for people to reach their places of work without having to travel long distance which generally take the bulk of their monthly expenses.

Bhorat et al. (2019) state that the application of SDG8 and its progress might be slowed by South Africa's socio-economic complexity in that production knowledge and capabilities are more dispersed among the specific minority races. As a result, of the marginalization of the majority indigenous, there has been an oversupply of unskilled labour force to an economy that has not grown in a long time.

2.2.2. Impact of Poverty

Persistent socio-economic challenges continue to plague economies the world over. These global challenges result in increasing inequalities resulting in high unemployment, hunger, health problems, water and sanitation issues. Poverty comes in different dimensions and, in most instances, means low access to essential personal development resources.

2.2.2.1. In Education

Kapur (2018) states that poverty impacts education, which is the single most crucial enlightening experience in the development of human beings. Children from economically well-established families tend to perform better in school due to different aspects of resources available to them. The resources range from being able to access affluent schools, living in homes in affluent residential areas and suitable reliable mode of transportation. Ferguson, Bovaird, and Mueller (2007) posit that the economic status of family background influences educational outcomes in children. The author states that the inequality effects start at the school foundation phase where children go to school on empty stomachs, no adequate school uniform and poor school infrastructure. The author states that these children from poverty-stricken families

begin schooling already at a disadvantage compared to their peers from well-resourced and that their poor background has a negative effect on school readiness. Poverty affects children's regular or appropriate age-related brain development and knowledge comprehension which are the crucial elements of educational skills attainment. Buck and Deutsch (2014) state that the complexities of poverty are the daily lifestyle struggles of families. The author mention that the experiences are pervasive and convoluted in a sense that the effects extend to myriad of struggles including mental well-being, sense of belonging and respect within a community. Financial struggle is a cause for psychological issues that has a bearing on learning abilities and progress post-school level, whereas educational achievements in affluent communities is sky high. Education boosts their achievements which helps them to be highly articulate in places of employment.

Education gives individuals skills, builds knowledge capital, and instils morals about humanity. The author mentions that education is about good living, made possible by opportunities created by sound economic policies and efficient implementation processes.

2.2.2.2. In Health

According to Price, Khubchandani, and Webb (2018), poverty is the leading cause of many communicable illnesses and chronic diseases engulfing poor communities. The author states that the causes of health illnesses stem from socio-economic issues such as unsuitable living conditions, and specific local cultural behaviours that have individuals exposed to health risks. Poverty means a lack of access to finances and inability to meet basic needs. Poverty means a lack of political power to fight for improved local social conditions. Poor living conditions lead to undesirable sexual behaviours such as HIV & Aids. These uncontrolled social interactions expose people to various health risks and a lack of general knowledge about communicable diseases' prevention & cure.

Bricker et al., (2017) mention that health status is determined by the levels of education, household income and race class one belong to. The author states that in 2016, disparities according to race household income were "Asians USD \$81 413, Whites USD \$65 041, Hispanics USD \$47 675 and African Americans USD \$34 490".

The median income by education and gender was also comprehensive. These gaps determine the level of access to quality health, with the ones living in poverty having to endure health illnesses and diseases. Poverty increases an individual's proximity to behavioural health issues such as stress and anxiety. It leads to undesirable social behaviours such as drug abuse, gender-based violence (GBV) and alcohol-induced fighting or stabbing that can be fatal most of the time.

2.3. The South African Context

The township economy is informal in nature and is highly dependent on foot traffic. A lot of townships businesspersons lack the required skills and agility to run the business. Hence they could not adapt to new ways to sustain their businesses (Scheba & Turok, 2020). This could be attributed to the absence of local business support programs and leadership.

According to Musara et al. (2020), an increase in entrepreneurial activity significantly impacts economic growth and ultimately reduces unemployment levels. The author further compares statistics from Global Entrepreneurship Monitor on entrepreneurship activity rates of Southern African Development Countries (SADC) for the periods, the year 2000 to the year 2017. The author also states that South Africa's TEA (Total Entrepreneurship Activity Rate) remains low compared to most SADC peers. (da Cruz et al., 2016) state that economists emphasize that investment and growth in the local economy can only be determined by how local leadership has structured its economic activities.

Hambleton (2019) emphasize that building a sustainable entrepreneurship ecosystem based on local conditions and scenarios ensures that leadership understands and takes responsibility for a localized economic development plan. Therefore, South Africa's local leadership that works on a theoretical framework which is place-based is bound to realize the goals of uplifting the township economy. Efficiency-driven economies such as Germany have used entrepreneurship as a main driving force for their economic sustainability and growth. Germany used diverse networks with local interests and knowledge to create an entrepreneurship ecosystem that promoted the creation of new ventures (Fuerlinger, Fandl, & Funke, 2015).

Verweij and Satheesh (2023) posit that the essence of leadership is measured by the impact of the collaborative activities put together to uplift people being led. Pounder (2021) mention that the leadership phenomena become an essential quality, primarily where society depends on leadership to effect social change. South Africa, including many nations in the African continent, still envisions such leadership. Gramby-Sobukwe (2005) states that historically, African leaders created and used repressive regimes to enrich themselves, and the first-world countries would only intervene when it concerned their national economic interests. The African continent is full of natural resources that can be easily used to transform communities into a better quality of life, yet still, most of its people is disproportionately dependent on governments' social security expenditures.

According to Black (2010) in the research paper "Labour absorbing growth and the role of industrial policy", South Africa saw economic growth under President Thabo Mbeki's reign between 2000 and 2009. The economic growth, however, did not translate into a significant increase in employment figures. Economists emphasize that investment and growth in the local economy can only be determined by how local leadership has structured its economic activities (da Cruz et al., 2016).

2.4. Definition of Entrepreneurship

According to Nasiri and Hamelin (2018), entrepreneurship is about having an idea, seeing an opportunity for it, and commercialize it, thus creating a market. Entrepreneurship can be defined differently depending on the central issues of concern. In developing countries, especially in Africa, "entrepreneurship" is seen as a social activity alleviate poverty (Doh, 2020). The author states that world countries define entrepreneurship around the individual activity as a person who is innovation-driven and a risk taker.

Mehmood, Alzoubi, Alshurideh, Al-Gasaymeh, and Ahmed (2019) states that according to Schumpeter's theory on entrepreneurship entrepreneur is a creative disruptor because he spots an opportunity to exploit for economic benefit. Schumpeter views entrepreneurs as people who are conditioned to discover new phenomena and not necessarily as business managers but as venture creators. Shane and Venkataraman (2000) regard an entrepreneur as an individual with a gift of identifying

obscure market gaps and run with them to accumulate profit while others still figure out what to make of it.

Hameed and Irfan (2019) concurs that risk-taking is what characterizes the behaviour of entrepreneurship. Risk-taking business activity is prevalent in emerging economies where a decision to engage is taken by one individual without any certainty of success. The author states that most businesses in developing countries are run by small firms rather than international firms.

In explaining the definition of entrepreneurship, Gries and Naudé (2021) posit that it combines the elements of behaviour and occupation. Entrepreneurs choose self-employment as their occupation hence the behaviour of constantly looking for opportunities to create start-ups.

According to Bacigalupo, Kamylyis, Punie, and Van den Brande (2016), an entrepreneur is someone with a creative spirit and stamina, coming up with something not done before. It is described as a competence of an individual who has innovative ideas, seeks opportunities, puts together resources and jumps into action. Entrepreneurship comes in different forms of transformative value into the society, i.e., financial, cultural, and social value.

The drivers of entrepreneurial activities, especially in developing countries in the African continent, are a critical component of poverty alleviation (Sutter, Bruton, & Chen, 2019). The authors further suggest that the role of entrepreneurship in socio-economic problems comes in the form of remedy, reform, and revolution.

According to Bhalla and Lapeyre (2016), poverty comes in different dimensions, such as capacity deprivation in terms of scarce resource allocation — this feature prominently in most African countries where a lack of resource allocation results from poor economies. The remedial entrepreneurial activities are through business skills training, financial capital access and authentic legislative reforms.

2.5. Characteristics of an Entrepreneur

Hsieh et al. (2019) posit entrepreneurs are influencers of social transformation in society; therefore, their characteristics are essential in ensuring successful distribution

of entrepreneurial programs for social change. Entrepreneurship is about risk taking and innovation. The author states that these two characteristics play a critical role resource mobilization and the effective use of resources. Innovation expands the pool of creativity in entrepreneurship management. Entrepreneurs with innovative characteristics effectively become leaders of development in society.

2.5.1. Innovativeness

According to Manaf, bin Ku Ariffin, Nasution, and Rossanty (2021), entrepreneurial activity's likelihood is influenced by a "felt capability" of innovativeness and risk-taking. Innovative individuals see themselves as possessing the rare skills of creating a differentiated product or service (Lounsbury, 2021).

2.5.2. Achievement

Research scholars have identified behavioural entrepreneurship activity among individuals as driven by the need for achievement (Zeffane, 2013). This has prompted governments to devise entrepreneurship-targeted policies to stimulate new venture creation and economic growth, especially among the younger adult.

2.5.3. Personal Characteristics

Entrepreneurs are the most significant players in economic development due to their expertise in decision processes and practices (Akyol, 2016). The suitability of their characteristics is critical in driving an economy that has a meaningful impact on society.

According to Kozubíková, Belás, Bilan, Bartoš, and Sociology (2015), entrepreneurship is not an activity suitable for everyone to embark on a business venture just because it feels like it. The author states that, in addition to external factors, entrepreneurship requires some specific properties to navigate the challenges of nurturing a business venture.

2.5.4. Personality

The distinctive nature of an entrepreneur is someone prepared to venture into the uncharted territory of a business venture without certainty (Nieuwenhuizen &

Groenewald, 2006). Kozubíková et al. (2015) states that a creative individual is most likely prepared to take a risk of new and different business seizing entrepreneurial opportunities. (Mubarak et al., 2019) add that, though innovation and risk-taking are critical economy boosters, in the absence of adequate infrastructure, policies and stakeholder interaction, the entrepreneurship talent will not be monetized.

2.5.5. Compassionate

Compassionate characteristic is the chief motive for entrepreneurship venture, especially social entrepreneurship (Kozubíková et al., 2015). The author states that most compassionate entrepreneurs are driven by the desire to effect social change within a local community. Compassion is guided by the prosocial motivation to uplift poor communities where the entrepreneur identifies the opportunity to generate economic growth and social value (Shepherd, Williams, & Zhao, 2019). A compassionate entrepreneur can build an institution to teach and empower local communities to sustain themselves without expecting financial returns.

2.5.6. Self-Reliance

Scholars have, for many years, referred to entrepreneurs as individuals with high-spirited self-belief, with a drive for achievement, independence and feeling contentment with uncertainty (Shepherd et al., 2019). Entrepreneurs are characterized by an autonomous drive for innovative decision-making processes, leading to new market creation to benefit more industries (Akyol, 2016). Mueller and Thomas (2001) find that entrepreneurs have an “internal locus of control” in that they believe in self-reliance when starting and implementing the goals of a new venture. The author further states that the creation of competitive strategies is credited to the personal creativity and innovativeness of this individual.

2.6. Types of Entrepreneurships

Effective economic development policies and implementation programs are measured by rate of entrepreneurial business activity and its impact in society (Guerrero, Liñán, & Cáceres-Carrasco, 2021). The author adds that entrepreneurial policy and infrastructure must create an environment which makes possible for a mixed types of entrepreneurial activity to expand on opportunity base. Furthermore, the

environmental conditions or drivers of entrepreneurship are public policies, business funding, infrastructure mix, business and social support programs and human capital. The social structure of South African township set up is a base ground for high impact entrepreneurship activity mix (i.e., social entrepreneurship, community entrepreneurship, strategic entrepreneurship).

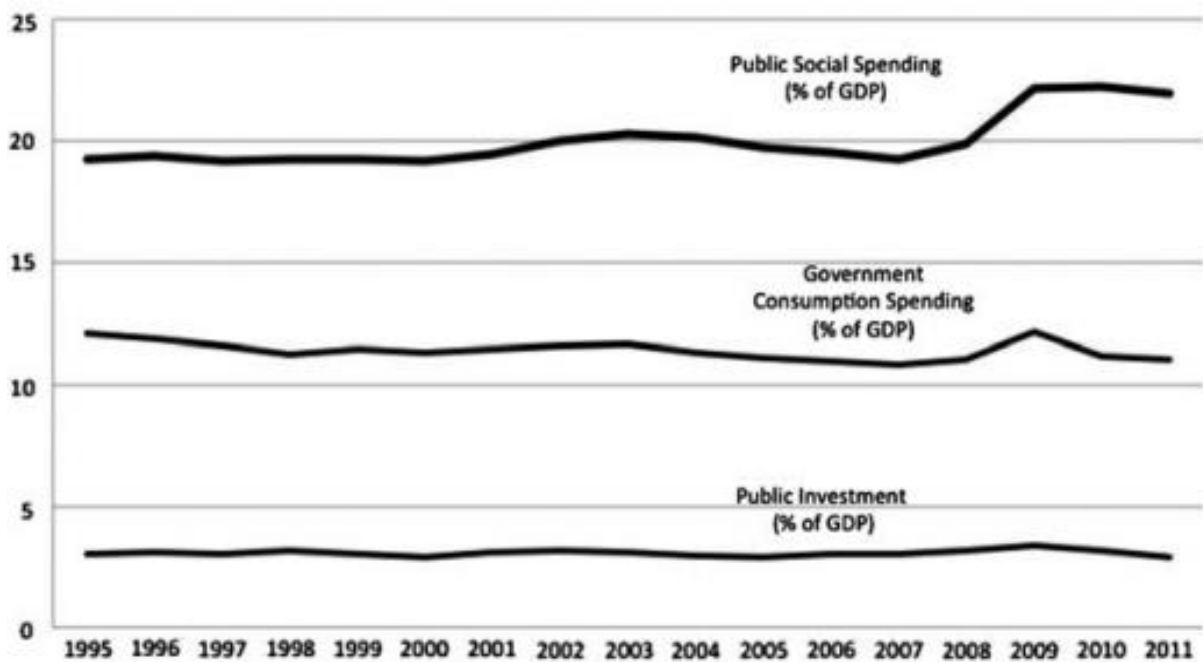
2.6.1. Social Entrepreneurship

Social entrepreneurship is about engaging in activities that address social issues by starting a series of entrepreneurial enterprises, not just to create wealth but to fund the development and implementation of solutions to social issues (Haugh & Talwar, 2016). According to Saebi, Foss, and Linder (2019), a social entrepreneur is someone who uses logical thinking to a logical solution. The author adds that social entrepreneur with a pro environmental behaviour identifies business opportunity that addresses social issues. The social condition in South African townships provides ample opportunities for such activity. For example: coordinated entrepreneurial management and leadership programs create opportunities for a socially needed businesses such green entrepreneurship in the form of recycling business which is an ecological and an economic sustainability activity because it is a solution to the health environment (Muo & Azeez, 2019). Youth development activities, in the form of arts, culture and sports, are the social life in townships, therefore a conducive environment created by entrepreneurial leadership foresight trigger a social entrepreneur to see an opportunity that is to solution to social development. South African townships have an exponentially high unemployment rate, especially among the youth, which results in a range of criminal activities (Bhorat, Van der Zee, & Thornton, 2020). The authors further mention a wide inequalities gap in South Africa's socio-economic conditions. Business activities flourish in affluent areas such as suburbs with high-income earners and business owners enjoying the first-world infrastructure and services.

Zahra and Wright (2016) suggest a need to rethink the large-scale impact of entrepreneurship activities that are leaned much more on transforming underserved communities. South African social issues are huge and are exacerbated by a poor performing economy year after year. Social spending in the form of 'statutory grants' spending together with COVID-19 temporary relief grants, has become unsustainable. Connolly and Li (2016) state that the impact of government social spending hurts the

growth of the host's economy. The authors further state that out of the three-government social spending (i.e., consumption spending, public investment spending and public social spending) social spending in the form of cash grants such as old age, disability and unemployment has a significant negative effect on the subsequent growth of the economy. COVID-19 and the corrupt political system have, in no doubt, given rise to the already struggling SA economy.

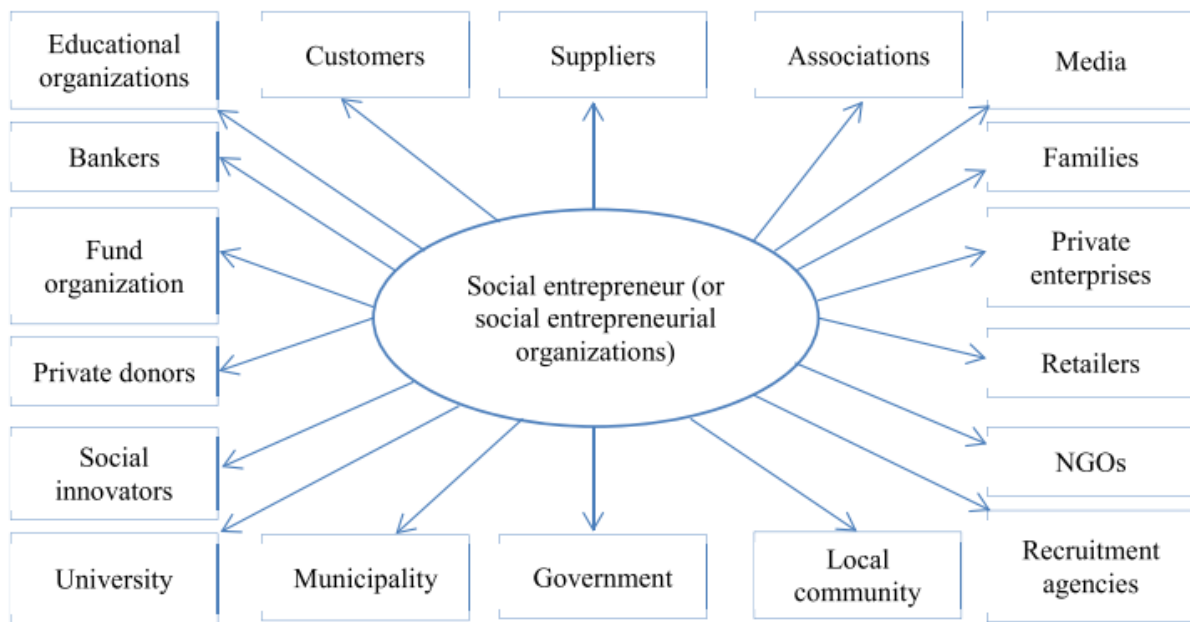
Figure 2.1: Shows government spending in OECD countries



Source: (Connolly & Li, 2016)

Even though Connolly and Li (2016) concludes that all three government spending have a negative impact on the economy, especially since the increase in social spending has a much more significant negative impact, the public investment spending (public hospitals, schools and housing) infrastructural projects initiatives through targeted social entrepreneurship is bound to uplift the township economy.

Figure 2.2: Shows social entrepreneurship stakeholder network



Source: (Bozhikin, Macke, & da Costa, 2019)

2.6.2. Strategic Entrepreneurship

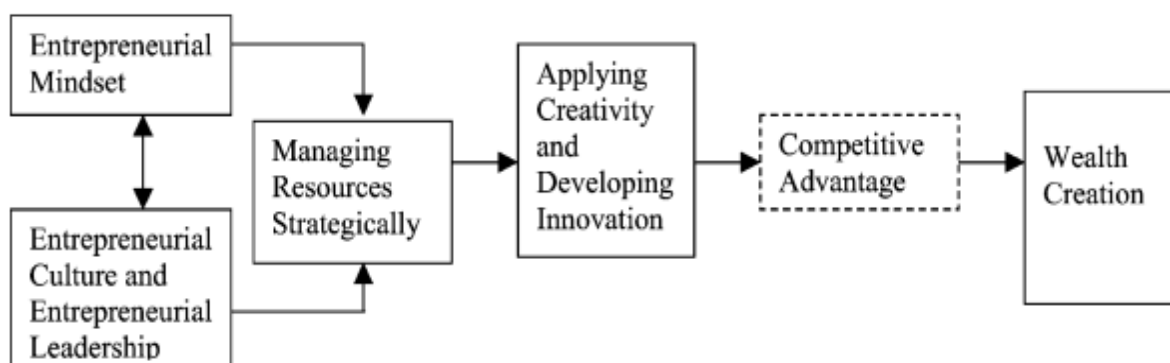
Mazzei (2018) posits that strategic entrepreneurship refers to a well-established business using entrepreneurial approach to identify new opportunities of competitive advantage through innovation driven activities. The author states that the goal is to create value by tapping into a strong resource base and capabilities for deployment in unique ways. The hunger for township economic development presents a great opportunity to attract equity investment and collaborative partnerships to service township market. Township entrepreneurship development stands to gain from this resource reservoir in the form of physical infrastructure and soft skills transfer. The Checkers e-delivery service, currently operating only in affluent areas for safety reasons, can be extended to townships through partnerships.

Klein, Barney, and Foss (2012) posit that strategic entrepreneurship is a combination of two disciplines that are mutually supportive of the other, where one is about a realized innovative opportunity for venture creation and another one about competitive advantage through resource allocation. Duhaime, Hitt, and Lyles (2021) add that the value of the strategic entrepreneurship construct is that it has an abundant knowledge resource drawn from multiple disciplines, including strategic management and entrepreneurship. The importance of innovation in the economy validates the

significance of entrepreneurial activity and strategic management of resources to sustain economic development. Ireland, Hitt, and Sirmon (2003) stipulate the significance of the co-existing of both disciplines in that it is not easy to research one while overlooking the findings of the other. The authors state that identifying a gap coupled with strategic management of resources stimulates growth. Realizing growth leads to economies of scale, thus sustaining competitive advantage through non-imitability and non-substitutability of product or service offering.

