FACULTY OF BUSINESS AND ACCOUNTING

GRADUATE STUDIES DEPARTMENT OF BUSINESS AND ACCOUNTING (MBA)

An examination of the Impact of Covid-19 on the Informal Sector in Gaborone, Botswana

By

NAME: MATHEWS RICHARD

STUDENT ID NO. 1920148

A Dissertation Submitted in Partial Fulfillment of the Requirement for the Award of the Degree
of Master of Business Administration at Botho University

Supervisor: Dr. T. D. Svotwa

Statement of originality

I, the undersigned certify that this research is entirely my work and was carried out while I was a student at Botho University as partial fulfillment of my Masters in Business Administration (MBA) Degree. I confirm that all ideas of other people have been fully acknowledged using the Harvard referencing style.

Signature: Mathews Richard

Date: 10/05/2021

Dedication

I dedicate the research to my family who spent their valuable time and effort supporting me throughout the research. I also dedicate the research to my supervisor and colleagues who stood by me through encouragement and support.

Acknowledgement

Let me first and foremost acknowledge my supervisor Dr. T.D Svotwa who supported me by guiding and advising throughout the research. I also extend my sincere gratitude to the participants in the informal sector whose views contributed immensely to the success of the research.

I wish to thank my family particularly my wife stood as a pillar to ensure that this research is a success. Finally, I thank God for guiding the path of the study unto completion.

Abbreviations and acronyms

AIMO: All India Manufacturers Organization

BDF: Botswana Defense Force

BFTU: Botswana Federation of Trade Union

CEDA: Citizen Entrepreneurial Development Agency

CDC: Centre for disease Control

CRISMA: Crises Management for improved action

ESP: Economic Stimulus Package

GoB: Government of Botswana

ILO: International Labour Organization

LEA: Local Enterprise Authority

MITI- Ministry of Investment trade and Industry

MYSC: Ministry of Youth Sports and Culture

PPADB: Public Procurement and Asset Disposal Board

SARS: Severe acute respiratory syndrome

SOE: State of Emergency

SPSS: Statistical Package for the Social Science

UNDP: United Nations Development Programme

WHO: World Health Organization

Table of contents

List of figures

List of tables

Definition of terms

Crises: A crisis can be defined as an occurrence or period that can result in problems or adverse consequences affecting individuals, organizations or communities (Pedersen, 2020).

Informal sector: Plan (2020) defined the informal sector as "that sector of the economy that is made up of businesses that are either not formally registered with a regulatory authority or that are registered with a regulatory authority but have any three or more of the following four characteristics: do not pay a determined salary to its employees at specific time intervals, do not regularly compile annual Financial Statements, do not maintain an account with any financial institution and whose income or expenditure is not maintained separately from the income or expenditure of the promoters."

Recovery plan: This is a game plan that is employed by functional teams following organizational disruptions that interfere with the usual operations of the business (Koonin, 2020).

Abstract

The study aimed at examining the impact of Covid-19 on the informal sector in Gaborone, Botswana. The problem is that the informal sector has been badly affected by the pandemic. A quantitative research approach was employed, and a quantitative descriptive research design provided a road map that was used to fulfil this research. Convenience sampling was used to gather a sample of 60 participants from the informal sector businesses which employ less than five people and has been operating within Gaborone for five years or less. Business owners and employees were targeted. Both self-administered and online questionnaires were used to gather data. Quantitative data analysis methods were employed to analyse the data that was captured by the questionnaires. Data were analysed using IBM SPSS version 20.

This research concluded that the impact of Covid -19 was severe on the informal sector leaving businesses at the verge of collapsing with workers left unemployed. Very few businesses (7%) had crises management strategies in place and a level of crises preparedness was established. The informal sector players in Gaborone lacked business recovery plans as only 7% understood recovery planning. The government of Botswana has put in place programs to support the informal sector in times of crises. However, a few of the informal sector players are aware of the government support programs. This shows that there is lack of cohesion between the government and the informal sector. This was partly because the government had difficulty to assess and qualify the informal sector business people for support as they are not formally registered as companies by any of the regulating authorities. The study recommended that the government should embark on an exercise to sensitise the informal sector about the support available for them and to encourage them to register with relevant regulatory authorities. Further research should be done involving other sectors in the economy.