Zhao, Ishihara, & Jennings, (2020) narrate the complimentary nature of entrepreneurship, innovative opportunity identification, and strategic management on maintaining competitive advantage. The authors state that new ventures can identify an existing gap in the market but fail to maintain a competitive advantage. In contrast, established businesses can maintain a competitive advantage and thus fail to see new opportunities. Wealth and growth have complementary inputs in the sense that wealth help create growth, thus creating a competitive advantage by allocating more resources. Growth creates wealth through building economies of scale, thus producing more resources and a competitive advantage. Integrative strategic management dimensions such as entrepreneurial mindset, entrepreneurial culture, entrepreneurial leadership, and strategic management of resources are great resource and of great relevance in the domains of both disciplines, i.e., innovation creations, alliance capital, governance, and growth.

Figure 2.3: Shows integrative model of strategic entrepreneurship



Source: (Hitt, Ireland, Camp, & Sexton, 2002)

The model maps out the favourable conditions and interplay processes between the strategic entrepreneurship dimensions and their domains. The entrepreneurial

mindset identifies a rare opportunity that becomes an innovative creation. In contrast, entrepreneurial culture maintains uniform attitudes, values, and skills critical for sustained growth and the strategic management of resources for a competitive lead.

Klein et al. (2012) conclude that the presumption that can be drawn is that the two disciplines (i.e., strategic management and entrepreneurial management) have clear evidence of complementarity. Strategic management is about sustaining competitive advantage through market share hold because of unique offerings in terms of non-imitable product offerings while seeking opportunities through economies of scale by deploying resources, thus creating wealth.

2.6.3. Community Entrepreneurship

Davidsson (2009) view community entrepreneurship development as a series of enterprises making life better for communities. The author notes that the nexus between community and entrepreneurship is that it provides for unmet needs that talk to culture and infrastructure needs. Community entrepreneurship encompasses the narratives of the community through culture, leadership, institutions, history, and policies.

Fortunato and Alter (2015) posit that entrepreneurship development has a different meaning to different people, depending on the understanding of the term based on certain conditions the term is applied. The author states that a local individual that identifies an opportunity to create a non-profit organization that engages in innovative community awareness activities and another local individual that sees an opportunity for business development growth are both entrepreneurs that serve a need of the local community. According to Acs (2006), both individuals are catalysts of community development and deliver massive value highly needed by the community.

According to Lyons, Alter, Audretsch, and Augustine (2012), social scientists have observed that local factors interplay in communities where the ecosystem of local culture, local policies, and social and physical infrastructure are the antecedents of promoting community entrepreneurial activity. Amorós and Bosma (2014) state that culture and policy impact entrepreneurial action processes through the array of entrepreneurial policy ecosystems. A community, being people, interact daily in grouping activities such as the church or cultural groupings, which means an

entrepreneurial opportunity is bound to get support from familiar locals, provided it satisfies all other enterprise prerequisites (Tuovila, 2021).

Fortunato and Alter (2015) state that one cannot pinpoint the exact definition of entrepreneurship or an entrepreneur. The authors state that the fitting definition is determined by the endogenous factors of the specific economy status and that in developing economies where there is a high demand for infrastructure, an entrepreneur can be someone who comes up with an agricultural community initiative as opposed to someone who starts a biotech start-up which needs skilled labour and high-tech facilities.

2.7. Entrepreneurial Management and Implementation Programs

2.7.1. Entrepreneurial-Driven Infrastructural Planning and Implementation Programs

The use of local infrastructure spending, though short-term, provides long-term economic benefits (Holtz-Eakin & Mandel, 2015). Infrastructure spending leads to more economic activities in the form of consumer spending and an increase in tax collection.

The infrastructural needs provide an excellent opportunity for entrepreneurship to drive socio-economic programs. A brilliant and innovative way of ensuring successful implementation programs is about coming creating innovative ways (Jones et al., 2018).

The emphasis is on spatial program implementation using the Growth Area Planning Committees in each precinct or district driven by implementation coordinators drawn from a pool of expert knowledge that Durban possesses. The benefit of using precinct committees on planning and implementation is the locals' feeling of control in driving initiative, making them intimate participants (Markey et al., 2008). The proposed practitioners or implementation coordinators working with precinct committees collaborate on agreed priorities of spatial response. It starts with an inventory of the immediate needs of a specific precinct because the scale of infrastructure needs might not be the same for all people in the same community. Township infrastructure

presents entrepreneurship opportunities in housing, roads, schools, retail space and innovation & creative centres.

2.7.2. Creating Townships Entrepreneurial Hubs for Business Activities' Support Programs

Townships provide a good business opportunity market, from retail to building and supply services. The cities' CBDs are dependent on the township market for sustainability. It is an excellent opportunity for the township development process to use infrastructure as part of urban regeneration through a change of land use from a traditional plan to repurposing for a mixed-use infrastructure.

Entrepreneurial hubs are Centre of creativity and innovation where a mix of resources are used to cultivate human capital and modest growth in the flow of entrepreneurship (Hess, Hassel, & Governance, 2007). The hubs connect township entrepreneurs with various sector economy partners in support, funding, and advisory services' single interfacing (regulatory, finance, business development and market data).

Township economic development issues and the social ills are similar across the country. Still, there is a need to use a model that is grounded in local values in each specific community to see the increase in collective learning and collaborative creativity. A granular analysis of the variations in the local economy to identify potential local pillars of competitiveness is crucial (Sleuwaegen & Ramboer, 2020). It is this analysis that determines the composition of services for specific spatial entrepreneurial hubs embedded in the local context. The economic status of KwaZulu-Natal is different from region to region and from township to township. There are also intra-economic variations within townships, with some more developed than the others in terms of infrastructure needs and human capital.

The European Union uses Regional Competitive Index to measure regional competitiveness (Iosif, 2015). It considers the endogenous factors of a territory to identify and measure the competitiveness potential. Though EU Regional Competitive Index is at the global level, the same concept of mapping out regions according to their internal economic trigger points can be used to experiment with growth based on their specific economic variations index.

An experimental-orientated economy that is rooted in local and regional contexts where high-impact entrepreneurship is envisaged is bound to succeed wildly in instances of local human capital that drive initiatives. There must be one infrastructure dwelling for every number of dwellings in one community, providing both social and community infrastructure. Both infrastructure needs serve as the backbone for communities, and putting these buildings and systems in place will help improve economic growth.

The township entrepreneurial hub model should be the one that put the informal economy into a new trajectory. It should emphasize local community involvement with locally embedded values. The hubs should address issues for many existing businesses and, at the same time create opportunities for new entrepreneurship.

2.7.3. Enterprise Institutes for Educational Entrepreneurship

The driving force behind economic activities is the accumulation of human capital, which ultimately becomes a pipeline for entrepreneurship (Hess et al., 2007). This is possible by cultivating promising talent through educational entrepreneurship schools that help develop skill sets and reasoning to start new ventures. The author states that the United States has, through public policy on education, seen the emergence of charter schools (K-12 education) model and have become part of public education over the years. They are stand-alone or independent schools from kindergarten to grade 12, run by community groups, business organisations or foundations. A significant number of educational entrepreneurs are involved, and there has been an impressive modest growth of entrepreneurial individuals from entrepreneurial schools.

According to Hess & McShane (2021) seasoned entrepreneurs launched education venture or schools such as High-Tech High by Larry Rosenstock, aspire by Don Shalvey, KIPP by Mike Feinberg (Knowledge Is Power Program). These entrepreneurial schools work closely with different entrepreneurial heavy weights and policy makers to tackle obstructive entrepreneurial policies and offer financial capital and committed personnel to nurture entrepreneurial talent. They have capital funds like The New Schools Venture Fund, and Charter School Growth Fund which look at experience individuals to start entrepreneurial schools using their expertise. They help in acquiring land and building and administrative support. They provide hands-on

approach to the schools with everything entrepreneurial, including incubation, and provide capital enough to start a successful venture.

2.7.4. The Role of Local Government Policy on Institutional Knowledge Design

The local community is long-term viability depends on the local government's responsibility and the ability to design and implement adequate responses to local structural changes to the economy (Rodríguez-Bolívar, 2015). There is ongoing pressure on cities to increase innovativeness and agility for continuous local transformative capacity, especially with the recent COVID-19 pandemic.

Knowledge Management is critical in creating a foundation of core competencies and a competitive edge. A city that possesses creative class is competitively far ahead of other cities in understanding the processes of economic development (Pratt, 2008). One of the creative processes is how it collects and collate the city's knowledge to use it as a unique asset in strategic planning and decision making. New York City is a competitive city in every aspect in that it is the base of the world's intellectual, commercial and financial innovation (Esmailpoorarabi, Yigitcanlar, Guaralda, & Kamruzzaman, 2018). It is characterized by the highly skilled human capital where its dense concentration of creatives is a true competitive advantage.

The city of Durban, with its strategic geographic location, holds a, somewhat, similar position in the regional economy that has attracted human capital over the years. The critical aspect of its competitiveness is how it has used or put in place knowledge management system to retain such knowledge for future growth and sustainability (Cardoni, Zanin, Corazza, & Paradisi, 2020). The South African change of political landscape has led to the city of Johannesburg losing several best and critical skills, such as engineers to the city of Cape Town. The city of Durban's knowledge base that is embedded and carried through multiple entities across all sectoral economies is the basis for putting a Knowledge Management System in both physical and virtual sources format for easy access.

Durban is one of the country's main economic hubs and its geographic location is strategic in a sense that it feeds other economies including neighbouring countries. The concentration of complimentary industries and academic institutions within the city

can be exploited to design and build a sound knowledge resource to benefit township entrepreneurship.

The geographic location of the city and its relatable industries makes Durban and business making a convenient place. Township economy stand to gain a lot from the value chain flows of the city. The benefit depends on the way the city's knowledge management (tacit and explicit) is integrated, packaged and presented as an accessible resource to spatially targeted communities for entrepreneurial activities (Pfeffer et al., 2013).

According Ma, Liu, Huang, and Li (2019), the impact of local government policy can be measured and assessed on the strength of collaboration in its economic revival activities. The interaction of various stakeholders and industry experts produces a good knowledge resource and innovation ecosystem. The policy based on inclusiveness in institutional design relies on collaboration from research institutes, academia, individual policy experts and business networks (Sørensen & Torfing, 2017). It is through these interactions that innovative knowledge is created in designing an institution that attract even external investment and encourage internal investment. It is on this note that local leadership must have a constitutional undertaking by taking ownership and responsibility for the problems in local communities.

2.7.5. Spatial Infrastructure Development

According to Markey et al. (2008), the failure to consider the context of place in strategy formulation and planning processes results in limiting abilities and creates false expectations. The author states that the spatial economic development approach involving local communities with specific programs and building relationships results in the communities' buy-in and commitments.

The Context of place (i.e. history, culture and organizational groupings) in the spatial development strategy formulation and planning processes needs to include specific communities with complete control of its initiatives (Hambleton, 2019). The success of community development initiatives is mainly dependent on end-user participation and control. According to Lyons et al. (2012), the involvement of local communities has positive emotional and physical returns which indicates that they take value in the

infrastructure and commit to protecting it. Service delivery protests around townships sees the infrastructure gets destroyed because of not feeling ownership.

The most crucial step is to build relationships by engaging communities in their small settings and that infrastructure built should be seen as promoting business creation and community development (Tan, Tan, & Young, 2000). The author further states that the advantage of engaging communities in their small community setting increases the level of trust and transforms into a lasting relationship. The challenge is that the system of dealing with communities through the local ward councillor seems to be too politicized and out of touch in such a way that people have lost trust hence the level of service protests.

2.7.6. Financing Township Economies (SMMEs)

Cities, generally, are engines of economic growth, where social, economic, political challenges and solutions meet (Colenbrander, 2016). It is the responsibility of city leadership in getting the economic fundamentals in place through financing activities that make a mark on economic uplift. Financing economic activities needs efficiency of collecting revenue taxes to fund infrastructure projects in order to deal with township infrastructure deficit for long term growth and development (Eger III & Hackbart, 2001).

According to Aker and Cariolle (2020), digital technology and innovation infrastructure such as a broadband enhances opportunities in new sectoral economies such as fin tech, agro-tech and health tech. Raheem, Isah, and Adedeji (2018) adds that it is therefore vital to bridge financing gap and provide capital to support investment to support inclusive economy. A flourishing city creates culture that comes with pride and a distinctive identity of the city. Townships are lagging when it comes to economic activities' enabling environment such as hard and soft infrastructure which creates more value in skills investment.

The township economy is historically retail services that are informal in nature. It has however sustained many families for decades and most of the South African population do not have access to financial services. Township economic infrastructure and social issues does not attract external investment. Townships retail sector is an essential township activity. It is therefore essential to have inwardly related economic activities to prevent seepage of income to external businesses.

2.7.7. Political Support in Township Economic Activities

Political support is the intent and influence of local political leadership in designing economic models that are to sustain the economy (Heimberger, Huber, & Kapeller, 2020). Maintaining economy through partnership of economic sectors that talks to each other such as tourism, transport, restaurants, digital access, and security solidify inclusive economy and guarantees prevention against extreme poverty.

It is the nature of a relationship between political leaders and public that restores confidence and trust that people's need is being attended to.

2.7.8. Partnerships

The composition of entrepreneurship activities cannot succeed without the fostering of private/ public partnership with local players such as industry and academic institutions which enhances a pool of expert inputs in collaborative governance (Shabangu & Oksiutycz, 2018). The current social condition in townships requires such partnerships with a clearly determined political intent in providing leadership in poverty alleviation. The complex issues in these areas are overwhelming and really need leadership that takes pragmatic measures to design and implement the ecosystem that responds to core societal issues. The policy domain in the ecosystem ensures the development of entrepreneurial skills and is measured through the effective increase in the entrepreneurial activity.

The government and private sector partnerships and collaborative activities witnessed in the early stages of the coronavirus pandemic could be used as a blueprint to solutions of economic pandemic currently ravaging township communities.

2.7.9. Civic Leadership

The primary function of civic leadership is its responsiveness and the responsibility to the constituency (Lefkofridi & Nezi, 2020). It is about understanding the real issues and authentically respond to such issues instead of uniform (i.e., one size fits all) approach. It pertains having an ear on the ground, listening to various voices and blend it into formulating policies strongly leaned towards the aspirations of the local constituency. Responding to issues through targeted policy formulation is to be

coupled with responsible ethical, effective and transparent leadership (Barrett, Horne, & Fien, 2016). We often see the tension between responsiveness and responsibility which is often caused by the imbalances from how leadership deals with each of these factors. To affect the civic duty, the responsibility of leadership is to ensure a conducive environment for entrepreneurship to prosper. The authentic responsive policies enhance entrepreneurial activity (Fuerlinger et al., 2015). It is through a distinctive and agile leadership that a good execution of strategic plan can be measured with an improved social condition in the townships. According to Hambleton (2019), there is a need for civic leadership for communities to prosper. Civic leadership emphasizes placed based leadership whereby collaborative governance is used to address local specific community issues and needs. Civic leadership draws on the knowledge and expertise of vast groupings with locally vested interest.

2.8. Theoretical Framework

The theoretical underpinning of this research is to draw connection between theories by other scholars on the community of variables that are appropriate for economic development in the context of their effectiveness in entrepreneurship management and leadership on township economic development and growth. This research interrogates and assesses action outcomes of key players, the manner of institutional arrangements in relation to entrepreneurial management and leadership towards the upliftment of township economic development.

In this section, the researcher reviews several theories and models in relation to their relatedness and significance on township entrepreneurship.

Nkansah (2011) states that exploring and understanding factors that enhance and constrain entrepreneurial activities is essential. Naudé (2010) explains that several research scholars have developed theoretical insights on entrepreneurship concerning intersections, relationships and gaps within the Development Theory, the Resource Based View Theory, the Institutional Theory and the Leadership Theory.

2.8.1. The significance of Multidisciplinary Approach Theories and Models in Entrepreneurship

According to Schumpeter and Swedberg (2021) theories of development are an elaborate explanation of the process of change in society and that they are a process guide structure on coordination of interrelated economic variables (i.e., Resources Base View Theory, Development Theory, Institutional Theory, Leadership Theory) that relate to internal forces of local conditions. Scheba and Turok (2020) states that many townships in South Africa are characterized by slow process of change because of deficiencies of socio-economic infrastructure such as water, electricity, sanitation, roads, serviced land, business services. The effects of poor infrastructure phenomena are that individual township entrepreneurs simply employ their own methods of operation which often clash with regulatory compliance requirements.

Pieterse (2010) states development theory is a group of theories put together to explore triggers of economic growth in society. Every aspect of development that seems to be part of a common thread in society, is analysed and a scenario impact assessment conducted to ascertain successful applicability. The author posits that there has been significant change in approach towards development that were previously characterized by single sector theories which failed to identify cross sector aspects. Development theories have now adopted multidisciplinary approaches because of the realization that activities of these disciplines are essentially embedded.

Scheba and Turok (2020) states that since local government agencies are the facilitating agents of township development, a successful township economy is dependent on a management structure that embark on economic activities rooted in strong institutional support, human capital strengths and social interactions. The author adds that the current governance system is not supportive of township entrepreneurship because regulation compliance requirement drives businesspeople further into informality.

2.8.2. Entrepreneurship and The Development Theory

Early scholars and economists formed a view that entrepreneurship had no pivotal role in economic development, which was reflected in the founding of the Development Theory (Neumann, 2021). The author states that early research finding show few new

entrepreneurship firms had any significant impact on economic growth. However, in the preceding years, the institutional background was different from the years that followed regarding economic development perspectives (Audretsch, Keilbach, & Lehmann, 2006). The author state that economic development perspectives changed to focus on entrepreneurship as critical in the modern economy.

The theoretical insights analysis of the development theory suggests overwhelming evidence of the intersection between entrepreneurship and development (Naudé, 2013). The theoretical analysis discovers that entrepreneurs play a vital role in the structural transformation of economic growth, influenced by an increased rate of behavioural activities creating small businesses (Naudé, 2010). The shift from small to medium business and from traditional to the modern economy is coordinated by these change agents who, through innovation and specialization, present vital inputs in new product or service offerings, thus increasing production activity that results in more employment (Rada, 2007).

Desai (2011) states that when analysing countries' entrepreneurial activities report from the Global Entrepreneurship Report, the World Bank and the International Labour Organization, none of the three reports conclusively find any correlation in what (KritiKoS, 2014) and other scholars posit that entrepreneurship is a global creator of employment. (Wennekers, Van Wennekers, Thurik, & Reynolds, 2005) postulate that there is a high entrepreneurship activity in developing countries yet lower employment levels. (Z. J. Acs, Desai, & Klapper, 2008) state that this U-shaped relationship between high entrepreneurship and lower employment levels can be due to a lack of innovation and that most entrepreneurial activities in developing countries are based on necessity entrepreneurship.

Van Praag & Versloot (2007) mention that the impact of entrepreneurship results in job creation compared to non-entrepreneurs, but the quality of such jobs tends to be low; hence it does not drive adequate development (i.e., necessity entrepreneurship). Coad & Rao (2008) state that policy should have a particular target of a subset of entrepreneurs, such as innovative entrepreneurs in high-tech sectors with higher productivity levels; hence they produce good quality and sustainable employment. Naudé (2010) postulate that there is a need to enhance the supply of entrepreneurship not only on human capital but also an intense focus on an entrepreneur's innovative

and creative capabilities. The author further states that the Innovative Capabilities Approach is vital since empirical evidence indicates that innovative entrepreneurship significantly impacts economic growth. Innovation Capabilities Approach policies have supported the creation of economic development and impactful entrepreneurial ventures such as Silicone Valley, Amazon, Facebook, WhatsApp etc. These companies have effectively contributed to employment worldwide.

2.8.2.1. Economic Growth Models and Entrepreneurship Policies

Sharipov (2015) states that countries' population growth has been characterized by pressures of human development to keep up with the ever-growing demand for improved living standards and sustained economic growth. Economists have, over the years, through research, devised economic growth theoretical frameworks that countries can use to develop economic policies to meet such demands. Stiglitz (2016) mentions that economic growth theories and development models should support the "rising tide hypothesis", where economic development focus should be on people at the bottom to help them rise.

2.8.2.2. Schumpeter Economic Growth Model

Aghion (2015) state that a Schumpeterian Growth Model's disruptive innovation is a product of entrepreneurial investment in an economy. The influence and contribution of Schumpeter highlight the different roles of entrepreneurial creativity in economics and social aspects in that new venture innovation creates new markets and new knowledge spillovers. Schumpeter's entrepreneurship model puts the human factor at the core of economic development. An individual is a "one in many" because an entrepreneur engages in different business activities in planning, organizing finance and controlling the venture's production factors.

The study analysis of Schumpeter's theoretical growth models, individual entrepreneurs and entrepreneurship within the organization are the driving force of economic growth (Aghion, 2017). The study mentions the synthesis between Schumpeter I and Schumpeter II in that both theories discuss creative inventions that connect various critical economic impacts on science, technology, investment, and the market. Schumpeter's views put forward investment in technological capabilities.

2.8.2.3. AK Economic Growth Model

The AK Model is an economic growth model developed by French economist Paul Romer; according to the model, internal processes within the economic activity system determine a country's economic growth (Acemoglu, 2008). The author states that AK Economic Growth theory puts entrepreneurs at the core of economic growth, highlighting their technological capabilities and the economic multiplier effects. Technical capabilities add to the accumulation of capital in the form of innovation or intellectual capital, leading to technological progress (Tseng, 2014). It, therefore, offsets the propensity of diminishing returns of wealth, where the marginal product of capital is constant due to technological effect.

2.8.3. Entrepreneurship and Resource-Based View Theory

The resource-based view is the theory that firms leverage resources to implement strategies to compete effectively within their markets efficiently (Hooley, Broderick, & Möller, 1998). An analytical view comparison on resource conceptualization between research scholars and entrepreneurs, they found similarities and differences in how each view resources in competitive advantage (Kellermanns, Walter, Crook, Kemmerer, & Narayanan, 2016).

The whole concept of a resource as a competitive advantage encompasses various aspects, such as a firm's assets, capabilities and processes that culminate in information and knowledge resources (Barney, 2015). The analytical shortcoming of the theory is that it views the resources as a core concept of resource-based view theory and that it focuses mainly on strategic management research by economists who based their analysis on larger firms which do not include practising entrepreneurs' resource conceptualization (Kraaijenbrink, Spender, & Groen, 2010). The strategic management RBV conceptualization is narrow given entrepreneurial activity and does not incorporate small individual firms that might be operating on different concepts and different resource needs (Foss, Klein, Kor, & Mahoney, 2008).

Practising entrepreneurs put less emphasis on physical assets or large base firm's human capital (Kellermanns et al., 2016); though necessary, instead, they rely more on relationship capital (Poppo & Zenger, 2002); with other firms in terms of contractual capital and interfirm collaboration which compliments the resource base and translate

into a strategic resource extension benefit (Barney, 2015). Researchers and practising entrepreneurs see growth differently (Achtenhagen, Naldi, & Melin, 2010). Entrepreneurs measure the resource value outcomes in relative terms instead of researchers focusing more on future value creation results, such as competitive edge (Kellermanns et al., 2016).

2.8.4. Entrepreneurship and Institutional Theory

The institutional theory asserts that institutional set-up in developing economies must be anchored on social issues to achieve developmental goals in society (Elert & Henrekson, 2021). The author states that entrepreneurship growth is strongly influenced by the institutional environment's formal structures that create rules and requirements to conform to.

The scholarly literature on public policy and public management emphasize a shift from government to governance (Grimm & Bock, 2022). The suggested model shift calls for transition from government control to activity of governing which essentially create an environment of collaborative relationships between local people stakeholder and local government authorities. Therefore, the success of entrepreneurial pursuits depends on built institution that has economic spillovers in between entrepreneurship inputs (i.e. land use, regulation, finance access, education) (Chowdhury, 2019).

The institutional set up is key to economic growth and that entrepreneurship success is linked to the arrangement of multi-level institutions and the level of interaction in support of entrepreneurship (Bosma, Content, Sanders, & Stam, 2018). The use of institutional theory as a guiding principle is key to township entrepreneurship growth.

Entrepreneurship research has historically linked the characteristics of an entrepreneur where psychological traits are pronounced as the primary influence that triggers entrepreneurship activity (Veciana & Urbano, 2008). The entrepreneurial research has evolved to include institutional theory structural perspectives as constrains or supporters of entrepreneurship (Su, Zhai, Karlsson, & Practice, 2017). The institutional entrepreneurship theory research analysis discovers various extensive carriers of institutions at multilevel with different applicable influences in the lifecycle stages of entrepreneurship ventures (Su et al., 2017).

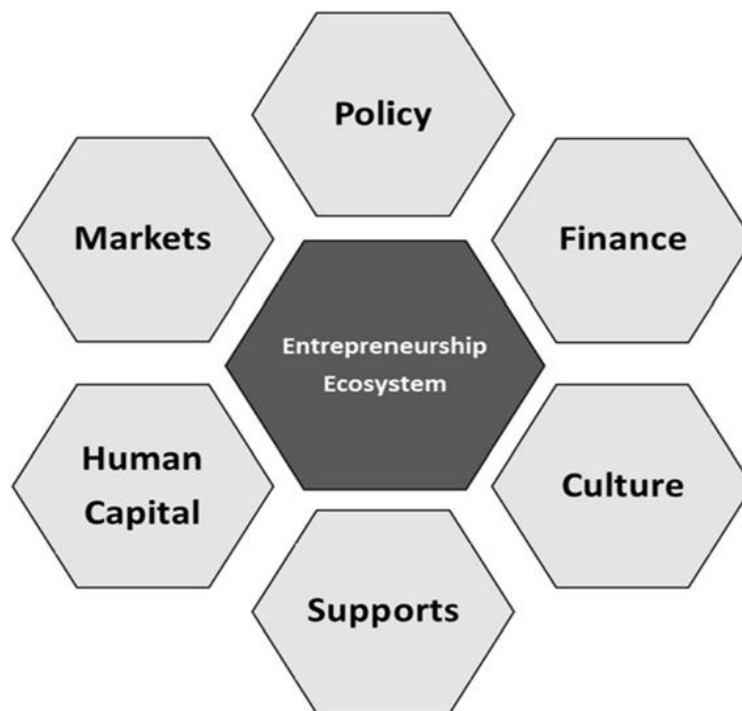
The “research outcomes on interactions between entrepreneurship and institutions” finds that research is fragmented but provides a base for further examining how institutional logic (formal and informal) in different eras, distributed across varying levels of analysis (i.e. macro-level, micro-level and meso-level) affects decision making in terms of constraints and or facilitation (Su et al., 2017). There is a need to probe further complexities brought about by different systems of influence in institutional theory (Bruton, Ahlstrom, Li, & practice, 2010).

2.8.4.1. Theoretical Framework for Local Leadership on building the sustainable entrepreneurship ecosystem

The effectiveness of entrepreneurship is measured by the composition of entrepreneurship ecosystem units and the level of interaction within the ecosystem in support of individual entrepreneurs, from intention to action (Serban, 2016). The main activities determining the impactful entrepreneurship ecosystem are the integrative processes of policy, finance, human capital, the market and support structure as pillars of infrastructural development by creating hubs that encourage creativity and innovation (Kroukamp & Cloete, 2018). Building a sustainable entrepreneurship ecosystem based on local conditions and scenarios ensures that leadership understands and takes responsibility for a localized economic development plan.

The author further states that the ecosystem comprises regulatory policies, community involvement, and stakeholder institutions that help sustain employment creation and social impact. The author compares entrepreneurship to a process of Complex Adaptive Systems where the ecosystem elements are independent of each other, but their connectedness and interaction determine practical entrepreneurial activity outputs. Therefore, local leadership that works on a place-based theoretical framework is bound to realize the goals of uplifting the township economy (Hambleton, 2019). Efficiency-driven economies such as Germany have used entrepreneurship to drive their economic sustainability and growth. Germany used diverse networks with local interests and knowledge to create an entrepreneurship ecosystem that promoted the creation of new ventures (Fuerlinger et al., 2015).

Figure 2.3: Shows domains of the entrepreneurial ecosystem.



Source: (Fuerlinger et al., 2015)

2.8.5. Entrepreneurship and Leadership Theory

Transformational leadership theory shares some theoretical insights from institutional theory, where the integration of leadership and the societal level of institutional logic act as antecedents of entrepreneurial activity that addresses societal issues (Naderi, Vosta, Ebrahimi, Jalilvand, 2019). Social entrepreneurship is another form of transformational leadership contributing to societal sustainability (Muralidharan & Pathak, 2018). Benmira and Agboola (2021) states that, though leadership is complex and multidimensional, the simple assertion is that leadership is a guiding process that involves mobilization of resources and people towards a specific goal. The author posit that the mobilization of resources and people is embedded in the aspirations of set objectives. Entrepreneurship management is highly dependent on this guiding process and the type of leadership that is vision driven by societal development goals.

Malik and Azmat (2019) states that leader and leadership are widely use terms without recognition of their distinctive definitions and features. The author posit that a leader

is someone in a position of authority and adds that in the context of development, a leader is someone with a suitable trait and a leadership style that is vision driven.

Hambleton (2019) states that there is an overwhelming view from scholars that a place-based leadership encourages joint efforts from local participants for an all-inclusive community services outcome. Local participation draws on complimentary strength of civic engagement because people develop a strong feeling of commitment. Furthermore, the author states that place-based leadership approach strengthens policy formulation and public governance which is a desirable exercise for entrepreneurship management and growth.

2.9. Summary

This chapter examines literature from scholars and experts on the critical role of entrepreneurship and its management in modelling economic development on already established economies for sustainability and on poor economies as a remedy for poverty alleviation. The chapter highlights issues of entrepreneurship and the support mechanism available for township entrepreneurs. It draws on the successes and lessons of entrepreneurial models used elsewhere to test the applicability of it in the South African township context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter details the research design and research methodology used in this study. The research design entailed using the phenomenological research design which sought to understand business operators' viewpoints around issues of their specific business operations in townships. This research design studied business operators' activities with the aim to discover core issues that impede economic growth, evaluated local authorities' entrepreneurial support programs and identified gaps. This was done through face-to-face interviews. Data analysis used was thematic analysis to draw prevailing themes across the participants. However, it is essential to highlight that there is some limitation which entails data collected from a small sample size. This limitation might make it difficult to generalize the results of this study as accurate representation across the entire population size. The aim of this study was to investigate challenges faced township entrepreneurs with the purpose of evaluating local authorities' available entrepreneurial programs, the most appropriate methodology used was qualitative research methodology. It helped to describe the phenomenon through lived experiences of business operations. According to Noble and Smith (2015), validity and reliability are an essential measure of judgement on the accuracy and the credibility of the study results. An interview guide was designed as an instrument to establish a structured process as an appropriate measure of validity to ensure that every participant is assessed the same way as others. It planned essential topics to be covered in the interview and the questions to be asked on each topic. Face to face interviews were used as a justified as an appropriate data collection instrument to gain authentic insight from participants in the form of body language displayed when answering specific questions as well as the analysis of physical features that surround the environment of business operation. Alharahsheh and Pius (2020) states that the theoretical assumption of research is that face to face interaction consists of actions and reactions according to the participants' subjective interpretations.

According to McNabb (2015), research scholars emphasize the importance for any researcher to have gone through all the standardized research methods for the

researched phenomenon to be trustworthy. The research study states that it is imperative that a researcher dedicates time to study the research methods and the philosophical perspectives because it helps to clearly emulate the area of interest in the research. Creswell and Poth (2016) postulate that a deeper understanding of grounded theory literature demonstrates the research possess sound academic standards and boosts the thinking ability of the researcher.

The research methodology in this chapter includes research design, data collection methods and data analysis.

3.2. Data Collection Strategy

According to Korstjens et al. (2018), data collection is a systematic way of collecting specific information from different sources through standardized methods and procedures for the purpose of measuring and analysing the collected data in order to develop insight of the researched phenomenon. Rahi (2017) defines research strategy as a plan and a process of collecting and interpreting data in the form of surveys, experiments, observations, focus groups and history. The process involves establishing the guidelines in terms of setting the parameters and stipulating types of data to be collected.

Data collection strategy lays a foundational guide for the researcher to choose an appropriate method that will help give answers to research questions.

3.2.1. The Research Philosophy

According to Mkansi and Acheampong (2012), research philosophy is about the development of knowledge, which entails assumptions on what we know, or think is the reality and the way we go about getting to know the nature of existence of the phenomena. The author states that these assumptions shape the way the investigator conducts research. Cuthbertson, Robb, and Blair (2020), states that the choice of methodology, the research strategy, data collection techniques as well as procedures are underpinned by a set of assumptions. Research philosophies differ through the types of assumptions they each make, i.e., Ontology, Epistemology and Axiology. Basias and Pollalis (2018) postulates the essence of any research is to interrogate and find facts on a researched phenomenon's body of knowledge through systematic

enquiry's underpinned philosophy and the methodology. It entails the process of data collection, how the data is analysed, and the instruments used in the research.

Murphy (2016) state that it becomes critical that a researcher goes through a process of interrogating own beliefs or thought processes which, Fink (2000) postulate that it will help foster a relationship on one's philosophy with the way one conducts research. The author posit that a research philosophy well vexed business and management researcher is in good position to choose the appropriate philosophy that best fit the research. Baškarada and Koronios (2018) mention that disagreements on the best philosophy continue to this day, since business and management research draws on the mix of theories from various academic disciplines such as social sciences, applied science, humanities and from the domain of organizational practices.

3.2.2. The Paradigm Perspective

The purpose of any research is to enquire about the nature or the behaviour of a phenomenon and seek to understand or discover the reality of its existence. Fossey, Harvey, McDermott, and Davidson (2002) posit that there are three sets of paradigms that researchers based their assumptions on and beliefs in social science research namely the positivist, interpretivist, and critical realism. Krauss (2005) postulate that it is these paradigms that make a researcher to keep in check own beliefs and values in relation to research. The author posits that researchers should be able to differentiate between the paradigms according to the assumptions they each represent. The three types of assumptions related to research philosophy are ontology, epistemology, and axiology. The author mention that it is very important that researchers are aware of the different assumptions that they might be making along the way at different stage of the research and that these assumptions are distinctive in the way they relate to different philosophy paradigms.

3.2.2.1. *The positivism paradigm approach*

According to Chowdhury (2019), positivism views the social world from a scientific perspective and posits that the truth about the behaviour of human beings can only be studied through observation and experiment, the same objective approach used in natural science. Yanow (2017) states that researcher deduct what is the theory to form a hypothesis that must be scientifically proved of its reality. The author postulates that

positivists believe social reality can be observed according to their patterns and trends to deduce the cause and effect. The ontological assumption to this is the belief in intangible social reality, which means social reality exists like natural reality. Positivists argue that there is one reality that we all have access to through the scientific method and that we can generalize from that single reality. The positivist methodology believes in hypothesis testing where traits and characteristics are operationalized to identify patterns that confirm the hypothesis. The primary purpose is to predict and control variables and to formulate general laws.

3.2.2.2. The interpretivism paradigm approach

Mackenzie and Knipe (2006) posit that an individual's interpretation of the social world is distinctive in manner that they hold differing perspectives based on each worldview. Yanow (2017) postulate that society comprises unique or different individuals with their own narratives on lived experience. The interpretivism paradigm, therefore, encompasses the philosophy that human being is different from natural science as opposed to the positivist approach. Interpretivism base its methodological approach on the meaning of what people create from their lived experiences and the understanding of interpretations of their social world.

According to Omodan (2022), investigators immerse themselves, with empathy, into people's lived experiences to find out what motivates people to act or react in the manner they usually do in specific situations. The author mention that social world is complex and that it involves multiple interpretations, therefore data collection exposes insights that are hard to reach. Yanow (2017) states that ontological assumption on interpretivism is the belief that there are multiple realities constructed through lived experiences and interactions with other people. They vary in nature and that they are time and context bound i.e., if context change over a period, the reality must also change.

The author states that the epistemological interpretivism assumption is that there exists a relationship between reality and the researcher with a belief in a vital role of the researcher where the researcher interprets reality. The author further posits that epistemology is a qualitative methodology where the belief is that knowledge can be measured using scientific rules, reliable tools, and designs to form a distinction

between rationally admissible belief and opinion. It also mentions that because of multiple subjective realities, a researcher must investigate each reality because society is dynamic.

3.2.3. Qualitative Research

According to Hossain (2011), qualitative research is a systematic collection, organization, and interpretation of information with the purpose of presenting the nature of a research phenomenon. Maxwell (2020) posit that qualitative research leads to the generation of valuable information that policy makers and society organization can make decisions on social issues based on empirical studies. Willig (2019) postulates that the research adopts a constructivism stance using an inductive approach to investigate multiple subjective realities to generate novel insight on a research subject. The author further states that qualitative research involves a thoughtful, deliberate, and well-articulated data collection process to develop a theory on social influence.

3.2.3.1. Qualitative Research Characteristics

According to Creswell and Poth (2016), the purpose of qualitative research is to identify the phenomenon that needs to be investigated and describe its dimensions, variables, and meaning. The author postulates that qualitative research is observing and understanding people's actions or behaviour to contextualize social influences.

Antwi and Hamza (2015) state that qualitative research is known for its non-controlling setting, where the research is conducted in a natural environment to allow the participant to respond authentically, and the researcher engages the participants in a neutral approach. It is purposeful that the selection criteria of participants are based on the appropriate development of knowledge in the specific research study. The author further states that the selected participants are information-rich and will validate the research. The research process is detailed in that it records participants' responses and observes nonverbal communication to get insights into the subject matter. It follows the inductive approach, where the investigator immerses himself in exploring the phenomenon and draw inferences.

Aspers (2009) draws on another aspect of qualitative research called empirical phenomenology in social sciences research, derived from the philosophical grounding of Edmund Husserl, Martin Heidegger, and sociologist Alfred Schulz. According to these philosophers, phenomenology is subjectively and intuitively understood through a constructivist approach which grasps the essence of the studied subject's behavioural foundation and practices central to their perspectives. Using the philosophical grounding of phenomenology's theoretical insight makes it practically possible to identify mental constructs that explain the logic behind natural reactions. It is about understanding the conscious experience of a phenomenon that leads to an interpretation of a particular reaction. It is the description of lived experiences and the interpretation of them related to relevant context and the analysis of the essential meaning of it.

3.2.4. The Research Paradigm

This research will be conducted using the interpretive paradigm. According to Charmaz and Thornberg (2021), qualitative research is the response to our social science reflection on the existence and the meaning of a phenomenon where social constructivism accepts that multiple realities are constructed through individual lived experiences and interactions. The author postulates that the interpretive framework is a philosophical perspective a researcher uses to approach research regarding development design, data collection, analysis, and interpretation. Creswell and Poth, (2016) posit that interpretivism is premised on several social science strands constructed from multiple experiences and circumstances in the same place, creating knowledge with a richer understanding of the phenomenon. The author further states that realities change over time because of symbolic interactionism. The author states that symbolic interactionism explains social order and change which means people's views change over time because of continuous interaction and experiences.

3.3. Research Design and Methods

According to Creswell and Poth (2016) it is imperative when engaging in the research process to consider critical issues and decisions made on how the research will be conducted. The key steps to consider are the identification and accessibility of research participants and the data collection and management. The author compares

the research design to an abstract that lays down the shape of the research after concluding the preliminary process of identifying and securing resources. Agee (2009) posits that developing the research frame requires a researcher to properly understand the participant's distinct traits and their domestic environment to ensure suitability and authenticity in answering the research questions. The research design of this study embarked upon is the interpretivism paradigm, where interviews (and observation) with open-ended questions will be used to collect data. According to Alharahsheh and Pius (2020), interpretivism is a method of negotiating the truth through dialogue because the theoretical assumption is that reality is socially constructed. The author postulates that social science research's dialectical process results in a more informed understanding of our social world.

3.3.1. Data Collection Method

Alshenqeeti (2014) states that the significance of a research approach is that it helps formulate a path of researching to understand the phenomena and ensures that the data collected contributes to the research purpose. The author posits that the research approach involves setting a procedure for collecting information, analysing collected data, and interpreting it. This study used face-to-face interviews as a data collection instrument with open-ended questions, which helped give more diversity to the collected data. Entrepreneurs were interviewed using an interview guide to understand their challenges and get their views on methods of addressing the issues they encountered.

3.3.1.1. Interviews

Creswell and Poth (2016) state that the fundamental purpose of conducting research is to tell a story constructed from detailed perspectives. Face-to-face interviews in qualitative research may be the voice of many perspectives and can also consist of many devices to elicit further questions or comments. The devices can be the physical or non-verbal items at the interview that may communicate a particular aspect which may help in information gathering and/or body language reaction to a question that may elicit a further probe. Muzari, Shava, and Shonhiwa (2022) posit that interviews as part of social interactions in social research have the potential to lead to an extensive understanding of the inner issues probed.

Hockey & Forsey (2020) state that interviews are a crucial component in the research design and its usefulness. The author further states that interviews provide the opportunity for an authentic exchange of views and feelings, which is an effective method to put together constructs that define the phenomenon's reality. The author posits that interviews, as a less structured tool, play a significant role in attaining in-depth knowledge where expressed views or answers are revisited to elaborate on prevailing issues during the interview.

3.3.1.2. *Advantages of Personal Interviews*

Research participants' natural setting provides a sense of comfortability, thus making them at ease airing their views and experiences (Queirós, Faria, & Almeida, 2017). Qualitative interviews are a source of large amounts of data, where a single interview can take a researcher more than an hour to transcribe. An instrument is an effective tool for data collection investigating the phenomenon since social interaction gives a researcher opportunity to rephrase or simplify questions; thus, accurate data is uncovered. It consists of non-linguistic aspects such as non-verbal communication as sources of unsaid data that contain valuable sources of information. Busetto, Wick, and Gumbinger (2020) posit that recorded data can be re-examined numerous times until the researcher is satisfied with the appropriate report.

According to Oltmann (2016), face-to-face interviews are the only data collection instrument the researcher can notice and follow up on social cues to add to the rich information. The semi-structured and or unstructured interactive nature of the conversation allows the researcher to formulate questions according to the natural setting of communication, thereby getting more spontaneous answers.

3.3.1.3. *Limitations of Interviews*

According to Alshenqeeti (2014), data quality issues in structured and/or semi-structured interviews is that the control and the richness of information collection depend on the flow of the conversation between the researcher and the participant. The author further states that the researcher may find it challenging to manage the rhythm of the interview where one point of information can be classified as an informant, which requires that the participant be allowed to freely express viewpoints, thereby allowing the participant to conduct the interview guide. The author posits that

there is a point where the information coming out may be classified as a respondent interview in which the researcher exercises greater control driving the interview through a series of questions to get more opinions from the participant.