Chapter 1: Background of the study

1.1 Introduction

The informal sector has been taken as a driver of economic growth, income generation and a source of economic diversification in many African countries. However, several authors including Etim and Daramola (2020) and Menyah (2009) indicated that the informal sector faces a lot of challenges from inception and these challenges compromise their growth and survival. This therefore translate to say that the informal sector has been overwhelmed by challenges and Covid-19 has come as an addition to these challenges. The informal sector in Botswana and many other countries in Africa has been affected by Coronavirus disease 2019 (Covid-19) which is a transmissible sickness which originates from severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). Supady (2020) explained that Covid-19 can cause death or severe poverty in communities.

Before the outbreak of the Covid-19 pandemic, businesses including the informal sector had been operating normally or the usual way. However, the outbreak of Covid-19 came with a lot of restrictions which forced people and businesses to change the ways in which they used to do things or to operate (Bonaccorsi et al., 2020). As such national lockdowns, curfews and several other restriction rules were introduced to help the situation and this affected businesses in many ways especially the informal sector whose businesses rely and depend on meeting people daily to generate income for survival. Considering these developments and challenges it became important for the researcher to conduct a consolidated and intensive examination of the impact of Covid-19 on the informal sector in Gaborone, Botswana. Botswana has many people who are depending on the informal sector for survival having 191,176 people being employed in the sector in 116,571 businesses (Plan, 2020), and it is significant for the government to understand the impact of Covid-19 on the informal sector in Gaborone since it is the capital city which is carrying much of the informal sector in the nation (Biao, 2017). This will give a basis for the government and policy makers to come up with working measures and policies to rescue the situation.

1.2 Background of study

The informal sector is considered as an important part of the economy, especially in Africa. Botswana, as a nation encourages the expansion of the informal sector. This is so to reduce poverty and unemployment (Moffat and Kapunda, 2013). According to Jongman, "Botswana was classified as one of the ten poor countries at the time of independence in 1966 and it is currently classified as an upper middle-income country" (Jongman, 2018; p.1318). The author added that the poverty levels have been going down to 19.4% of the population by 2010 and World Bank (2017) indicated that the poverty levels have now gone down to 14.5% of the total population of Botswana. In addition, Jongman (2018) indicated that the unemployment rate of Botswana was at 17.6% as of 2010. The informal sector is defined by Rogan and Skinner (2017) as businesses which are not registered and usually operate with very few people for example less than five. The informal sector is part of the country's economy which is not taxed. The informal sector is composed of people who are economically disadvantaged as majority of them carry out business for their daily sustainability. The informal sector sells their products mostly to those with less buying power hence disadvantaging them in terms of income sustainability. Briefing (2018) stated that the majority of participants in the informal sector do not formalize their businesses with any recognized body in the economy, he also alluded that most of them do not have salaries. Moffat and Kapunda (2013) posits that the informal sector in Botswana is composed of women taking a larger share in terms of gender representation. Plan (2020) indicated that an estimated number of 191,176 people is employed in the Botswana informal sector in approximately 116,571 businesses.

1.3 Statement of the problem

The problem is that Covid-19 has come as a big surprise to the entire world and its impacts have been severe to the entire world with Africa experiencing a delayed spread of the pandemic (Kiaga, Lapeyre and Marcadent, 2020). However, the delayed spread did not spare African countries from being hard hit by the pandemic given that they had some preparation time considering what was happening in China and the first world countries. According to Plan (2020)

approximately, 61% of the labour force is in the informal sector globally and in the Sub-Saharan Africa where Botswana is a part of, 86% of men and 92% of women are employed in the informal sector. However, most of these employees have no access to social protection and they become more vulnerable during times of crises likes the Covid-19 pandemic. In addition, Donthu and Gustafsson (2020) revealed that the informal sector businesses are usually hit hard by crises because of their unstable operations and lack of preparedness. Thus, an examination of the impact of Covid-19 on the informal sector in Gaborone, Botswana becomes relevant considering current Covid-19 conditions in Botswana and in Gaborone specifically. There has been little evidence and research about the impact of Covid-19 on the informal sector in Gaborone. Hence this warrants such a research as this to establish the social and economic impacts of the pandemic to the informal sector in Gaborone.

The informal sector in Gaborone has been experiencing a multitude of challenges. The Covid-19 pandemic came up with negative and severe effects which impedes trading within the informal sector in Botswana. Malik and Naeem (2020; p.2) contend that the Covid-19 pandemic has disrupted our way of life and has further disrupted individuals, families and communities putting them under stress of health and economic burdens." Similarly, the Botswana Presidential (Covid-19) Task force Bulletin (2020) indicated that businesses and families in the informal sector had their earnings decline. This has resulted in some of the informal sector players in Gaborone surviving on handouts given by the social workers during the lock down. This study becomes relevant as it seeks to establish the actual situation on the ground in Gaborone concerning the informal sector after the outbreak of Covid-19. This will aid the Government of Botswana (GoB) to put in place relevant and working measures to help the people and reduce the effects of the Covid-19 pandemic.

In addition, the Botswana Federation of Trade Unions (2020) in their submission to the predicted Post Covid- 19 Economic Stimulus Programme (ESP) mentioned that the economy of Botswana has been adversely affected by the virus and so has been the private sector and the informal sector. This means that the pandemic has negatively affected the Botswana economy. This is because the informal sector contributes around 5.3% of annual GDP (Plan, 2020), it constitutes a significant portion of the economy according to Statistics Botswana 2007 informal sector survey report, and it is of serious concern to the researcher to understand the impact of Covid-19 to the

informal sector in Gaborone. This research intends to help the GoB and the private sector to identify the most affected members in the society and come up with working interventions to solve the situation on the ground. This is of utmost significance as Botswana has already been struggling with high levels of poverty or 14.5% as indicated by Jongman (2018).

1.4 Research aim

The aim of this research is to examine the impact of Covid-19 on the informal sector in Gaborone, Botswana.

1.5 Research Objectives

i)   To examine the impact of Covid-19 on the informal sector businesses in Gaborone.

ii) To investigate whether the informal sector in Gaborone has a crises management plan during good days or not.

iii) To examine the level of crises preparedness by the informal sector in Gaborone.

iv) To explore the availability of the recovery plan by the informal sector in Gaborone.

v)   To find out programs put in place by Government to support the informal sector in times of crises and to establish challenges in accessing government help.

1.6 Research questions

i)   What is the impact of Covid-19 on the informal sector businesses in Gaborone?

ii)   Does the informal sector in Gaborone have a crises management plan during good days?

iii)   What is the level of crises preparedness by the informal sector in Gaborone?

iv)   Is there a recovery plan by the informal sector in Gaborone?

v)   What are the programs put in place by Government to support the informal sector in times of crises and what are the challenges faced when accessing government help?

1.7 Significance of the study

This study is significant to the informal sector, private organisations, the government, policy makers and the community at large. This research is of great importance to the informal sector players as it gives them real information on how Covid-19 has affected the sector in Gaborone.

This will help the informal sector players to better prepare for adverse situations such as the Covid-19 pandemic and become part of problem solving of their situations.

In addition, this study is significant to the private sector as it gives them knowledge and understanding of the situation in the city so that they can have an understanding and apply proper measures to deal with the situation on ground.

This study is also significant to the GoB and policy makers as it will shed light on the impact of Covid-19 on the informal sector businesses in Gaborone. This is very important as Gaborone is housing a bigger portion of the informal sector in the country estimated to be around 47,794. Having actual information will help the government and the policy makers to come up with strategies, measures and policies that promote the continuation and survival of the informal sector in Gaborone to help families and individuals to generate income for survival and poverty eradication. The government has to come up with swift, working strategies that are specific to the informal sector businesses so as to help resuscitate the ailing economy. In addition, this study also contributes to the body of knowledge on the Covid-19 pandemic, and therefore contributes to literature building.