Onwuegbuzie, Leech, and Collins (2010) state that the issue of bias can also affect the credibility of information where both sides may be blind to the fact that their conduct may be deemed as uncaring or self-promoting. In the researcher's quest to seek more clarity or explore different themes, the participant may feel that some questions are intrusive. The author mentions that the participant may have a diminished interest in continuing the interview because of a lack of trust. On the other hand, the participant may affect the quality of collected information by using the opportunity to look good by casting themselves as having the best view on the subject matter.

3.3.2. Recruitment of Participants

3.3.2.1. Sampling

According to Taherdoost (2016), the research questions and objectives make it impractical to obtain data from every member of the targeted population group. The author states that it is, therefore, crucial to obtain sampling and beware of the need for the appropriate use of sampling techniques to help portray an accurate set of characteristics of the targeted population. The author mentions the importance of designing the means of collecting data that will cover different cases of research information where some questions may allow the researcher to infer the subject matter. In contrast, other questions may help get a deeper understanding of the phenomenon's origin.

Passmore and Baker (2005) state that selecting a population sample is the only alternative in the face of so many constraints such as budget, time, and population size that makes it impossible to conduct research. According to Ruona (2005), any data collection techniques (i.e., interviews, questionnaires, observation) require the careful selection of a population sample and the selected sample should be able to answer a research question. The author states that the advantage of collecting data from fewer cases is that it provides an opportunity for high-quality and detailed information very difficult cases to reach.

3.3.2.2. Population

This study indicated in the research question and objectives, is about entrepreneurship in and around eThekweni Municipality. The target population are twenty entrepreneurs in townships of eThekweni Municipality township areas such Clermont, KwaDabeka, Wyebank and Ntuzuma. The population sample selected was fifteen but interviewed twelve township entrepreneurs who have been in the business for five to ten years. The sample size selected informed fully all the crucial elements of the research topic and the interviews did not lead to new concepts.

3.3.2.3. The sample selection

The sampling method used in this data collection is non-probability sampling, choosing a purposeful sampling technique. The purpose of choosing this sampling technique was the intention to gather data from participants according to their specific experiences and understanding of their business operational fields and to draw inferences on their characteristics. The researcher was deliberate in choosing participants who have been in business between 5 to 10 years because the progression of business lifecycle from entry (or launch) stage to growth stage is linked to the impact of entrepreneurial management and leadership programs in place. The sustainable impact of these entrepreneurial programs ensures that business does not progress to a shakeout stage. The 5 to 10 years is the period where entrepreneurs could have developed a good understanding of business operations and that they are able to narrate their experiences about constrains and possibly the solutions to grow business. The researcher deliberately chose participants operating in different types of businesses (i.e., motor mechanics, hair salons, taverns, vegetable stalls etc) to get informed opinions according to experiences or constrains specific to each type of business operations. This exercise allowed the researcher to get deeper understanding of their challenges and the interviews allowed participants to authentically express their views.

According to Lopez and Whitehead (2013), the crucial aspect of qualitative research is selecting the appropriate study sample for data collection on the population. The study states that qualitative research protocol processes must be adopted when selecting a sample to ensure correct study results.

Schreuder, Gregoire, and Weyer (2001) state that if the sampling approach is clearly defined and the targeted population is an accurate representation of the sample, it is easier to infer the findings from the population. The sampling frame of this study was created from a list of business-registered entrepreneurs that have been operating businesses for five to ten years. Choosing registered businesses was done deliberately to exclude non-registered township businesses to minimize sampling error where cases were sought for a response on satisfaction measurement levels about entrepreneurial support programs. Considerable care was ensured when compiling the list so that the sampling frame accurately represents the population.

According to Rahi (2017), the sampling frame, in essence, specifies the target population from which we can draw subjective conclusions, based on the findings from the sample that answer research questions and objectives. The author states that in some extrapolation issues, researchers often make the mistake of casting their findings' appropriateness beyond the target population they drew a sample. The author states that the defined sampling frame in the research design should be the limit to generalize the findings.

The research cases cover responses on business operation experiences over the years, the availability of entrepreneurial support programs, and the accessibility of entrepreneurial infrastructure.

3.4. Validity and Reliability

According to Noble and Smith (2015), the concept of validity and reliability in research is crucial because it is the measure of judgment on the accuracy and credibility of data about the targeted population in qualitative research. The author states that validity is about the trustworthiness of the methodology employed in the data collection and analysis exercise. In contrast, reliability refers to the dependability that the same result can be produced.

3.4.1. Validity

This research aims to explore entrepreneurship's socio-economic impact as the primary driver of improved living conditions in townships. It is, therefore, imperative that the credibility of the research is established in every phase by using inductive

reasoning so that observations can be drawn to establish a pattern to make inferential validity.

According to Rose and Johnson (2020) the validity of findings in social science research is based on the philosophical grounding that a phenomenon is subjectively understood through a constructivist paradigm and the degree to which measuring tools measures what it is designed for. The author states that the notion of the constructivism paradigm is that reality is constructed from various strands of reality that have been observed and measured to conclude and or generalize the phenomenon's behaviour from which to construct a theory. Kalu and Bwalya (2017) refer to validity as a manner where the researcher can demonstrate that the research has been conducted in a way that the data instruments used tested and measured precisely what was intended to measure so that it can be conclusively and transparently declared that validity was established.

Morse (2015) state that the research design process must ensure that data collection instruments cover the whole range of elements in research, including content validity, where the selected sample reflects all possible items that will help to define the population accurately. The author states that the sample and question should truly represent the content coverage of the population on a certain topic and postulates that the process of analysing the appropriateness of qualitative research is to examine data collection methods used whether they asked relevant questions and that answers received lead to the understanding of the phenomenon.

3.4.2. Reliability

Mohajan (2017) states that reliability refers to the degree of consistency measurement in the study's findings if they can be reproduced if the same research were undertaken elsewhere. It essentially means that if another researcher, using the same methods on the same research, is unable to replicate the study's original findings, it would be referred to as unreliable. Creswell and Poth (2016) mention that instead of reliability, a researcher must choose dependability, where the measurement tool generates steady and same results time after time. The author refers to early scholars who state that qualitative research is not about creating laws to measure the reliability of research findings, but rather measuring the consistency of data collected when

compared to the data of the previous study. The author further state that in a qualitative study, it is difficult to produce the same results as opposed to quantitative research because people have different interpretations of what they experience. The author further states that since the notion of reliability is prone to be challenged, it is the established consistency in the findings that can be said is dependable and hence categorized as reliable.

Chun Tie, Birks, and Francis (2019) posit that the grounded theory of qualitative research's primary purpose is to draw the assumption from the collected data and interpret using multiple realities to construct lived experiences to understand the phenomenon through the participant's perspective.

3.4.3. Addressing Trustworthiness

Amin et al. (2020) posit that many researchers have been increasingly seeing value in using qualitative research methods in social research because of usefulness of its philosophical foundation aspects to establish quality in research processes. The author states that the credibility, dependability, transferability and confirmability are four criteria of trustworthiness as developed by Lincoln and Guba in 1995, to provide philosophical foundation and useful aspects of ensuring quality in social research. Furthermore, the principles of validity have been realized as valuable measures of proving validity and accuracy of qualitative research.

3.4.3.1. Credibility

Stahl and King (2020) refer to qualitative research as one of unique research practices offering investigators narrated data that reflects social experiences; therefore, credibility of data is of paramount importance. The author states that building trust is very important because the extent of authenticity in a participant narrating the story is a strong attribute to its credibility. The researcher used not only interviews but also observations to contextualize narrated data. The eThekweni Municipality covers vast areas of Durban which made it impossible to interview every entrepreneur, therefore great care was placed on the credibility of gathered data to reflect truth. Amin et al. (2020) posit that using a technique of prolonged engagement build trust and that it provides the researcher with enough time to contemplates possible distortions, either by the participant or the researcher self. The researcher spent considerable time to

observe participants in their daily activities to relate collected data to engagement activities.

3.4.3.2. Dependability

According to Forero et al. (2018), dependability refers to the process of consistency in research where the repeat of the study by another researcher produces the same findings. The author posit that the research study analysis must confirm the research methods used reflect the viewpoints of participants.

The research study was conducted on the premise of the philosophical criterion of dependability. Every aspect of engagement or interaction with the participants during the interviews was conducted in anticipation of peer scrutiny. High level of care was conducted and bias free to ensure the process of collecting data to ensure it stands the test of scrutiny.

3.4.3.3. Transferability

Mandal (2018) posit that transferability is a measure of testing if the research findings from data analysis is also applicable in other settings and contexts. The author states that transferability is an external validity measurement instrument on the extent that people can relate findings with their own experiences. Korstjens and Moser (2018) add that the important task of the researcher, in this instance, is to give comprehensive account of descriptive data on the process of investigating the phenomenon to enable the reader to make a transferability judgement regarding the whole process of carrying out the research study. The researcher ensured that the research gave a detailed analysis of the whole the process followed so that findings can be transferred to other contexts.

3.4.3.4. Confirmability

Nguyen et al., (2021) posit that confirmability is one of the attributes of trustworthiness which is the key aspect of qualitative research. A key strategy to strengthen confirmability is to present an audit trail on how the study findings are traced back to original transcripts. The research followed a set of principles for the purpose of ensuring trustworthiness and endeavour to create confirmability.

3.5. Data Analysis

Data analysis is a critical stage in the research process where collected data is analysed, synthesized, and transformed into relatable and meaningful themes using analytical and logical reasoning (Fletcher, 2017). The author states that logical reasoning in data analysis must be sensitive to the fact that meanings are derived from social interactions that vary and are complex since they involve insights into individual accounts and opinions of participants on the research topic. The author further explains that using a thematic analysis approach to develop insights into complex variations of the phenomenon can be achieved following step by step process in six phases. Table 3.1 below outlines six phases to follow in conducting thematic analysis.

Table 3.1: Thematic Analysis Phases

Phase	Description of the process
1. Familiarizing yourself with your data:	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

Source: (Braun & Clarke, 2006)

According to Kiger and Varpio (2020), thematic analysis is one of the vital research design tools used to sort out and arrange data meticulously and attentively into various themes of information to make meaning and answer research questions. The author states that the extracted information from data collection is coded in different units and structured according to key themes in a manner that presents accurate and relatable information about the phenomenon. Interview notes are transcribed et literatim, and nonspeech sounds are incorporated in the transcription to present a more excellent contextual relationship in the research findings. Alhojailan (2012) states that thematic analysis requires critical thinking when cross-referencing, converting data and interpreting observations in a manner that tells a story about the study. The author

states that each theme must answer specific research questions and be linked to objectives in the research.

The themes in this research data were extracted from primary data using the inductive research design approach. The inductive approach is one of the efficient research design methods of collecting and interpreting information inferred to make theoretical explanations contributing to the theory. Hayes, Heit, and Swendsen (2010) mention that researchers must be careful when using inferences in inductive reasoning by ensuring it is rooted in empirical observations and is based on the patterns observed in the phenomenon's behaviour so that they can put a solid scientific argument on generalization conclusions.

According to Thomas (2006), the purpose of using an inductive approach is to identify emerging themes and meanings from the transcripts, understand the social context of the participant, and discover new theories from these social realities. The author states that it is always good to note emerging themes as one embarks on a data collection exercise instead of waiting till the end to start the data analysis process.

The data analysis process involves managing truncated information arranged in labels and graphs to give meaningful aspects of collected data. The research questions of this study are the basis of the data analysis. The data collected from interviews used these questions as leads to get authentic feelings and opinions of these entrepreneurs' experiences. Table 3.2 below provides collected data analysis based on research questions.

Table 3.2: Analysis of collected data

Research Question	Sample	Method	Analysis	Results	Conclusions
a) What are the barriers and constraints enabling growth within the township entrepreneurship?	12 Entrepreneurs	Face to Face Interview	Qualitative	Descriptive Graphs Percentages	Results and discussion of keywords and themes to draw conclusions

Research Question	Sample	Method	Analysis	Results	Conclusions
b) What is the degree of institutional support programs available on small businesses in their contribution to the township economy?	12 Entrepreneurs	Face to Face Interview	Qualitative	Descriptive Graphs Percentages	Results and discussion of keywords and themes to draw conclusions
c) How do policy makers and local authorities' leadership support and strategic initiatives strengthen small businesses competitiveness and sustainability?	12 Entrepreneurs	Face to Face Interview	Qualitative	Descriptive Graphs Percentages	Results and discussion of keywords and themes to draw conclusions
d) How is the connection between leadership involvement and entrepreneurial activities help stimulate the township economy?	12 Entrepreneurs	Face to Face Interview	Qualitative	Descriptive Graphs Percentages	Results and discussion of keywords and themes to draw conclusions

Source: Own Compilation

3.6. Ethical Issues

According to Onwuegbuzie et al. (2010), different qualitative considerations must be taken in the data collection process if the research is in line with ethical principles. The author states that ethical principles in data reporting and analysis are that the researcher must maintain research integrity by conducting research in a manner that does not compromise its findings. The researcher must highlight, if any, the ethical issues or unexpected dilemmas that may have arisen. The researcher must state the manner these issues are dealt with. This ensures that collected data and the eventual analysis are not compromised.

Data analysis and reporting in this study reflect the accuracy of what was gathered during the data collection process. The data collection techniques adhered to ethical principles in all stages. This includes a proper explanation of the study and ensures that participants understand their right to consent or decline participation.

Confidentiality and anonymity were explained to guarantee that personal and sensitive data is always protected.

Braun and Clarke (2022) state that ethical issues begin before the researcher conducts a research study. This study began with a research proposal and the identification of the study site, where permission to conduct the study was sought from the site authority. The ethical clearance application was submitted with all the required documentation and duly approved to commence research.

3.7. Summary

The research methodology is critical in any research exercise because people who read the research would want to have confidence that proper methods were used and that reached conclusions are appropriate. The fundamental qualitative research approaches, including ethical considerations, were used and followed to ensure all research angles were covered so that this study's conclusions are trustworthy. The research topic, together with the research questions, have been the dominant feature of this research. For this reason, the qualitative method was chosen, using an interpretivist philosophical approach to get an authentic understanding of the phenomenon being researched.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DISCUSSION

4.1. Introduction

The previous chapter discussed the research design, methodology, and data collection methods. These methods and techniques were used to ensure the accuracy and appropriateness of the data analysis, interpretation, and presentation. The non-probability sampling method was used, choosing the purposeful sampling techniques to collect data from twelve participants operating in different entrepreneurial fields to get an in-depth understanding of each of their business operations environments.

This chapter aims to present, interpret and discuss the results. The chapter begins with the participants' demographic profile, including gender representation, type of business services rendered, business lifecycle and academic qualification of participants. The presentation of findings follows it according to the four objectives of the study. There were emerging themes that were identified in the data analysis exercise. These emerging themes will be discussed concerning the objectives. The research questions were designed to explore or understand the issues as per the objectives. The answers to the research questions presented emerging themes that concern entrepreneurial issues. Below are themes that emerged in the data analysis exercise.

- Barriers
- Entrepreneurship
- Business Skills
- Educational Entrepreneurship
- Policy and Monitoring

4.2. Context

According to Audretsch, Carree, van Stel, and Thurik (2005), entrepreneurship is the critical aspect of the economic growth model, especially where there is a strong presence of entrepreneurship capital which translates into the capacity of economic agents to generate new businesses. South Africa is a developing economy dependent on foreign direct investments that has attracted few big corporate companies so far

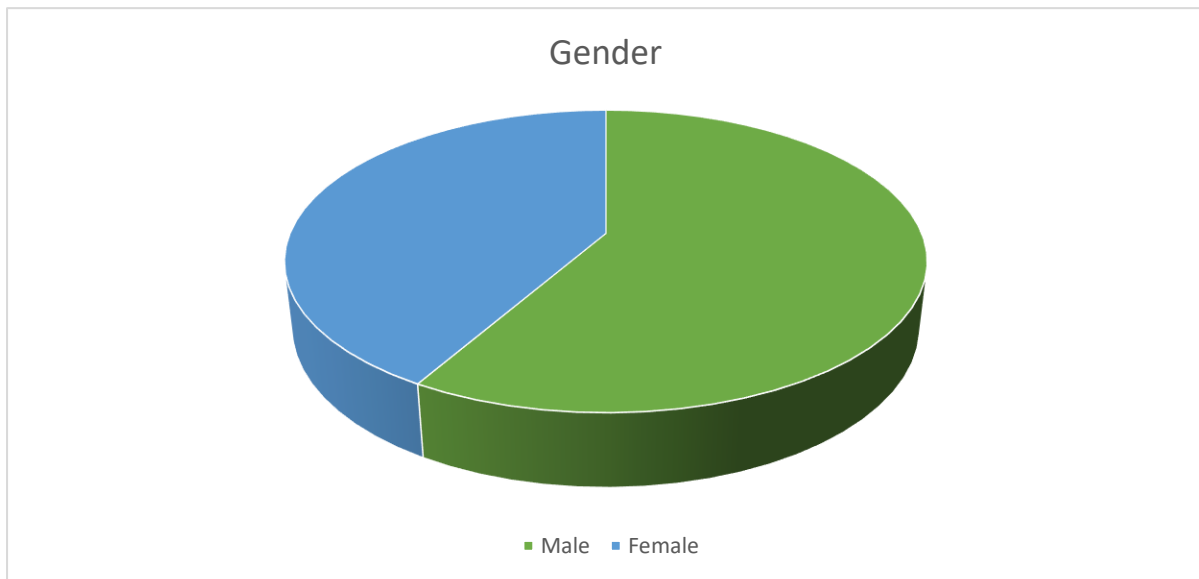
(Arvanitis, 2005). Masipa (2018) states that the location decision of foreign direct investment to a country is determined by several factors that must align with the company's operational mandate and objectives. The author further mentions that such decision influencing factors include the cost of labour, adequate infrastructure, and institutional competence. It is for this reason that the absence of these decision-influencing factors that township socio-economic conditions still face fundamental economic imbalance issues. Ferdausy and Rahman (2009) posit that even though these multinational firms are a crucial aspect of the country's economic growth and financial stability, they operate under a global economic system, which poses risks for a developing economy. Multinational corporations' mandate is to have a positive net value of returns, thereby avoiding investments that require massive labour-intensive markets. The author states that multinational companies use their political, economic power to influence economic development policies amenable to their objectives by constraining local economic actors from operating in the most crucial development sectors.

4.3. Demographics

This section details the demographics of the twelve interview participants regarding gender representation, business services rendered, business lifecycle and educational level.

4.3.1. Gender

Figure 4.1: Illustrates percentage of gender representation



Source: Own Compilation

The general observation of this study is that 58% of men run most businesses. This may indicate a particular phenomenon which can be influenced by some variables within the socio-economic status of the eThekweni area. A further study would be needed to explore this observation.

4.4. Business Services Classification

The study sought to gather data from different types of businesses to measure entrepreneurial management sentiment across all participants. This section presents data that illustrates different business operation fields and the participants' age profiles.

Table 4.1: Illustrates business field and age profile of participants

		Age profile				
Entrepreneurship Field	Frequency	20 - 30 years old	30 - 40 years old	40 - 50 years old	50 - 60 years old	Over 60 years old
Salon	1	1				
Motor mechanic	4			1	1	2
Fresh Produce Trading	1			1		
Traditional Healing	1					1
Tavern	1			1		
Vegetable Trading	2		1	1		
Liquor Trading and Butchery	1			1		
Tuck Shop	1		1			
Total	12					
Percentage		8,33	16,67	41,67	8,33	25

Source: Own Compilation

Table 4.1 shows that 42% participants are between the ages of 40 – 50 years.

The data analysis of the business classification observed that these businesses operate at a lower end of retail space operation, which, in essence, translates into lower profits or no profits at all. The other observation is that there are no entry barriers in these business locations. Hence everyone can come into the same area to start a business which results in unnecessary competition. Yanine, Cordova, Valenzuela, and Isla (2019) states that continued market saturation could lead to unhealthy competition where operators fight competition which leads to diminishing return, in an effort. The author further states that market saturation, in most instances, results from inadequate regulation.

4.5. Business Lifecycle

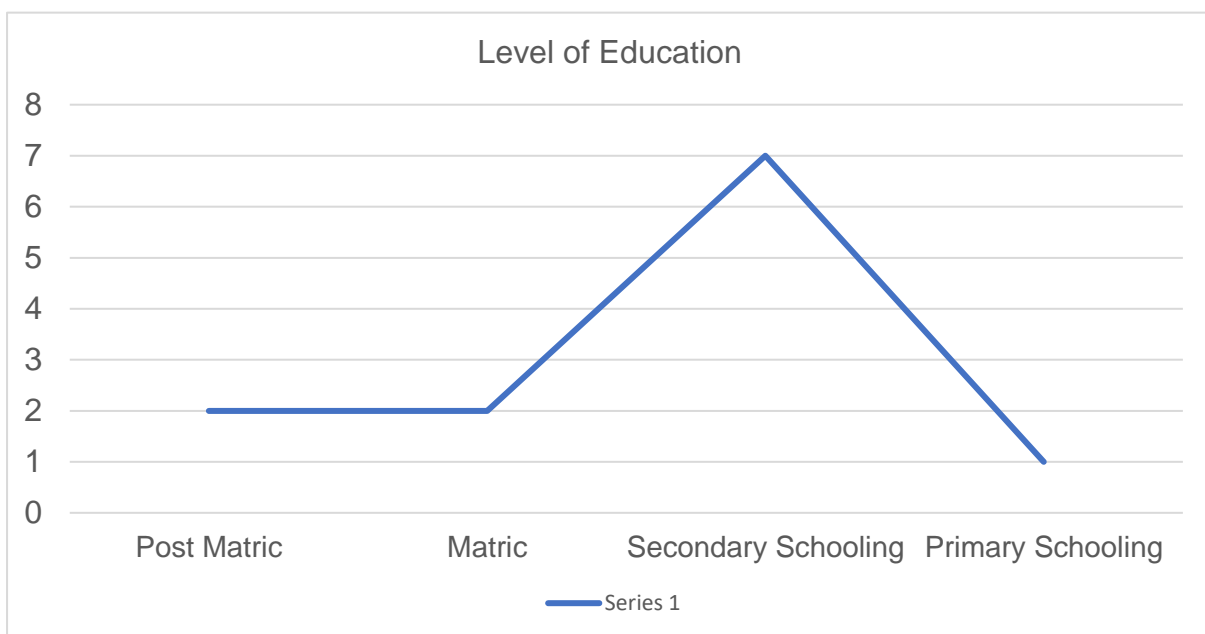
Table 4.2: Shows the duration of the business lifecycle

Years	Frequency	Percentage
5 – 10 years	8	67%
10 – 15 years	3	25%
15 – 20 years	1	8%

Source: Own Compilation

The data analysis indicates that most businesses have five to ten years of operation. The frequency of 5 – 10 years coincides with South Africa’s economic downturn, which has seen a gradually rising unemployment rate, with townships being the most affected. This period indicates when people decided to start their small businesses to receive some form of income. According to Sitharam and Hoque (2016), the continuous year-on-year underperformance of the South African economy has mostly affected SMMEs, with about 50% unable to grow their business beyond the startup period.

Figure 4.2: Shows the level of education of participants



Source: Own Compilation

Figure 4.2 indicates that 58% interviewed participants did not reach or pass matriculation. The chart shows 7 participants are without matric, 17% possess a matric certificate, 17% have furthered their studies post-matric and 8% has primary schooling. The data analysis observed that the level of education has a significant effect on the daily running of business operations. The majority lack the required skills and are not competent enough to seek or know where to get information that can potentially improve their business performance.

The researcher notes that the bulk of entrepreneurship activity is in the retail sector. This is indicative evidence of how the township economy was structured during the apartheid era. The structure of the economic activity was not built on small industrial

production because people who lived in these areas were not considered to be role players in the skilled labour supply.

4.6. Thematic Analysis

This section presents and discusses the emerging themes from the data analysis. It is separated into four objectives to explain the phenomenon being explored in the research topic. Each objective is accompanied by research questions designed to present data explaining phenomena. The research questions' answers present emerging themes that speak to each objective.

4.6.1. Objective one: To assess the resource barriers and constraints enabling growth within the township entrepreneurship.

This objective sought to determine what they consider as their value chain activities and the appropriate resource tools required. The researcher deliberately did not ask about barriers and constraints to avoid leading questions that would drive participants to a seemingly expected answer. The questions under this objective were asked to make participants express barriers and constraints on their own while interacting with the interviewer about their business environment.

The questions were about their collection of business activities that create value for their customers, strategic and performance-orientated tools and the SWOT analysis for a competitive edge. It is in these ways that they can express if there are no barriers that could seem to inhibit value-creation activities to their business operations.

4.6.1.1. Theme 1: Physical Infrastructure Resource Support

The critical issue captured about value creation of business activities is customer loyalty, which has been built over the years and sustains their businesses without the necessary support of infrastructural business needs. The customer base has been built through the conduct of professionalism, the payment flexibility for services and goods for customers that have made a good name for paying at the agreed time. This has created dependability from customers. The respondents strongly believe that the lack of infrastructure support is one of the most significant constraints in their business expansion.

Respondent 5 stated: The objective is to grow business so that even if a mall can be opened nearby, I will be able to keep my customers, but limited space is an issue. Securing the nearby land is my top priority to expand my business operation.

Respondent 1 stated: My strength is that I have been operating this business selling alcohol for many years, and being the only one in the area with a fancy and modern establishment has benefited me with establishing a solid customer base. The big problem is that I cannot expand my business because of limited space in terms of the building and the non-existence of parking space for my patrons, which is a big problem for me. Whenever I speak to the councillor, he tells me that I cannot get permission because I am operating at home and that my business is operating in an area that is not demarcated as a business zone. I need land to expand my operation.

During the interview with respondent 1, the researcher noticed the lack of knowledge about adherence to safety and building regulations. The property was built as an extension from the main family house up to the sidewalk of the street, with tables and chairs placed across the road, which means the hosts of this establishment must cross the street to serve drinks to patrons.

Respondent 2 stated: I have established quite a good client base even though I opened this business just over five ago. My clients do not mind waiting longer even though there are two salons nearby that I must compete with. Space availability is a big problem, especially when it rains my clients cannot stand in the rain waiting. I lost many customers because of limited space. My goals can be attainable only if I can get enough space to add more treatment stations and office space for administration.

Respondent 3 stated: My issue is that the government does not take traditional healing as a legitimate business. I am a registered traditional healer with several people who come to queue, but authorities do not pay attention to our needs. When we went for training and received registration certificates, we had high hopes that our role in society was now being recognized. No proper access road can lead to my house in this area. My clients must leave their cars very far away to get here. I must ask small boys in the area to look after my clients' cars, which I must pay these boys.

Respondent 6 stated: As you can see the number of cars parked in my yard; I need a bigger space to conduct business. There is not even a space for my children to play.

Motor mechanics, pane beating, and spray painting require a big space to place the machinery and tools properly designated areas to conduct business efficiently. Some of the cars I work on are very expensive, which means I must employ a security guard. I do not even have insurance because insurance companies do not cover businesses operating at home which are not certified as business zones. Getting land that will help me conduct business will help me expand, and potentially, vehicle insurance companies will seek to work with me.

Respondent 10 stated: I would love to have a place to build a proper structure. The municipality must rethink redesigning land for business zones that accommodate the built structure of the township economy.

The responses indicate that participants view getting enough space or adequate land will allow expanding their businesses. The resource constraints impede the growth of their businesses. This indicates that land issue is of paramount importance to their business growth.

4.6.1.2. Theme 2: Regulation and Monitoring Policies

The respondents expressed the lack of regulation enforcement as a constraint that has led to unnecessary competition because everyone can decide to open a business operation without going through the required processes. The respondent mentioned that the government and or local authorities are failing them by not doing monitoring to ensure that business operation is registered and that it adheres to the regulations. The researcher observed that most businesses do not conform to business regulations hence the lack of monitoring.

Respondent 6 stated: Financial issues are a big problem, but another constraint is that as registered businesses, we must compete with unregistered business operators who have not gone through tedious processes that we have experienced. It really creates unnecessary competition. The municipality must ensure it puts a stop to this.

Respondent 4 stated: My business goals are attainable but depend on the municipality's support to control the mushrooming of informal competition. The municipality needs to have tighter control so that we feel protected.

Respondent 7 stated: Municipal authorities need to ensure compliance in all trading businesses to limit unnecessary competition.

4.6.1.3. Theme 3: Financing small businesses

All the respondents indicated that capital is significant constraint because of the inability to get financial assistance in terms of loans from banks or some form of assistance from authorities. Most participants indicated that they started their businesses from severance package payments when they lost or left previous jobs, and some of them got assistance from family members. They indicated that banks are only interested in approving loans only to affluent areas of business.

The researcher observed infrastructural issues in that most of the businesses are run from places of residence. This is attributed to the unavailability of land and the lack of financial access. The respondents expressed a lack of financial resources as limiting because banks are reluctant to offer loans to township businesses. The researcher observed that although participants operate as registered businesses, their businesses are operated informally. All the transactions are cash-based, some with no tills or a safe place to store cash.

Respondent 4 stated: I once went to the bank to apply for a loan but was told I needed to present a business plan and provide financial statements to see how my business has been performing. I ended up giving up because I did not know how to write a business plan, nor do I have any financial skills.

4.6.2. Objective two: To evaluate the degree of institutional support programs available to small businesses in their contribution to the township economy.

4.6.2.1. Theme 1: Entrepreneurship

According to Ireland et al. (2003), an entrepreneur is an individual who displays behaviours of seeking opportunities to expropriate the value to create wealth. The authors state that it is someone with an entrepreneurial and leadership mindset of great resource management capabilities to sustain a competitive edge. Hitt, Ireland, Sirmon, and Trahms (2011) posit that seeking and identifying opportunity alone does

not guarantee wealth creation. The author states that entrepreneurial success requires an integrated and well-executed entrepreneurship strategic plan for growth and sustainability. Hussain, Bhuiyan, and Bakar (2014) mention that it is about a strategic resource deployment coupled with the rarity and non-imitability of a product or service offering. Both newness and opportunities are the core elements of entrepreneurship and are highly dependent on the complimentary skills usage.

Many of the responses from participants indicate that they entered entrepreneurship as a necessity due to personal socio-economic circumstances. They entered entrepreneurship because of losing a job, and many have no previous experience and skills in the entrepreneurial field they have chosen. Entrepreneurship became a necessity to survive.

What transpired on this objective from the participants' answers is that most responses pointed to a lack of coordination of supporting programs from government officials. The eThekweni and local government websites map out available programs to stimulate the township economy, but it is a different case on the ground. The entrepreneurial programs are not taken to the recipients that need it the most regarding training and other required support. The researcher discovered that it is challenging to access enterprise development authorities when visiting offices to seek help. The front personnel do not seem to know what needs to be done or who they need to direct people to when they seek help.

Respondent 5 stated: I believe the government needs to impose instruction to big suppliers to do training to township entrepreneurs because what they turn to do is to supply us with products and do not support us with necessary training.

Respondent 7 stated that Township entrepreneurs left to fend for themselves without the necessary support even though officials always mention the township economy as a vehicle for poverty alleviation. Our government can play a crucial role by providing the necessary training that the business needs to improve us.

Respondent 9 stated: It would be better if the government could provide us with periodic training on business operations and management especially financial management. I did not finish grade 12 schooling, and it is impossible for me to return to school.

Respondent 10 stated: I need training in business management, such as writing business plans. I do not have any formal training in running a business. However, I see that there is an opportunity for my business to grow since I am in the centre of the community that has a high demand for my business.

According to Bae, Qian, Miao and Fiet (2014), human capital growth is determined by different types of entrepreneurship education and training programs designed to complement the aspirations of the entire entrepreneurial ecosystem. Hess et al. (2007) mention that entrepreneurship education is another effective method of addressing human capital in terms of skills and knowledge which ultimately equip entrepreneurs to solve problems in operations.

The above responses emphasize the importance of entrepreneurial education and training that the respondents see as an inhibiting factor.

Durban is one of the major economic powerhouses in South Africa. It has a specialty in various sectors such as logistics hubs, oil and gas, automotive, industrial manufacturing and a corporate control location to the world's major economy decision-making firms. Durban articulates the global economy through its critical role in the value chain because of the flows of trade channels into the continent. The city, therefore, generates knowledge from a vast pool of ideas, advice, experience, and support that can be used to form social capital and social economy for the benefit of eThekweni Municipality's Local Economic Development programs. Durban possesses this social capital that can be used to revive the township economy through the educational entrepreneurship enterprise school's model.

4.6.2.2. Theme 2: Knowledge Centres

The key issue that emerged on the institutional support question was the need for knowledge centres closer to people to make it easy to access them. Most respondents express that information centres are too far and always crowded when visiting.

Respondent 12 stated that we need business development centres to serving small businesspeople in this area. The public library in the area does not serve our needs since it is open to anyone, even school kids, and only allows one to use it for fifteen

minutes once at a time. We should be able to keep a tab of what is happening in the business environment to build on our skills base.

Respondent 5 stated: My business is located between the suburbs and the semi-informal settlement. This means servicing different classes of customers. I wish there could be a training centre nearby so that my staff get the necessary training on customer service. I would like to develop my business management skills further but impossible because I do not have time to enrol at an institution of higher learning.

Chapter 2's the literature review stated the role entrepreneurship centres are bound to play in stimulating the township economy. Yousafzai, Shah, and Tariq (2021) emphasize the need for innovation centres that unearth creativity from individual motivations. The author states that innovation centres should trigger business opportunity identification even with limited resources. The township economy goes beyond spaza shops and taverns. Poor communities need activities that create markets of their own. This could be realized by innovative activities that lead to continuous learning and adaptations to new systems and systems created by adaptive new processes. The relevance of creating entrepreneurial hubs is that these centres create a resource reservoir and that local government managing the activities can canvas various stakeholders in co-constructing knowledge, such as learning institutions, for collective actions to boost capacity (Andion, Alperstedt, & Graeff ,2019).

The collective responses of participants indicate that entrepreneurship is an essential driver of economic development for social change that must be used to alleviate poverty. The responses indicated that though they got into township businesses to survive amid the high rate of unemployment and poverty, the government can build on the foundation they have created to stimulate township economic activity.

4.6.3. Objective three: To explore policymakers and local authorities' leadership support and strategic initiatives in strengthening small businesses competitiveness and sustainability.

The township economy is part of the critical informal sector that the national government integrated into the National Development Plan to stimulate economic growth (Subban & Theron, 2016). The goal is to transform the township informal

economy into a meaningful contribution to socio-economic conditions, thereby improving the quality of life. Cities are the critical components of local economic development through the strategic planning and implementation of programs that speak to the local social conditions of residents.

A policy theme emerged from the question regarding this objective about the availability of initiatives to bolster local business competitiveness and sustainability. The emerging themes are policy and leadership support programs.

4.6.3.1. Theme 1: Policy initiatives

The eThekweni Municipality acknowledges that the township economy has an immense contribution to the well-being of its people. Hence the Informal Economy Policy was integrated into its Local Economic Development. The role of municipalities is crucial in structuring the local economies tailor-made to the social needs (Malefane, 2009). According to Pereyra (2019), cities are about business making and authorities should seek economies that can be exploited to increase the volume of social value through activities put together. Entrepreneurship is about growing the economy, and the economy is influenced by environmental factors that make it possible for new ventures to be created pending policy initiatives at each level of the environment (Mirzanti et al., 2015). The author states that the policy framework should ensure that it covers all levels of entrepreneurial policy, which includes the environment (macro) to encourage or motivate intention, the regulatory (meso) enabling environment and the end-user infrastructural provision (micro). The author states that it is imperative that authorities remain acutely aware of the ever-changing environmental landscape that affects entrepreneurs. The policies must be responsive to the local conditions and needs.

In the participants' responses, it is indicated that they are not aware of the policy initiatives that are meant to bolster their entrepreneurship activities exists.

Respondent 5 stated: The economic policies seem to only exist at the national level because we hear about them when government officials talk on television. I wish the role of councillors could be expanded to include business development as part of service delivery initiatives. There has never been a time when the past and the present

councillor mentioned helping small businesses. They are only interested in tenders and RDP houses.

Respondent 7 stated: We started this business with nothing, but now we employ two people. We have put proper infrastructure such as shelving, to name a few, for our fresh produce. We now have a card machine to do transactions. We could have been far ahead with this business if we had government help regarding infrastructure provisions. I fear that maybe one-day, municipal authorities will come to take down this structure.

4.6.4. Objective four: To measure the connection between leadership involvement and entrepreneurial activities in the stimulation of the township economy.

According to Mirzanti et al. (2015), entrepreneurship is about earning income and a societal benefit in that quality of life changes for the better. The author states that the younger people grab the opportunity to run their own businesses, the better for economic growth because this translates to more jobs, thereby having a positive societal impact. The author posits that entrepreneurship influence relies on the conducive environment created by government policies and implemented locally. This coordination of activities from national to provincial and local level seamlessly works together to create the infrastructure that promotes entrepreneurial activities.

This objective aimed to measure the level of satisfaction from participants about the authorities' engagement in channelling the activities for local economic stimulation. Markey, Halseth, and Manson (2008) state that economies often face implementation gaps, even with best policies, because of the absence of place-based economic development planning framework. The research observed that almost all participants are unaware of eThekweni Municipality's economic development plan and activities. Most of their answers expressed that they wish local authorities were on the ground and accessible. When asked if they were aware of something called eThekweni Municipality's "Spatial Development Framework", they were not aware.

Respondent 3 stated: No, I have never heard of it. I doubt even if our councillor would know because it sounds big words for me to understand. Perhaps if small business

offices were available to the areas they serve, I could explain the benefits of such programs.

Respondent 8 stated: The problem with these programs is that they are concentrated in the city and the northern suburbs of the city because there is money there. Hence many people from townships are employed in those areas. We can also help reduce unemployment one step at a time if we can be attended to our needs.

The above responses indicate a source of frustrations regarding implementation issues or gaps that seem to exist, even though there are programs, at least on paper, designed for the township economy. Pereyra (2019) posit that a new way of servicing city residents is entrepreneurial city governance, which is about creating urban development institutions to promote enterprise-making. Urban development institutions consist of academic institutions, a group of knowledge mentors to help build human capital and financial institutions to help guide capital investments. The city is not about service delivery provision of necessities but also about using its built and intangible assets for entrepreneurial governance for local economy support.

4.7. Discussion

This discussion section summarizes the responses, analyses, and interprets findings that came out of this study in line objectives of the study. The study analysis draws on the knowledge attained from the literature review on what expects, scholars and researchers have expressed on each of the subject matter as an effective mechanism of entrepreneurial success.

The research findings indicate that there is an apparent need for economic growth and implementation framework that comprises all the stakeholders, such as tertiary institutions with research capacity, big corporates with business and resource management skills, local government as regulatory authority and local business communities to offer meaningful solutions to township economy. Township business activities have been operating informally for decades, where most business owners operate outside the value chain environment. This study finds that most of the challenges of township businesses emanate from the lack of knowledge and support. Most participants have no formal education of any level post-matriculation, which has

become a major stumbling block to growing their businesses beyond just being the necessity to survive.

Efficiency-driven economies like Rwanda have developed an entrepreneurship tenacity in the face of many challenges the country has experienced (Achtenhagen, 2016). The country has devoted itself to entrepreneurial activities and using entrepreneurial management as a knowledge and skills reservoir for innovation and research development.

Hausmann (2016) states that the secret of economic growth lies in the concentration of know-how and the spread of capabilities' ecosystem to enhance growth. First-world economies have been successful because they have the accumulation of know-how that helps them to generate more production and income. The author mentions that economic growth is about how leaders coordinate the need for capability with the supply of that capability. The eThekweni municipality's Local Economic Development Plan lies in the ability to take stock of township businesses' economy needs, conduct capability analysis, and assemble a process of supplying the capabilities to areas identified from the analysis process. LED is an essential indicator of delivery performance where the quality of life of people is improved. There seems to be a lack municipality in prioritizing implementing its inclusive economic policy.

Hausmann (2016) emphasizes using technology education to think more effectively and differently. The ecosystem of collective know-how determines the growth process. Know-how is about several people knowing different things, and the bits of know-how aggregate to produce a product or service. Township economic development does need such concentration of collective expertise as a competence.

4.7.1. Financing Township Economies

Government aims to fund township small businesses to create jobs and eventually address socio-economic issues plaguing these poor areas. The participants' responses indicate seem to be at a far distance when it comes to issues affecting their entrepreneurial needs. Financing is one of the significant issues respondents expressed as a significant constraint on South Africa's economic growth. Governments and local municipalities have a tremendous responsibility of funding and building infrastructure which is core to the national economy (White & Wahba, 2019).

The national government has a Municipal Infrastructure Grant (MIG), which funds capital projects for municipalities, from providing basic services such as water & sanitation to local economic development projects (Nkwinka & Munzhedzi 2016). The challenges of infrastructure provision continue to affect small businesses today, which results in service delivery protests in townships.

Economic growth requires that government always keep its economic fundamentals in good shape to make meaningful changes to the quality of life of its people (Kemal, 2000). Local authorities also need to seek a balanced arrangement and support of sectoral economies that comprise the whole township economy structure. Economy sectors such as township tourism which extends to other related economic activities that include restaurants, bars and transportation, are the crucial elements in the fight against poverty.

The financing economy requires that government develop efficiency in collecting revenue taxes to fund infrastructural projects to create trust that may even attract funders to come on board to form public/ private partnerships (Adenugba & Ogechi, 2013). Durban partners with advanced economies like Paris as sister cities with which it can foster partnerships in knowledge resource transfer in a green economy and technological economies.

4.7.2. Strategic Entrepreneurship Management

This study finds a lack of enforcement and monitoring of regulations that govern local business practices, which has tremendously impacted the registered township business operators. Study participants expressed their displeasure of having to find themselves competing for space and market with unregistered businesses that seem to pop up anywhere and everywhere. Entrepreneurship requires strategic management through business support, monitoring and evaluation of business management practices to ensure fair competition among operators.

The literature review reveals the importance of strategically managing entrepreneurial activities to ensure growth. Audretsch et al. (2006) state that strategic entrepreneurial management is a critical component in the development and growth of the economy. Mohapatra, Rozelle, and Goodhue (2007) support that a large part of poverty reduction has primarily been through entrepreneurial activities in China, hence the importance

of strategic management of resource deployments. Entrepreneurial management is about putting together bundles of resources to expropriate the value created by these activities. The strategic entrepreneurship construct requires integrating complementary capabilities to have a meaningful impact. Seeking or identifying an opportunity must be coupled with the strategic management of resources to stimulate growth, leading to the realization of an improved economy.

Onuekwusi (2021) posit that international agencies have even used entrepreneurship development to strengthen their effectiveness to aid initiatives. Scholars in the literature review reveal that local government authorities responsible for serving citizens possess an entrepreneurial mindset, entrepreneurial culture, entrepreneurial leadership, and a capability to manage and distribute resources, enabling a conducive business environment. Entrepreneurial management is also about creating a competitive environment for entrepreneurs to outclass each other to sustain a competitive edge among their peers. A competitive environment results in innovative creativity and expands business opportunities.