1.8 Limitations of the study

The study has limitations that includes among others budget which then confined the researcher to do the research in Gaborone. Further to that; there is information asymmetry regarding the Covid-19 pandemic since the pandemic is new and involving on daily basis, new information is discovered on research making it difficult for people to understand the pandemic. As Biao (2017) indicated that Gaborone is housing about 25% of the entire population, this means that Gaborone has many people and this may result in congestion of people in other areas and as such, the prevalence of Covid-19 may be higher than in most other areas in Botswana. However, careful consideration was given, and health protocols were followed during data collection. The health protocols that were followed included social distancing with the research respondents, meeting in well ventilated areas with the respondents, communicating through the email or social media, sanitizing and wearing masks throughout interactions with the research respondents.

1.9 Delimitations

The study was carried out within the informal sector businesses operating within Gaborone City. The study focused on the businesses that employed less than five people, the study also considered those businesses owned by families. Another factor was that the study considered businesses who were running for less than five years. The significance of this was premised on the fact that such businesses were relatively new therefore quite interesting to find out if they had means of dealing with any crises or solving problems whenever put to test. The researcher chose businesses that are in catering, hairdressing, tuck-shops, internet café and other enterprises which included car wash, selling of airtime, and selling vegetables. Gaborone was chosen because according to Statistics Botswana 2007 informal sector survey report, Gaborone has been housing the highest numbers of micro enterprises of around 47 794 and many people have been migrating to Gaborone to start small business as compared to other towns and villages. The research targeted the business owners and the employees so that a balanced analysis of the situation could be examined and evaluated.

1.10 Structure of the Dissertation

This dissertation is structured in five chapters as follows:

Chapter 1: Introduction and summary of the study

This chapter sets the scene for the study. It introduces the reader to the research topic, statement of the problem, objectives of the research, research questions, and significance of the study, delimitations, and the structure of the dissertation.

Chapter 2: Literature Review

This chapter presents the literature that the researcher engages to understand the historical background of informal sector, Covid-19, and the empirical literature of both, as well as the theoretical framework for the study

Chapter 3: Research Methodology

This section offers a discussion of the methodology informing this study.

Chapter 4: Empirical Study

This chapter presents the findings and discussion of the study.

Chapter 5: Conclusion and recommendations

Conclusion to the study and recommendations are made in this final chapter of the study.

1.11 Summary

This chapter gave an overview of the study. It presented a brief introduction and background to the study. It introduced the reader to the research topic and the general information related to the topic. In addition, the problem statement was thoroughly discussed showing clearly how the motivation of the research was established. Furthermore, the research objectives and the corresponding research questions were clearly outlined to guide the research and the significance of the study were presented showing how and to who the research will be important. Also, the delimitations which defines the boundaries of the study were discussed together with the structure of the dissertation. The next chapter reviews the theoretical and empirical literature, taking into account the objectives and research questions of the study.

Chapter 2: Literature review

2.1 Introduction

This chapter presents a comprehensive discussion of literature review with respect to the research topic and the research objectives. The chapter looks at the informal sector and characteristics of the informal sector, Covid -19 pandemic and its impact on the informal sector, crises preparedness by the informal sector, and crisis management. In addition, it also discussed business recovery plan, programs put in place by Government to support the informal sector in times of crises, challenges encountered in accessing Government support during the Covid-19 period and theoretical framework for crisis management and preparedness. The chapter presents a comprehensive explanation of the topic based on studies conducted earlier related to the topic under study.