4.7.3. Structural Transformation to Stimulate Township Economy

The structural transformation and the country's diversified economy are the distinctive features of economic growth that result in a sustained increase of income and living conditions (McMillan, Rodrik & Sepulveda, 2017). Durban, like any other South African city, continues to face the challenge of resource allocation imbalances that have hurt the substantial development of townships. Townships and rural areas are the country's most underdeveloped areas, the legacy of socio-economic marginalization created by the apartheid government. This study finds that the limited entrepreneurial activities result from economic structural impediments even though national, provincial, and local governments have developed capital funding programs to pursue poverty alleviation.

Naudé (2010) suggests that since most scholars agree that entrepreneurship is critical in the developmental economy and that local governments need to formalize their role in the structural transformation and multi-dimensional development, it is not only about poverty eradication but also wealth creation to expand the economic benefits. The author states the need to formalize the role of entrepreneurship in the country's

coordinating and regulatory role in development. Structural transformation, multi-dimensional development, and coordinating & regulatory roles are at the forefront of development because it determines how production and consumption occur, from low-value to high-value productivity.

Rada (2007) sees entrepreneurs as modern sector specialists in that when the traditional sector market dissipates, they facilitate the transition through their innovative-driven entrepreneurial capabilities. The credit is afforded to skilled labour absorption to an economy as a result of entrepreneurial ability, and their capabilities are the sole instruments in firms adopting advanced enhancement production methods with more complex and specialized inputs (Rakib, Yunus, & AMIN MT, 2018). De Paula and Scheinkman (2007) posit that informal businesses are a constraint to economic growth because they are not as efficient as they should be in a formal economy and that they operate in the dark thus avoiding taxes and the regulatory processes.

4.7.4. Capabilities Approach to Township Economy

Gries and Naudé (2011) state that authorities must use a Capabilities Approach as a theoretical and measurement framework in entrepreneurship development. The author posits that for a long time, entrepreneurship has been used as a poverty reduction in creating jobs, not necessarily as a human development mechanism. People are generally concerned about their well-being and live to achieve what they dream of. A capabilities approach is an economic development thinking of creating an enabling environment for people to become what they want to be in contribution to their satisfaction levels. People feel happy when they have achieved according to their capabilities. Township people are generally deprived of their dignity. Even those who can live the life they want cannot, because they are subject to their economic status.

Naudé (2013) state that there is a need for policy to enhance the supply of entrepreneurship, not only on human capital (i.e., skills and entrepreneurial education) but also an intense focus on an entrepreneur's innovative and creative capabilities. The innovative capabilities approach is vital since empirical evidence point to the fact that entrepreneurship has a significant impact on economic growth. US tech companies such as Google, Amazon and WhatsApp in Silicon Valley are excellent

examples of innovative capabilities that go beyond just employment, but also contribute to the well-being of society. Township entrepreneurship needs a policy that will shift from promoting largely necessity entrepreneurship to an advanced policy stance that improves dynamic market efficiencies and raises capabilities.

4.7.5. Resource Allocation Blueprints for Township Economy

The literature review analysis examined the resources as fundamental building blocks of ecosystems' comprehensive approach to township entrepreneurship. Durban is an economic city hub with advanced industries and financial institutions that it can draw knowledge from to advance the interest of the township economy. Townships are in dire need of soft and physical infrastructure. The scholars emphasize using a resource-based view theory to use its influence on entrepreneurship activities and business performance.

Barney, Wright, and Ketchen Jr (2001) posit that the number of resources determines competitive edge and effectively uses those resources to outperform competition. Bromiley and Fleming (2002) posit that the description of resource allocation as expressed views by scholars in Resource Based View Theory and Strategic Management Theory seem to contradict theories.

Ireland, Webb, and Coombs (2005) mention that scholars have used RBV based on new and smaller ventures, while strategic management researchers base their views on big, well-established organizational firms. Given that the original role of strategic management was derived from the context of more significant and well-established organizations and the resource-based view from smaller ventures, it is imperative to interrogate both sides of views and theories to identify overlapping concepts and ignore the one that does not relate to the other. It must be the view of local authorities that effective resource allocation and management outcomes are associated with high value and are instrumental in a competitive sphere.

4.8. Summary

This chapter's analysis of results and discussion was premised on the knowledge drawn from the literature review. The information gathered in the literature was used to test its applicability in the township business operations environment. The summary

of the discussion and results reveal a disconnect in terms of management and support for township operators. The results show that an ideal and impactful economic development for eThekweni Municipality townships is impossible at this stage. The result analysis notes knowledge gaps and a lack of awareness of the available establishments for small businesses in and around the municipality. The results also show low levels of knowledge of business operations among the participants.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1. Introduction

The first part of this chapter deals with the justification and the relevancy of research questions and objectives. This research examined the challenges township entrepreneurs face in their daily operational activities. It sought to examine the role and level of active engagement with authorities in managing and supporting programs on township entrepreneurship to transform from informal businesses to a fully-fledged vital component of the economy.

Township small businesses are experiencing many issues in their business operations. The responses indicate that they have accepted that they are operating independently, and that government help will never come. All the participants started their businesses without help from relevant authorities. Some of them started small with the help of family members regarding capital start-ups. When they leave employment, some use their severance packages to start businesses to continue earning an income. Access to finance for business expansion, financial management skills and the availability of land for the proper business operation were the main features of need.

5.2. Justification of Research Questions and Objectives

This section justifies the research question and its objectives, which the researcher deems relevant and appropriate for the research purpose.

5.2.1. Research Question One

What are the barriers and constraints enabling growth within township entrepreneurship?

It is a clear public sentiment that South Africa's socioeconomic status is far from the ideals of the UN Sustainable Development Goals, South African National Development Plan, KwaZulu Natal Provincial Growth Strategy and Plan and eThekweni Municipality's Integrated Development Plan. Therefore, the first research question was

appropriate to determine the natural barriers to entrepreneurship as a vehicle for economic growth in townships.

5.2.2. Objective One

The study aimed to assess the resource barriers and constraints inhibiting sustainable township entrepreneurship.

The measurable success of this objective is contained in the responses from the study participants, who highlighted the existence of barriers and constraints to their day-to-day business operations. The contextual issue relates to infrastructural development factors hindering or promoting township economic investment. Economic development factors are policy, socio-economy, regulatory or legal, and political factors affecting businesses and health & safety.

According to Thacker et al. (2019), the infrastructure ecosystem is the spine of community well-being, provided these infrastructural development constructs are managed and coordinated so that they talk or support each other. The synchronization of developmental activities determines the levels of required outputs. The National Development Plan, Provincial, The KZN Provincial Growth Strategy and Plan and eThekweni Municipality's Integrated Development Plan are all policy initiatives in which the strategy is to promote investment, sustain economic growth and development and the creation of employment. However, the research study participants' responses indicated an implementation gap at the ground level. The research study shows a desirable policy coherence (at least on paper) when analysing all three policy initiatives (i.e., NDP, KZNPGS, IDP). The issue is the lack of communication and operationalization of these ideal policies to remove the barriers pronounced during the engagement with study participants. The researcher discovered that eThekweni Municipality has Economic Development Incentive Policy, an investment promotion policy initiative that provides incentive rebates to businesses that adhere to specific compliance requirements. This policy (EDIP) is about providing vacant land for business enterprises, one of the main barriers that participants complained about. The eThekweni Municipality seem to be using a flawed approach when devising and applying economic development policies. The municipality seems to be using a template from the historical apartheid system of business zone development. The

creation of a township was not meant to play any role in economic activities but was only designed for black labourers as the place of residence, closer to cities as places of work. It makes good sense for a business-minded person to identify a business opportunity right at the centre of the residential area, where according to the bylaws, the area is unsuitable for such business operation. Respondent 6 complained about being unable to get business insurance because the risk assessment state he is operating in a residential area not designated as a business zone.

Robbins (2005) states that policies will always remain nothing more than an intentional guideline until they are converted into a resource distribution to impact socio-economic development. The socio-economic status of Durban townships and the country, in general, is an excessive global outlier. Extreme outliers are often found in South African socio-economic variables such as income, education, health, and safety. Most of the SA township population lives under extreme inequalities in which the current low socioeconomic status is not ground for ideal business activities. The main business activities are entry-level such as convenience stores, unregulated transportation businesses and entertainment. Some of these business-level activities do not contribute to community social upliftment; instead, are the breeding ground for social ills such as GBV and criminal activities. Township criminal activities result from uncontrollable alcohol consumption and taxi fights. The challenge for entrepreneurship growth is that townships are dominated by people in low-income groupings with low literacy rates who cannot sustain the well-being of their households. The task for national, provincial, and local economic development agencies is to get involved in diversifying socio-economic development agents in townships. There is a great need to expand the productivity base in townships by adding other sector activities per the National Development Plan on inclusivity of the township economy.

5.2.3. Research Question Two

What is the degree of institutional support programs available to small businesses in their contribution to the township economy?

The appropriateness of this question was premised on the acknowledgements from the public and government authorities that the current social conditions in the surrounding townships in Durban are far from ideal. The question was to determine

institutional support available at various levels to entrepreneurs, which, if adequate, could translate into the growth of the township economy.

5.2.4. Objective Two

This objective evaluated the degree of institutional support programs available to small businesses in their contribution to the township economy.

The suitability of this objective is supported by the fact that all interview respondents were vocal in highlighting the absence of support programs for their business operations. It became apparent that research participants were unaware of reports on township economy plans contained in the KwaZulu Natal Provincial Growth Strategy and Pan and the eThekweni Municipality's Integrated Development Plan. The KZNPGSP and IDP are to provide strategic infrastructure and services to grow the township economy. Both plans advocate for institutional frameworks consisting of all stakeholders in different roles and expertise for practical activities with impactful results. There seems to be non-communication on the existence of these model plans, which gives the impression that there is no commitment to implementing such a profound impact.

Markey et al. (2008) state that a meaningful approach to addressing development growth is a spatial approach which takes into the context local conditions in terms developmental needs and the role of local stakeholder engagement to impart skills to continue to sustain and drive institutional support programs. The author states that the process involvement of local communities in the implementation of institutional support programs conveys a sense of ownership and leads to success. Masipa (2018) posited that investment decision from potential investors to invest in a particular place is influenced by institutional competence. This study reveals there are still fundamental inequalities and gaps in issues of entrepreneurial support. The respondents lamented the lack of enthusiasm from local authorities for infrastructure provisioning, such as multi-purpose development centres or information facilities closer to the areas of operation. Mirzanti et al. (2015) postulate that there is a pressing need for authorities to establish beneficial conditions for entrepreneurship operations.

5.2.5. Research Question Three

How policymakers and local authorities' leadership support strategic initiatives to strengthen small bus businesses

The responses from the research participants were that there is a disconnect between leadership authorities and the process activities happening on the ground regarding township economic activities' needs. The relevancy of this question was elicited by the fact that township business operators have yet to make a meaningful impact on the levels of suitable income generation despite the good policies and plans in place.

5.2.6. Objective Three

To explore policymakers' and local authorities' leadership support and strategic initiatives in strengthening small businesses' competitiveness and sustainability.

This objective was to measure policy impact on the growth of township entrepreneurship since the National Development Plan, Provincial Growth Strategy Plan and municipality's Integrated Development Plan have all been adopted as a policy initiative to alleviate poverty, with particular attention to historically poor areas. All these plans are blueprints taken United Nations Development Plan. South African leadership is a signatory to the plan and is committed to the implementation as per the prescribed timeframe. The South African government has acknowledged and accepted that the target has been missed already.

The research finding regarding this objective demonstrates a wide gap between policy stipulations and policy implementations. Malefane (2009) explained the essential role of local authorities in implementing policy directives from national and provincial governments. Respondent number 5 expressed the opinion that local councillors, as implementing agents, should be more articulate on policy matters so that they are aware and understand what needs to be done to help local businesses.

This study exposed the absence of knowledge and political will on the side of both policy makers at the national level and implementation agents at the local level. Coad and Rao (2008) suggested that policymakers should design a policy that focuses on targets, such as a subset of entrepreneurial activity in innovation because it has the

potential for high productivity and employment. Innovation is about new ways of production and or services which can continually expand employment opportunities for an extended period. Uber transportation and Mr D's food delivery services are examples of innovation that have provided employment and extra income to many individuals living in townships. As mentioned in objective two, policies that promote the establishment of creative hubs are an essential part of the institutional support mechanism contributing to the entrepreneurial ecosystem stated in objective one. Township business activities are predominantly informal and consist of several operators trading homogenous goods such as spaza shops. This type of business activity does not grow the township economy but creates unnecessary competition and rivalry among operators.

5.2.7. Research Question Four

How is the connection between leadership involvement and entrepreneurial activities help stimulate the township economy?

This was an appropriate question since township businesses have been operating under challenging conditions for many years without any improvement. The sustainability of the business activities remains under threat in terms of infrastructure access and safety.

5.2.8. Objective Four

To measure the connection between leadership involvement and entrepreneurial activities in the stimulation of the township economy

This objective reveal that leadership lacks the appetite to drive entrepreneurship activities even though the policies state that all levels of government are committed to poverty alleviation, especially the previously disadvantaged communities. The responses of unhappiness about the working conditions and the continuous safety threats to the business operators indicate the absence of leadership.

5.3. Recommendations

South Africa is currently going through a difficult phase of unequal societies which has become more prevalent with the recent unrest in KZN and Gauteng, where poor

communities took to the streets to loot goods and food from shops and factories, they deemed necessary for their daily survival. Most of the South African population does not have access to financial services. The unskilled rely on small businesses that are not sustainable and do not have any impact on economic growth. Informal businesses have characterized South African townships since the apartheid era. The township economy has never had to be part of mainstream economic activities. However, few known retail entrepreneurship businesses in some parts of townships provide sustainable employment and have the potential to expand to other related businesses through entrepreneurial support programs.

Economic fundamental activities mean creating a city that is smart and responsive to the challenges of its people. This is possible through partnerships with other advanced city economies in helping create economic models that help maintain the economy. Durban has several sister cities in Europe and the USA, which must be used as resources of knowledge and skills to be transferred to township entrepreneurs. Financing the dual infrastructure projects, i.e., in physical and soft forms programs, is the first point of call in helping local economies access external markets. Townships are way behind when it comes to economic activities enabling the environment. There should be a severe consideration in building complex and soft infrastructure, which creates more value in the sense that it creates more value in skills investment.

The issue is that the composition of local leadership takes decisions based on national political leadership directives. The political system is prescriptive, where local leadership cannot make decisions without referring to collective political leadership. This is why we usually see the disconnect between local communities through civil protests. The gap is because of the political system where local leadership is chosen by the provincial and national political leadership, which does not consider the leadership aspiration of local communities. Local communities often get ignored in the selection process. A true community representative selected through consensus of the majority will take upon himself that representing those communities is a civic duty.

The coronavirus pandemic exposed South Africans to higher proportions of complex situations that no one had ever anticipated. The country realized the importance of partnerships in the fight against the COVID-19 pandemic. We saw the national government leading in its response strategy through the National Coronavirus

Command Centre communication. The strategy was created in partnership with expert knowledge from the private sector, academia, and civil society. This is commendable of national leadership and the clear, articulate, assuring president. However, a gap was witnessed from the local community leadership in eThekweni Municipality. The partnerships were mostly between big companies and the government only at the national level.

The response to township social ills requires strong leadership and collaborative response from local community leaders. The local response from the mayor matters more than the response from the national government. The local level in the implementation stage. The poor communities' income in eThekweni Municipality and elsewhere in KZN is mostly from informal trading, and COVID-19 has undoubtedly put more pressure on local resources that are already stretched. This is when local leadership could have had collaborative leadership with the local private sector in different local clusters because there are gaps in what the city can provide in terms of all resources required by its communities (Bayliss & Van Waeyenberge, 2018).

The local leadership must recognize moments of collaboration because there are things that cannot be done by the government quickly. The role of non-governmental organizations comes into play to fill such gaps. Spatial collaborative response with local private businesses and cluster representatives/ leaders should have been the eThekweni Municipality Mayor's strategy. For example, the city centre's homeless needed shelter, informal businesses market had to go for days with no income hence the need for food parcels, PPEs, and public health training. Electricity vouchers could have been dispersed to needy areas. Umhlanga Rocks and other well-to-do local areas could have responded to the partnership called to help people in need in their nearby poor areas. The mayor could have secured funds and expertise from companies doing business in the municipality to help needy people.

These kinds of local collaborative leadership matter because one would never know where a great idea can come from; it can be from an unexpected source.

African leaders have had the sovereign mentality work more than collaboration when dealing with issues of their countries. The African continent has had similar experiences of pandemics such as Ebola, the economic crisis that has seen Africans

taking on dangerous journeys to European countries. We have seen xenophobia incidents playing out in South Africa. These issues require partnership and collaboration to deal with them and ensure it helps build institutional capacity.

We have witnessed this silo mentality at the beginning of the COVID-19 pandemic in European countries that are less affected (Germany, Switzerland, Austria) compared to the most affected countries such as Italy and Spain. There was no collaboration from the neighbouring countries; it had to take Cuba to send its doctors to Italy. The pandemic has taught us that we now live in a global village where we are no longer immune to what is happening worldwide.

The lesson from the pandemic is that African countries must take themselves seriously as equal partners on the global competitive stage. Collaborative efforts from the African continent make it more crucial to stay strong from vulnerabilities that have been with the continent for a long time. The starting point to this journey is the exemplary leadership the continent must display in all spheres. It must start with the revival of the African social system because everything is interrelated, and all parts of society, though mutually independent, make a whole more than the sum. In the context of COVID-19, there is an excellent need for Africa's collaborative response and partnership regarding the revival of healthcare systems and the disruption of the economy, which are the main parts of the social system.

The coordinated collaborative response example witnessed in South Africa is when the government and the private sector raised funds for business relief (Solidarity Fund). The government worked with civil society to curb the spread of the pandemic through lockdown levels. Collaborating with all stakeholders helps in managing the negative economic impact. This was good strategic leadership on the government's part regarding good governance and accountability by communicating to the nation its efforts through the National Command Council.

The government's interactive planning and decision-making process made it possible for the private sector and civil society participation. Fostering partnerships with the private sector is bound to uplift the economy through the combination of resources, skills and ideas sharing.

Building and sustaining partnerships is not accessible. The challenges are bound to happen even in the presence of all good intent partnering processes and practices. It can be difficult for some fellow members in this cross-sector partnership to remain valid or adhere to the collaboration. The risks are too painful to bear at times. We have seen the tobacco industry and some political parties taking the government to court. In the tobacco industry's case, in assessing the risks and rewards of the collaboration, it became evident that lockdown regulations were draining their resources while the black market was reaping high rewards for high prices.

This study's findings highlight the importance of civic leadership when it comes to service delivery. The findings showed that this is not the case with most local leadership, even though there are councillors who are meant to represent local communities. We often witness a generic approach to communities that have different needs. Local councillors are to exercise political leadership by creating policies that afford opportunities to local people (Torfing, Sørensen, & Bentzen, 2019).

The South African Commission of Enquiry into State Capture has laid bare the possible criminal activities by political leaders. It is difficult to imagine the damage it has caused to the township economy during the high unemployment rate. Poverty lives in these areas because of the misuse of the political economy. According to Commission of Enquiry witnesses, unethical behaviour in the government's public institutions became a pandemic where funds were looted on a large scale. The corrupt activities surely affected the lives of ordinary citizens dependent on these institutions for economic performance and growth (Shava, 2016). Corruption, from national government departments and state-owned enterprises to local government municipalities, became a country-wide phenomenon.

5.4. Limitations of the Study

The sample size makes it difficult to conclusively refer to the study's findings as the general view of each township business operator, primarily because Durban townships cover vast areas of eThekweni Municipality. Qualitative research entails large amounts of data collection, which requires that the researcher must spend a considerable amount of time sorting and arranging data in a manner that the information flows so that the reader understands the true purpose of the research. The researcher faced

many challenges in the process, including difficulty getting to the relevant person in charge to issue the gatekeeper's letter. The researcher had to go through a tedious process of back-and-forth correspondence and a long wait for the research committee's decision on the deliberations about the research proposal. Some participants were initially hesitant and took longer to agree to participate because they thought the researcher was the municipality official, especially those with liquor and operating licence issues. There was the expectation from some potential participants that the research would come with some form of financial reward, who then declined to participate when informed that the research does not provide any form of compensation.

5.5. Recommendations for Further Study

eThekwini Municipality covers vast areas of land, so it cannot be said that this study covered all the issues that township entrepreneurs might have. Another issue that another research might have to look at is the observation by this researcher that many informal businesses are selling the same products (i.e., spaza shops and curb side fruit & vegetable stalls) at meters apart in a poor area where unemployment is at its peak. The research might look at the reason behind such decisions and the sustainability of such businesses. The potential change in the political landscape also provides an opportunity for future study since the political regime change might have a different approach toward the township economy. It would be interesting to see how the new regime implements or uses the available development plans.

5.6 Conclusion

The issues of township economic development are too deep and require a leadership immersed into the granular issues of communities to encourage increase in entrepreneurship activity. It is highly imperative for the South African government, in its policy and interest on township economy, that entrepreneurship resource creation, allocation and management is aligned to interplay with multiple variables of township entrepreneurship. The historical background of South African townships is that they were not created to have economic activities but was solely to accommodate "permitted" migrant workers from rural areas to urban areas. The onus is on the authorities to get on the overdrive and haste to deliver the entrepreneurship variable

that are key to entrepreneurial intention and activity. The issue of public and private partnership is crucial on the aspect of human capital, resource reservoir and skills transfer that is very much needed in township economic activity. The government, alone, does not have the resource and infrastructure provisioning capabilities. Therefore, private sector partnership through incentive enticement from government departments, is the only solution to expedite the turnaround of township economic development and growth.

REFERENCES

- Acemoglu, D. (2008). *Introduction to modern economic growth*: Princeton university press.
- Achtenhagen, L. (2016). *Entrepreneurship and SME Management Across Africa*: Springer.
- Achtenhagen, L., Naldi, L., & Melin, L. (2010). "Business growth"—Do practitioners and scholars really talk about the same thing? *Entrepreneurship theory and practice*, 34(2), 289-316.
- Acs, Z. (2006). How is entrepreneurship good for economic growth? *Innovations: technology, governance, globalization*, 1(1), 97-107.
- Acs, Z. J., Desai, S., & Klapper, L. (2008). What does "entrepreneurship" data really show? , 31(3), 265-281.
- Addaney, M. (2018). The African union's agenda 2063: education and its realization. In *Education Law, strategic policy and sustainable development in Africa* (pp. 181-197): Springer.
- Adenugba, A. A., & Ogechi, C. F. (2013). The effect of internal revenue generation on infrastructural development. A study of Lagos State internal revenue service. *Journal of Educational and Social Research*, 3(2), 419.
- Adıgüzel, Z., & Çelikyay, H. H. (2020). Municipal law no. 5393 and leadership role of mayor within the scope of local government reforms in Turkey. *Turkish Studies-Economics, Finance, Politics*.
- Agee, J. (2009). Developing qualitative research questions: A reflective process. *International journal of qualitative studies in education*, 22(4), 431-447.
- Aghion. (2015). The Schumpeterian growth paradigm. *economics*, 7(1), 557-575.
- Aghion. (2017). Schumpeterian growth theory, Schumpeter, and growth policy design. 27(1), 25-42.
- Ajide, F. M., Osinubi, T. T., & Dada, J. T. (2021). Economic globalization, entrepreneurship, and inclusive growth in Africa. *Journal of Economic Integration*, 36(4), 689-717.
- Aker, J. C., & Cariolle, J. (2020). Digital for Development in Sub-Saharan Africa.
- Akyol, E. (2016). A discussion about personal characteristics of entrepreneurs in the context of culture's impact. 4(1), 63-83.
- Alharahsheh, H. H., & Pius, A. (2020). A review of key paradigms: Positivism VS interpretivism. *Global Academic Journal of Humanities and Social Sciences*, 2(3), 39-43.

- Alhojailan, M. I. (2012). Thematic analysis: A critical review of its process and evaluation. *West east journal of social sciences*, 1(1), 39-47.
- Ali, I., & Ali, S. (2022). Why may COVID-19 overwhelm low-income countries like Pakistan? *Disaster Medicine and Public Health Preparedness*, 16(1), 316-320.
- Alshenqeeti, H. (2014). Interviewing as a data collection method: A critical review. *English linguistics research*, 3(1), 39-45.
- Amin, M. E. K., Nørgaard, L. S., Cavaco, A. M., Witry, M. J., Hillman, L., Cernasev, A., & Desselle, S. P. (2020). Establishing trustworthiness and authenticity in qualitative pharmacy research. *Research in Social and Administrative Pharmacy*, 16(10), 1472-1482.
- Amorós, J. E., & Bosma, N. (2014). Global entrepreneurship monitor 2013 global report. *Recovered on February, 28, 2014*.
- Andion, C., Alperstedt, G., & Graeff, J. (2019). Social innovation ecosystems and cities: Co-construction of a collaborative platform. *Atlas of Social Innovation*.
- 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.
- Arvanitis, A. (2005). Foreign direct investment in South Africa: why has it been so low? *Post-Apartheid South Africa: The First Ten Years*, 1(1), 64-79.
- Aspers, P. (2009). Empirical phenomenology: A qualitative research approach (The Cologne Seminars). *Indo-pacific journal of phenomenology*, 9(2), 1-12.
- Audretsch, D. B., Carree, M., van Stel, A., & Thurik, A. J. (2005). Discussion paper on entrepreneurship, growth and public policy. 1-14.
- Audretsch, D. B., Keilbach, M. C., & Lehmann, E. E. (2006). *Entrepreneurship and economic growth*: Oxford University Press.
- Auriacombe, C., & Meyer, N. (2020). Realising South Africa's National Development Plan goals: The need for change to a collaborative democracy to facilitate community participation. 14(2).
- Bacigalupo, M., Kamylyis, P., Punie, Y., & Van den Brande, G. (2016). EntreComp: The entrepreneurship competence framework. 10, 593884.
- Bae, T. J., Qian, S., Miao, C., Fiet, J. (2014). The relationship between entrepreneurship education and entrepreneurial intentions: A meta-analytic review. 38(2), 217-254.
- Barney, J. (2015) Firm Resources and Sustained Competitive Advantage.

- Barney, J. (2015). Firm resources and sustained competitive advantage. *Journal of Mana*.
- Barney, J., Wright, M., & Ketchen Jr, D. J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of management*, 27(6), 625-641.
- Barrett, B. F., Horne, R., & Fien, J. (2016). The ethical city: A rationale for an urgent new urban agenda. 8(11), 1197.
- Basias, N., & Pollalis, Y. (2018). Quantitative and qualitative research in business & technology: Justifying a suitable research methodology. *Review of Integrative Business and Economics Research*, 7, 91-105.
- Bayliss, K., & Van Waeyenberge, E. (2018). Unpacking the public private partnership revival. 54(4), 577-593.
- Benmira, S., & Agboola, M. (2021). Evolution of leadership theory. *BMJ Leader*, leader-2020-000296.
- Bennett, N., & Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA world. *Business horizons*, 57(3), 311-317.
- Bhalla, A. S., & Lapeyre, F. (2016). *Poverty and exclusion in a global world*: springer.
- Bhorat, H., Ewinyu, A., Lilenstein, K., Rooney, C., Steenkamp, F., & Thornton, A. (2019). Economic complexity and employment expansion: The case of South Africa.
- Bhorat, H., Van der Zee, K., & Thornton, A. (2020). Crime and inequality in South Africa: Non-linear outcomes under extreme inequality.
- Black, A. (2010). Tilting the playing field: Labour absorbing growth and the role of industrial policy.
- Bosma, N., Content, J., Sanders, M., & Stam, E. (2018). Institutions, entrepreneurship, and economic growth in Europe. *Small Business Economics*, 51, 483-499.
- Bozhikin, I., Macke, J., & da Costa, L. (2019). The role of government and key non-state actors in social entrepreneurship: A systematic literature review. 226, 730-747.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77-101.
- Braun, V., & Clarke, V. (2022). Conceptual and design thinking for thematic analysis. *Qualitative Psychology*, 9(1), 3.
- Bricker, J., Dettling, L. J., Henriques, A., Hsu, J. W., Jacobs, L., Moore, K. B., . . . Windle, R. A. (2017). Changes in US family finances from 2013 to 2016: Evidence from the Survey of Consumer Finances. *Fed. Res. Bull.*, 103, 1.

- Bromiley, P., & Fleming, L. (2002). 15. The resource-based view of strategy: a behaviorist critique. *The economics of choice, change and organization: essays in memory of Richard M. Cyert*, 319.
- Bruton, G. D., Ahlstrom, D., Li, H. (2010). Institutional theory and entrepreneurship: where are we now and where do we need to move in the future? , *34*(3), 421-440.
- Buck, R., & Deutsch, J. (2014). Effects of poverty on education. *Journal of Human Sciences*, *11*(2), 1139-1148.
- Bunce, S. (2016). Inequality between states: The price of economic globalization. *Language in India*, *16*(1), 234-240.
- Burger, P., & Calitz, E. (2021). Covid-19, Economic Growth and South African Fiscal Policy. *89*(1), 3-24.
- Burlacu, S., Gutu, C., & Matei, F. O. (2018). Globalization—pros and cons. *Calitatea*, *19*(S1), 122-125.
- Bvuma, S., & Marnewick, C. (2020). Sustainable livelihoods of township small, medium and micro enterprises towards growth and development. *Sustainability*, *12*(8), 3149.
- Cabrera, L. (2010). *The practice of global citizenship*: Cambridge University Press.
- Cardoni, A., Zanin, F., Corazza, G., & Paradisi, A. (2020). Knowledge management and performance measurement systems for SMEs' economic sustainability. *Sustainability*, *12*(7), 2594.
- Charmaz, K., & Thornberg, R. (2021). The pursuit of quality in grounded theory. *Qualitative research in psychology*, *18*(3), 305-327.
- Chowdhury. (2019). Institutions and entrepreneurship quality. *Entrepreneurship theory and practice*, *43*(1), 51-81.
- Chun Tie, Y., Birks, M., & Francis, K. (2019). Grounded theory research: A design framework for novice researchers. *SAGE open medicine*, *7*, 2050312118822927.
- Coad, A., & Rao, R. (2008). Innovation and firm growth in high-tech sectors: A quantile regression approach. *Research policy*, *37*(4), 633-648.
- Colenbrander, S. (2016). Cities as engines of economic growth.
- Connolly, M., & Li,(2016). Government spending and economic growth in the OECD countries. *19*(4), 386-395.
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*: Sage publications.

- Cumming, T. L., Shackleton, R. T., Förster, J., Dini, J., Khan, A., Gumula, M., & Kubiszewski, I. (2017). Achieving the national development agenda and the Sustainable Development Goals (SDGs) through investment in ecological infrastructure: A case study of South Africa. *Ecosystem services*, 27, 253-260.
- Cuthbertson, L., Robb, Y., & Blair, S. (2020). Theory and application of research principles and philosophical underpinning for a study utilising interpretative phenomenological analysis. *Radiography*, 26(2), e94-e102.
- da Cruz, N. F., Tavares, A. F., Marques, R. C., Jorge, S., & De Sousa, L. (2016). Measuring local government transparency. *18(6)*, 866-893.
- Davidsson, P. (2009). *The entrepreneurship research challenge*: Edward Elgar Publishing.
- De Paula, A., & Scheinkman, J. A. (2007). The informal sector. In: National Bureau of Economic Research Cambridge, Mass., USA.
- Desai, S. (2011). Measuring entrepreneurship in developing countries. In *Entrepreneurship and economic development* (pp. 94-107): Springer.
- Doh, S. J. S. (2020). Social Entrepreneurship and Regional Economic Development: The Case of Social Enterprise in South Korea. *12(21)*, 8843.
- Duhaime, I. M., Hitt, M. A., & Lyles, M. A. (2021). Strategic management: State of the field and its future.
- Eger III, R. J., & Hackbart, M. M. (2001). *State road fund revenue collection processes: differences and opportunities of improved efficiency*. Retrieved from Elert, N., & Henrekson, M. (2021). Entrepreneurship prompts institutional change in developing economies. *The Review of Austrian Economics*, 34, 33-53.
- Esmaeilpoorarabi, N., Yigitcanlar, T., Guaralda, M., & Kamruzzaman, M. (2018). Evaluating place quality in innovation districts: A Delphic hierarchy process approach. *Land use policy*, 76, 471-486.
- Farrell, H., & Newman, A. (2016). The new interdependence approach: theoretical development and empirical demonstration. *Review of International Political Economy*, 23(5), 713-736.
- Ferdausy, S., & Rahman, M. S. (2009). Impact of multinational corporations on developing countries. *The Chittagong University Journal of Business Administration*, 24(3), 111-137.
- Ferguson, H. B., Bovaird, S., & Mueller, M. P. (2007). The impact of poverty on educational outcomes for children. *Paediatrics & child health*, 12(8), 701-706.
- Fink, A. S. (2000). *The role of the researcher in the qualitative research process. A potential barrier to archiving qualitative data*. Paper presented at the Forum Qualitative Sozialforschung/Forum: Qualitative Social Research.

Fletcher, A. J. (2017). Applying critical realism in qualitative research: methodology meets method. *International journal of social research methodology*, 20(2), 181-194.

Forero, R., Nahidi, S., De Costa, J., Mohsin, M., Fitzgerald, G., Gibson, N., . . . Aboagye-Sarfo, P. (2018). Application of four-dimension criteria to assess rigour of qualitative research in emergency medicine. *BMC Health Services Research*, 18(1), 1-11.

Fortunato, M. W., & Alter, T. (2015). Community entrepreneurship development: an introduction. 46(5), 444-455.

Foss, N. J., Klein, P. G., Kor, Y. Y., & Mahoney, J. (2008). Entrepreneurship, subjectivism, and the resource-based view: toward a new synthesis. 2(1), 73-94.

Fossey, E., Harvey, C., McDermott, F., & Davidson, L. (2002). Understanding and evaluating qualitative research. *Australian & New Zealand Journal of Psychiatry*, 36(6), 717-732.

Fourie, W. (2018). Aligning South Africa's National Development Plan with the 2030 Agenda's Sustainable Development Goals: Guidelines from the policy coherence for development movement. 26(6), 765-771.

Fuerlinger, G., Fandl, U., & Funke, T. (2015). The role of the state in the entrepreneurship ecosystem: insights from Germany. 2(1), 1-26.

Gramby-Sobukwe, S. (2005). Africa and US foreign policy: contributions of the diaspora to democratic African leadership. *Journal of Black Studies*, 35(6), 779-801.

Gries, T., & Naudé, W. (2011). Entrepreneurship and human development: A capability approach. *Journal of Public Economics*, 95(3-4), 216-224.

Grimm, H. M., & Bock, C. L. (2022). Entrepreneurship in public administration and public policy programs in Germany and the United States. *Teaching Public Administration*, 40(3), 322-353.

Guerrero, M., Liñán, F., & Cáceres-Carrasco, F. R. (2021). The influence of ecosystems on the entrepreneurship process: a comparison across developed and developing economies. *Small Business Economics*, 57(4), 1733-1759.

Hambleton, R. (2019). The New Civic Leadership: Place and the co-creation of public innovation. *Public money & management*, 39(4), 271-279.

Hameed, I., & Irfan, Z. (2019). Entrepreneurship education: a review of challenges, characteristics and opportunities. *Entrepreneurship Education*, 2, 135-148.

Haugh, H. M., & Talwar, A. (2016). Linking social entrepreneurship and social change: The mediating role of empowerment. 133(4), 643-658.

- Hausmann, R. (2016). Economic development and the accumulation of know-how. *Welsh Economic Review*, 24, 13-16.
- Hayes, B. K., Heit, E., & Swendsen, H. (2010). Inductive reasoning. *Wiley interdisciplinary reviews: Cognitive science*, 1(2), 278-292.
- Heimberger, P., Huber, J., & Kapeller, J. (2020). The power of economic models: The case of the EU's fiscal regulation framework. 18(2), 337-366.
- Hess, F. M., Hassel, B. & Governance, H. U. (2007). Fueling Educational Entrepreneurship: Addressing the Human Capital Challenge. PEPG/07-06.
- Hess, F. M., & McShane, M. Q. (2021). *Educational entrepreneurship today*: Harvard Education Press.
- Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. (2002). Strategic entrepreneurship: Integrating entrepreneurial and strategic management perspectives. 1, 16.
- Hitt, M. A., Ireland, R. D., Sirmon, D. G., & Trahms, C. (2011). Strategic entrepreneurship: creating value for individuals, organizations, and society. 25(2), 57-75.
- Hockey, J., & Forsey, M. (2020). Ethnography is not participant observation: Reflections on the interview as participatory qualitative research. In *The interview* (pp. 69-87): Routledge.
- Holtz-Eakin, D., & Mandel, M. (2015). *Dynamic Scoring and Infrastructure Spending*. Paper presented at the Washington: American Action Forum and Progressive Policy Institute.
- Hooley, G., Broderick, A., & Möller, K. (1998). Competitive positioning and the resource-based view of the firm. 6(2), 97-116.
- Hossain, D. M. (2011). Qualitative research process. *Postmodern Openings*, 2(7), 143-156.
- Hsieh, L., Child, J., Narooz, R., Elbanna, S., Karmowska, J., Marinova, S., . . . Zhang, Y. (2019). A multidimensional perspective of SME internationalization speed: The influence of entrepreneurial characteristics. *International Business Review*, 28(2), 268-283.
- Hussain, M. D., Bhuiyan, A. B., & Bakar, R. (2014). Entrepreneurship development and poverty alleviation: An empirical review. 4(10), 558.
- Iosif, A. (2015). The impact of innovation on the national and regional competitiveness within the European Union. 11(2), 151-167.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. (2003). A model of strategic entrepreneurship: The construct and its dimensions. 29(6), 963-989.

Ireland, R. D., Webb, J. W., & Coombs, J. E. (2005). Theory and methodology in entrepreneurship research. In *Research methodology in strategy and management*. Emerald Group Publishing Limited.

Jones, P., Maas, G., Dobson, S., Newbery, R., Agyapong, D., & Matlay, H. (2018). Entrepreneurship in Africa, part 1: entrepreneurial dynamics in Africa. *Journal of Small Business and Enterprise Development*, 25(3), 346-348.

Kalu, F. A., & Bwalya, J. C. (2017). What makes qualitative research good research? An exploratory analysis of critical elements. *International Journal of Social Science Research*, 5(2), 43-56.

Kapur, R. (2018). Impact of poverty on education in India. In.

Kellermanns, F., Walter, J., Crook, T. R., Kemmerer, B., & Narayanan, (2016). The resource-based view in entrepreneurship: A content-analytical comparison of researchers' and entrepreneurs' views. 54(1), 26-48.

Kemal, A. R. (2000). Financing economic development. *The Pakistan Development Review*, 39(4), 293-311.

Khambule, I. (2020). The effects of COVID-19 on the South African informal economy: limits and pitfalls of government's response. 34(1), 95-109.

Kiger, M. E., & Varpio, L. (2020). Thematic analysis of qualitative data: AMEE Guide No. 131. *Medical teacher*, 42(8), 846-854.

Klein, P. G., Barney, J. B., & Foss, N. (2012). Strategic entrepreneurship. 2137050.

Korez-Vide, R., & Tominc, P. (2016). Competitiveness, entrepreneurship and economic growth. In *Competitiveness of CEE Economies and Businesses* (pp. 25-44): Springer.

Korstjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, 24(1), 120-124.

Kozubíková, L., Belás, J., Bilan, Y., Bartoš, P. (2015). Personal characteristics of entrepreneurs in the context of perception and management of business risk in the SME segment.

Kraaijenbrink, J., Spender, J.-C., & Groen, A. (2010). The resource-based view: A review and assessment of its critiques. 36(1), 349-372.

Krauss, S. E. (2005). Research paradigms and meaning making: A primer. *The qualitative report*, 10(4), 758-770.

KritiKoS, A. S. (2014). Entrepreneurs and their impact on jobs and economic growth. *IZA World of Labor*.

Kroukamp, H., & Cloete, F. (2018). Improving professionalism in South African local government.

Lefkofridi, Z., & Nezi, R. (2020). Responsibility versus responsiveness... to whom? A theory of party behavior. *26*(3), 334-346.

Lopez, V., & Whitehead, D. (2013). Sampling data and data collection in qualitative research. *Nursing & midwifery research: Methods and appraisal for evidence-based practice*, 123, 140.

Louçã, F., & Cabral, R. (2021). Chris Freeman's concept of evolution—A critique of the misuse of biological analogies in macroeconomics. *Research Policy*, 50(9), 104322.

Lyons, T. S., Alter, T. R., Audretsch, D., & Augustine, D. (2012). Entrepreneurship and community: The next frontier of entrepreneurship inquiry. *Entrepreneurship Research Journal*, 2(1).

Ma, L., Liu, Z., Huang, X., Li, T(2019). The impact of local government policy on innovation ecosystem in knowledge resource scarce region: Case study of Changzhou, China. *24*(1), 29-52.

Mackenzie, N., & Knipe, S. (2006). Research dilemmas: Paradigms, methods and methodology. *Issues in educational research*, 16(2), 193-205.

Malefane, S. (2009). Structuring South African municipalities for effective local economic development (LED) implementation. *Journal of Public Administration*, 44(si-1), 156-168.

Malik, M. A., & Azmat, S. (2019). Leader and leadership: Historical development of the terms and critical review of literature. *Annals of the University of Craiova for Journalism, Communication and Management*, 5(1), 16-32.

Mamabolo, M. A. (2018). Management and leadership development needs: The case of South Africa. *Business and Society: Making Management Education Relevant for the 21st Century*, 229-249.

Manaf, N. bin Ku Ariffin, K. H., Nasution, M. & Rossanty, Y. (2021). Do Innovativeness, Proactiveness, and Risk-Taking affect Business Performance?: Entrepreneurial insights of FAMA's Entrepreneurs. *International Journal of Business Economics (IJBE)*, 3(1), 1-19.

Mandal, P. C. (2018). Qualitative research: Criteria of evaluation. *Qualitative research*, 3(2), 1-6.

Marciano, A., & Pelissier, M. (2000). The influence of Scottish enlightenment on Darwin's theory of cultural evolution. *Journal of the History of Economic Thought*, 22(2), 239-249.

Markey, S., Halseth, G., & Manson, D. (2008). Closing the implementation gap: a framework for incorporating the context of place in economic development planning. *13*(4), 337-351.

Martin, R., & Sunley, P. (2017). Towards a developmental turn in evolutionary economic geography? In *Evolutionary Economic Geography* (pp. 8-28): Routledge.

Masipa, T. S. (2018). The relationship between foreign direct investment and economic growth in South Africa: Vector error correction analysis. *Acta Commercii*, *18*(1), 1-8.

Maxwell, J. A. (2020). The value of qualitative inquiry for public policy. *Qualitative Inquiry*, *26*(2), 177-186.

Mazzei, M. J. (2018). Strategic entrepreneurship: Content, process, context, and outcomes. *International Entrepreneurship and Management Journal*, *14*, 657-670.

Mchunu, K., & Mtapuri, O. (2020). The Limits to Openness and Tolerance: Theorizing Migration in the Case of Clermont Township, Durban, South Africa. *Mankind Quarterly*, *60*, 382-399.

McMillan, M., Rodrik, D., & Sepulveda, C. (2017). *Structural change, fundamentals and growth: A framework and case studies*. Retrieved from
McNabb, D. E. (2015). *Research methods for political science: Quantitative and qualitative methods*: Routledge.

Mehmood, T., Alzoubi, H. M., Alshurideh, M., Al-Gasaymeh, A., & Ahmed, G. (2019). Schumpeterian entrepreneurship theory: Evolution and relevance. *Academy of Entrepreneurship Journal*, *25*(4), 1-10.

Mesoudi, A. (2021). Cultural selection and biased transformation: two dynamics of cultural evolution. *Philosophical Transactions of the Royal Society B*, *376*(1828), 20200053.

Mills, E., Shahrokh, T., Wheeler, J., Black, G., Cornelius, R., & Van Den Heever, L. (2015). *Turning the tide: the role of collective action for addressing structural and gender-based violence in South Africa*. Retrieved from
Mirzanti, I. R., Simatupang, T. M., & Larso, D. (2015). A conceptual framework of entrepreneurship policy. *1*, 321-332.

Mkansi, M., & Acheampong, E. A. (2012). Research philosophy debates and classifications: students' dilemma. *Electronic journal of business research methods*, *10*(2), pp132-140-pp132-140.

Mohajan, H. K. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of Spiru Haret University. Economic Series*, *17*(4), 59-82.

Mohapatra, S., Rozelle, S., & Goodhue, R. (2007). The rise of self-employment in rural China: development or distress? *World Development*, *35*(1), 163-181.

- Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative health research*, 25(9), 1212-1222.
- Mubarak, M. F., Yusoff, W. F. W., Mubarik, M., Tiwari, S., Kaya, K. (2019). Nurturing entrepreneurship ecosystem in a developing economy: myths and realities. 6(1).
- Mueller, S. L., & Thomas, A. (2001). Culture and entrepreneurial potential: A nine country study of locus of control and innovativeness. 16(1), 51-75.
- Muo, I., & Azeez, A. A. (2019). Green entrepreneurship: Literature review and agenda for future research. *International Journal of Entrepreneurial Knowledge*, 7(2).
- Muralidharan, E., & Pathak, S. (2018). Sustainability, transformational leadership, and social entrepreneurship. 10(2), 567.
- Murphy. (2016). Interrogating the relation between conceptual change and epistemic beliefs. *Handbook of epistemic cognition*, 439-459.
- Musara, M., Mabila, T., Gwaindepi, C., & Netsai, D. (2020). Entrepreneurial Activity for Economic Growth and Unemployment Reduction in South Africa. 24(2), 1-8.
- Muzari, T., Shava, G. N., & Shonhiwa, S. (2022). Qualitative research paradigm, a key research design for educational researchers, processes and procedures: A theoretical overview. *Indiana Journal of Humanities and Social Sciences*, 3(1), 14-20.
- Naderi, A., Vosta, L. N., Ebrahimi, A., Jalilvand, M.(2019). The contributions of social entrepreneurship and transformational leadership to performance: Insights from rural tourism in Iran.
- Nasiri, N., & Hamelin, N. (2018). Entrepreneurship driven by opportunity and necessity: effects of educations, gender and occupation in MENA. 8(2), 57-71.
- Naudé. (2010). Entrepreneurship, developing countries, and development economics: new approaches and insights. 34(1), 1.
- Naudé. (2013). Entrepreneurship and economic development: Theory, evidence and policy. (7507).
- Neumann, T. (2021). The impact of entrepreneurship on economic, social and environmental welfare and its determinants: a systematic review. *Management Review Quarterly*, 71(3), 553-584.
- Nguyen, H., Ahn, J., Belgrave, A., Lee, J., Cawelti, L., Kim, H. E., . . . Villavicencio, A. (2021). *Establishing trustworthiness through algorithmic approaches to qualitative research*. Paper presented at the Advances in Quantitative Ethnography: Second International Conference, ICQE 2020, Malibu, CA, USA, February 1-3, 2021, Proceedings 2.

- Nieuwenhuizen, C., & Groenewald, D. (2006). Level of creativity and risk among successful entrepreneurs. *10*(1), 70-90.
- Nkansah, K. (2011). Entrepreneurship Theories and Empirical Research. *3*(6), 5-6.
- Nkwinika, M., & Munzhedzi, P. (2016). The role of small medium enterprises in the implementation of local economic development in South Africa.
- Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research. *Evidence-based nursing*, *18*(2), 34-35.
- Okumu, W. (2014). The purpose and functions of international boundaries: With specific reference to Africa. *and Demarcation of Boundaries in Africa*, 34.
- Omodan, B. I. (2022). A Model for Selecting Theoretical Framework through Epistemology of Research Paradigms. *African Journal of Inter/Multidisciplinary Studies*, *4*(1), 275-285.
- Onuekwusi, G. C. (2021). ENTREPRENEURSHIP ENGAGEMENT AND COMMUNITY DEVELOPMENT IN OKITIPUPA LGA, ONDO STATE, NIGERIA: EFFECT, CONSTRAINTS AND SOLUTIONS. *AJENTS*, *1*(2), 244.
- Onwuegbuzie, A. J., Leech, N. L., & Collins, K. M. (2010). Innovative data collection strategies in qualitative research. *Qualitative Report*, *15*(3), 696-726.
- Passmore, D. L., & Baker, R. M. (2005). Sampling strategies and power analysis. *Research in organizations: Foundations and methods of inquiry*, 45-55.
- Peneder, M. (2023). Evolutionary economic policy and competitiveness. In *Routledge Handbook of Evolutionary Economics* (pp. 299-315): Routledge.
- Pereyra, J. A. C. (2019). Entrepreneurship and the city. *Geography Compass*, *13*(12), e12471.
- Pfeffer, K., Baud, I., Denis, E., Scott, D., Sydenstricker-Neto, J. (2013). Participatory spatial knowledge management tools: empowerment and upscaling or exclusion? , *16*(2), 258-285.
- Pieterse, J. N. (2010). *Development theory*: Sage.
- Poppo, L., & Zenger, T. (2002). Do formal contracts and relational governance function as substitutes or complements? , *23*(8), 707-725.
- Pounder, P. (2021). Responsible leadership and COVID-19: small Island making big waves in cruise tourism. *International Journal of Public Leadership*, *17*(1), 118-131.
- Pratt, A. C. (2008). Creative cities: the cultural industries and the creative class. *90*(2), 107-117.

Price, J. H., Khubchandani, J., & Webb, F. J. (2018). Poverty and health disparities: what can public health professionals do? *Health promotion practice, 19*(2), 170-174.

Rada, C. (2007). Stagnation or transformation of a dual economy through endogenous productivity growth. *31*(5), 711-740.

Raheem, I. D., Isah, K. O., & Adedeji, A. A. (2018). Inclusive growth, human capital development and natural resource rent in SSA. *Economic Change and Restructuring, 51*, 29-48.

Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences, 6*(2), 1-5.

Rakib, M., Yunus, M., & AMIN MT, N. (2018). Creative industry development based on entrepreneurship training in developing local economy in parepare city. *Jurnal OIKOS, 2*(1), 32-46.

Ribeiro-Duthie, A. C. (2020). SDG 8 Decent work and Economic growth. In *Actioning the global goals for local impact* (pp. 117-133): Springer.

Robbins, G. J. A. i. (2005). eThekweni Municipality's economic development-related capital programmes: improving the prospects of the urban poor? , *35*(4), 63-71.

Rodríguez-Bolívar, M. P. (2015). *Transforming city governments for successful smart cities*: Springer.

Rose, J., & Johnson, C. W. (2020). Contextualizing reliability and validity in qualitative research: Toward more rigorous and trustworthy qualitative social science in leisure research. *Journal of leisure research, 51*(4), 432-451.

Ruona, W. E. (2005). Analyzing qualitative data. *Research in organizations: Foundations and methods of inquiry, 223*, 263.

Saebi, T., Foss, N. J., & Linder, S. (2019). Social entrepreneurship research: Past achievements and future promises. *Journal of management, 45*(1), 70-95.

Scheba, A., & Turok, I. N. (2020). *Strengthening township economies in South Africa: The case for better regulation and policy innovation*. Paper presented at the Urban Forum.

Schreuder, H. T., Gregoire, T. G., & Weyer, J. P. (2001). For what applications can probability and non-probability sampling be used? *Environmental Monitoring and Assessment, 66*, 281-291.

Schubert, C. (2009). *Darwinism in economics and the evolutionary theory of policy-making*. Retrieved from

Schumpeter, J. A., & Swedberg, R. (2021). *The theory of economic development*. Routledge.

- Serban, M. (2016). The entrepreneurial continuum.
- Shabangu, P. E., & Oksiutycz, A. (2018). Stakeholders' perception of the local government stakeholder engagement practices in the Bekkersdal Township. *53*(2), 199-214.
- Shackleton, C., Blair, A., De Lacy, P., Kaoma, H., Mugwagwa, N., Dalu, M., & Walton, W. (2018). How important is green infrastructure in small and medium-sized towns? Lessons from South Africa. *Landscape and Urban Planning, 180*, 273-281.
- Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *25*(1), 217-226.
- Sharipov, I. (2015). Contemporary economic growth models and theories: A literature review. *7*(3), 759.
- Shava, E. (2016). Black economic empowerment in South Africa: Challenges and prospects. 161-170.
- Shepherd, D. A., Williams, T. A., & Zhao, E. Y. (2019). A framework for exploring the degree of hybridity in entrepreneurship. *33*(4), 491-512.
- Sitharam, S., & Hoque, M. (2016). Factors affecting the performance of small and medium enterprises in KwaZulu-Natal, South Africa. *Problems and perspectives in Management, 14*(2), 277-288.
- Slavova, M., & Okwechime, E. (2016). African smart cities strategies for agenda 2063. *Africa Journal of Management, 2*(2), 210-229.
- Sleuwaegen, L., & Ramboer, S. (2020). Regional competitiveness and high growth firms in the EU: the creativity premium. *52*(22), 2325-2338.
- Sørensen, E., & Torfing, J. (2017). Metagoverning collaborative innovation in governance networks. *47*(7), 826-839.
- Stahl, N. A., & King, J. R. (2020). Expanding approaches for research: Understanding and using trustworthiness in qualitative research. *Journal of Developmental Education, 44*(1), 26-28.
- Stiglitz, J. E. (2016). Inequality and economic growth.
- Su, J., Zhai, Q., Karlsson, T. (2017). Beyond red tape and fools: Institutional theory in entrepreneurship research, 1992–2014. *41*(4), 505-531.
- Subban, M., & Theron, H. (2016). Contextualising the National Development Plan for enhanced service delivery: Considerations for planning in KwaZulu-Natal. *Town and Regional Planning, 68*, 43-56.
- Sutter, C., Bruton, G. D., & Chen, J. (2019). Entrepreneurship as a solution to extreme poverty: A review and future research directions. *34*(1), 197-214.

Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *How to choose a sampling technique for research (April 10, 2016)*.

Tan, T.-M., Tan, W.-L., & Young, J. E. (2000). Entrepreneurial infrastructure in Singapore: Developing a model and mapping participation. *The Journal of Entrepreneurship, 9*(1), 1-33.

Thacker, S., Adshead, D., Fay, M., Hallegatte, S., Harvey, M., Meller, H., . . . Hall, J. W. (2019). Infrastructure for sustainable development. *Nature Sustainability, 2*(4), 324-331.

Thomas, D. R. (2006). A general inductive approach for analyzing qualitative evaluation data. *American journal of evaluation, 27*(2), 237-246.

Torring, J., Sørensen, E., & Bentzen, T. O. (2019). Institutional design for collective and holistic political leadership.

Tseng. (2014). Technological innovation capability, knowledge sourcing and collaborative innovation in Gulf Cooperation Council countries. *16*(2), 212-223.

Tuovila, S. (2021). *Amplifying the sounds and rhythms of entrepreneurial community spaces: The role of spaces in supporting entrepreneurial development*.

Van Praag, C. M., & Versloot, P. H. (2007). What is the value of entrepreneurship? A review of recent research. *Small Business Economics, 29*(4), 351-382.

Veciana, J. M., & Urbano, D. (2008). The institutional approach to entrepreneurship research. Introduction. In: Springer.

Verweij, S., & Satheesh, S. A. (2023). In search of the collaborative advantage of public-private partnerships: A comparative analysis of Dutch transport infrastructure projects. *Public Administration Review, 83*(3), 679-690.

Wennekers, S., Van Wennekers, A., Thurik, R., & Reynolds, P. (2005). Nascent entrepreneurship and the level of economic development. *Small Business Economics, 24*(3), 293-309.

White, R., & Wahba, S. (2019). Addressing constraints to private financing of urban (climate) infrastructure in developing countries. *International Journal of Urban Sustainable Development, 11*(3), 245-256.

Willig, C. (2019). What can qualitative psychology contribute to psychological knowledge? *Psychological methods, 24*(6), 796.

Witt, U. (2016). What is specific about evolutionary economics? In *Rethinking Economic Evolution*: Edward Elgar Publishing.

Yanine, F., Cordova, F. M., Valenzuela, L., & Isla, P. (2019). A fresh look at an old problem: saturation in the retail market and how it affects both retailers and consumers.

Yanow, D. (2017). Qualitative-interpretive methods in policy research. In *Handbook of public policy analysis* (pp. 431-442): Routledge.

Yousafzai, M. T., Shah, I. K., & Tariq. (2021). Developing Entrepreneurial Learning Curricula from CEO's Perspective. *City University Research Journal*, 11(1).

Zahra, S. A., & Wright, M. (2016). Understanding the social role of entrepreneurship. 53(4), 610-629.

Zeffane, R. (2013). Need for achievement, personality and entrepreneurial potential: A study of young adults in the United Arab Emirates. 21(01), 75-105.

Zhao, E. Y., Ishihara, M., & Jennings, P. D. (2020). Strategic entrepreneurship's dynamic tensions: Converging (diverging) effects of experience and networks on market entry timing and entrant performance. *Journal of Business Venturing*, 35(2), 105933.

APPENDICES

Appendix A: Informed Consent Letter

Letter of Informed Consent

UNIVERSITY OF KWA-ZULU NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Sir/Madam

Researcher: Mr. David Sumo (217033014) Contact: 0783012597

Sumo_david@yahoo.com

Research Supervisor: Dr. Bhasela Yalezo Contact: 061 823 9850
Yalezob@ukzn.ac.za

Research Office: Mr Premlall Mohun Contact: 031-260- 4557 HssrecLms@ukzn.ac.za

You are invited to participate in a study entitled "**The Effects of Entrepreneurial Management and Leadership on Township Economic Development in the eThekweni Municipality**".

David Sumo, student number, 217033014, a Master of Commerce in Leadership Studies student at the University of Kwa-Zulu Natal, will be conducting the study.

In this study, the researcher is trying to examine key issues affecting entrepreneurship activities in townships and to identify gaps that exists in developing and managing economic growth in these arears. The overall goal of this study is to assess the failures of township economy in addressing high unemployment and socio-economic conditions among young South Africans living in townships. For the collection of primary data, an in-depth interview will be conducted. Participants will be able to answer the fourteen questions in approximately 40 minutes. Kindly note that participation in this study is voluntary and at the participant's discretion.

Anonymity and confidentiality of research participants will be handled with great care, ensuring no data provided will be leaked to unwanted persons or traced back to participants in any form. The research data will be stored in a secure location at the University of Kwa-Zulu Natal Graduate School of Business and Leadership. If you are willing to participate in this study, kindly sign the form below that acknowledges your voluntary willingness to participate and your awareness of the nature of the research being conducted.

Yours Sincerely,

David Sumo

I, the undersigned (Full Name) _____ as
(Position)

_____ of (Name of Entity)

_____ have been fully informed of the nature of the research to be conducted and give consent to participate in the survey at my facility. I reserve the right to withdraw consent to participate at any time.

Please indicate:

I agree/do not agree to audio-recording during the interview.

Signature

Date

Appendix B: Interview Guide

Title of the Study

The Effects of Entrepreneurial Management and Leadership on Township Economic Development in the eThekweni Municipality

Interview Schedule

Demographic Questions

1. Please indicate business ownership in terms of gender representation.
2. Please indicate the business services you render.
3. What is the business lifecycle phase in terms of operations?
4. Where is the geographical location of the business operations?
5. What is the highest business or academic qualification you have?

Research Based Questions

Objective one: To assess the resource barriers and constraints enabling growth within the township entrepreneurship and to determine the impact of SMMEs value chain and appropriate tools.

6. How would you describe the influence of the business in contribution to the business value chain?
7. What are the strengths, weaknesses, opportunities, and threats that the business should take into consideration to be profitable?
8. What are the strategic and performance-oriented tools that the business possesses for operational excellence?

Objective two: To evaluate the degree of institutional support programs available on small businesses in their contribution to the township economy and to assess the SMMEs competitiveness to meet their profitability potential.

9. What are technical, operational, financial, and marketing skills that the business needs to improve on to be competitive?
10. What are the constraints in terms of technical, operational, financial, and marketing skills that the business needs to improve on to be competitive?
11. How would you describe the feasibility, viability of your business goals and objectives?

Objective three: To explore policy makers and local authorities' leadership support and strategic initiatives in strengthening small businesses competitiveness and sustainability and to evaluate the SMMEs capacity building requirements in executing their deliverables.

12. How would you describe the abilities, skills, and expertise improvement initiatives in the business?
13. How would you describe the capacity building aspirations of the business?

Objective four: To measure the connection between leadership involvement and the entrepreneurial activities in the stimulation of the township economy and to ascertain the SMME support intervention and resources accessibility in sustaining the enterprises.

14. How do you describe the business and technical support that could be accessed from external sources on behalf of the business?
15. What are the networking and relationship building strides within the business?

Appendix C: Gatekeeper's Letter



POD 7, GROUND FLOOR, INTUTHUKO JUNCTION, 750 MARY THIPHE STREET, UMKHUMBANE, CATO MANOR, DURBAN 4001
TEL: 031 322 4513, FAX: 031 261 3405, FAX TO EMAIL: 086 265 7160, EMAIL: MILE@DURBAN.GOV.ZA, WEBSITE: WWW.MILE.ORG.ZA

For attention:
Chair of Higher Degrees/ Research Ethics Committee
Graduate School of Business and Leadership
College of Law and Management
University of Kwazulu Natal
Durban
4001

15 October 2021

RE: LETTER OF SUPPORT TO D.B SUMO, STUDENT NUMBER 217033014 - GRANTING PERMISSION TO USE ETHEKWINI MUNICIPALITY AS A STUDY SITE

The Business Support, Markets and Tourism Unit and eThekweni Municipal Academy (EMA) in eThekweni Municipality, have considered a request from David Bhekamandla Sumo to use eThekweni Municipality as a research study site leading to the awarding of a Master of Commerce degree and for the purposes of undertaking a research study entitled, "Entrepreneurial Management and Leadership in Township Informal Businesses."

We wish to inform you of the acceptance of his request and hereby assure him of our utmost cooperation towards achieving his academic goals; the outcome which we believe will help the municipality improve its services. The student is reminded of the ethical considerations and the Disaster Management Act, Act 2020 regulations when conducting the research. The student must take all necessary measures to ensure his/her personal safety during the research period as eThekweni Municipality indemnifies itself from any incidental claims that may arise. **In return, we stipulate as mandatory that the student contacts Dr Collin Pillay to present the preliminary results and recommendations of this study to the related unit/s.**

Wishing [redacted] best in his studies.

.....
Mr Oswald Mzama
Head: Business Support, Markets & Tourism Unit
eThekweni Municipality

.....
Dr Collin Pillay
Program Manager: MILE
eThekweni Municipality

I, David B. Sumo.....having read and understood the conditions above,
hereby accept [redacted] these stipulations.

Signed: [redacted] Date: 20/10/2021

Appendix D: Editing Certificate



ANDISILE DOT COM (PTY) LTD
Reg. No. 2015/171143/07

29 June 2023 • 003/2023

TO WHOM IT MAY CONCERN

CERTIFICATE OF EDITING

This certificate confirms that professional language editing services rendered on the following submission:

TITLE: AN EVALUATION OF THE ROLE OF ENTREPRENEURIAL
MANAGEMENT AND LEADERSHIP ACTIVITIES ON TOWNSHIP
ECONOMIC DEVELOPMENT IN THE ETHEKWINI MUNICIPALITY

STUDENT: David Sumo • 217033014

PROGRAMME: Master of Commerce)

INSTITUTION: University of KwaZulu-Natal

PAGES: 118 (Last page number 105)

We hope you find our work acceptable to your expectation.

Best regards

A. BEST

Membership No: **BES003**

Professional Editors Guild (PEG), South Africa

*MSc in Public Policy and Management (London), BAdmin Hons in Public Administration (Fort Hare),
Diploma in Business Computing in Information Technology (Damelin), Programme in Project
Management (Stellenbosch), Programme in Total Quality Management (Unisa)*

Professional registrations: CIGFARO, SAMEA, IACD, PMSA, CIPPT, IOA, SAAPAM and SABPP

• Our work. Your success •

+27 83 740 0458  +27 83 740 0458 

andisile.best@gmail.com 

@AndisileBest 

Portion 14 • Farm 925 • East London • 5201 • Eastern Cape • South Africa 