2.2 The informal sector in Botswana

This section provides a perspective on the informal sector in Botswana. In Botswana, the informal sector consists of different types of businesses which include tuck shop, car wash, hair/barber, bakery, chicken cooker, chicken seller, selling food, tyre service, welding, selling sweets and pipefitting. It also includes glass fixing, auto mechanic, cleaning services, transport catering food, selling clothes, hairdresser, selling airtime, baking, selling fruits and vegetables, street vending, beauty products sales, hawker, laundromat, and confectionary. Plan (2020) revealed the informal businesses usually have less than five employees and they casually hire their employees. In addition, the authors reflected that the informal sector businesses in Botswana generally do not register as companies and with any professional associations. They do not practice professional accounting and their expenditure cannot be easily separated from household expenditure. Informal businesses are usually run on a temporary basis or they can move from one place to the other and others run the businesses in the owner's residential place. According to Gaetsewe (2018) and Moffat and Kapunda (2013) the informal businesses rarely grow or survive beyond inception. However, there are other informal businesses which register with government departments which oversee the informal sector and they seek professional advice. Local Enterprise Authority (LEA) and the Citizen Entrepreneurial Development Agency (CEDA) are some of the organisations that have been offering entrepreneurial support

mechanisms before Covid-19 hit Botswana. However, the demand for resources and sponsorship was higher than supply.

The appearance of Covid-19 made the situation worse as many people needed support. In addition, lack of formal registrations of the informal businesses and lack of crisis preparedness resulted in many informal businesses struggling with others failing to start again after the first lockdown. This was because most informal sector custodians suffered due to lockdowns and Covid-19 protocols. The Informal sector in Gaborone and Botswana at large suffered from the lockdowns as they usually operate directly with their customers and most of them operate based on hand to mouth as they receive the fruits of their labour.

2.2 Theoretical framework for crisis management and preparedness

There has been an ongoing debate concerning crisis as reflected by Racherla and Hu (2009) who put across an argument among scholars that crises occur periodically or repeatedly, and they cannot be avoided whilst others support the notion that there are means through which institutions can impede, handle, or cushion the consequences of crises. As such, it means that businesses and their stakeholders should be able to anticipate crises in the long run and put in place ways to manage or mitigate crises such that the end results won't be disastrous. Rozanov et al. (2020) concurred with Hazaa, Almaqtari, Al-Swidi and Tan (2021) and Racherla and Hu (2009) that crisis management should include the kind of crisis, the transformation of the crisis into different stages, the structures and elements that cause or prevent a crisis and participants. In this regard, Racherla Hu (2009; p.3) proposed a framework for knowledge-based crisis management with six stages of crisis management including "the planning or preventing stage when organizations plan or prevent possible crises, the prodromal stage when a crisis can be seen or is obvious, the emergency stage, when the consequences are felt and actions should be taken, the intermediate stage when temporary interventions have been put in place and recovery action starts, the long-term stage when the restoration activities have been put in place and the business, the society, and the interested parties are back to the situation before the crisis and the resolution and feedback stage when companies get lessons from the crisis and generate updated processes to handle the crisis experience." This model requires that businesses should have a plan which guides them before, during and after a crisis to return to normal.

Similarly, Pedersen, Ritter and Di Benedetto (2020; p.315) indicated that crises have different types and different forms of crises and they follow a specific lifecycle. The authors suggested a model of crisis management with five different stages including "pre-crisis normality, emergence, occurrence, aftermath, and post-crisis normality" (p.317). The authors went further to reveal that every stage is different from the other in terms of what it entails or requires, its time frame and leadership opportunities. It is important to note that there are many models and frameworks in crisis management and preparedness and theses involved considering the initial preparation of anticipating a crisis followed by during crisis times and after crisis times. Most of these models have a minimum of three stages and others have more than six stages.

Furthermore, Alves, Ferreira and de Nadae (2021) and Heikkilä, Havlik and Schlobinski (2015) focused on the CRISMA (Modelling crisis management for improved action and preparedness) framework. In the framework, crisis management and other decision-makers are given opportunities to integrate models, information, and skills from various sources, for generating a broader scope of crisis situations and preparedness options, response, and mitigation activities. Impact comparison and visualization improves multi organizational cooperation and communication with. This framework is based on the point of view that things are changing globally and drastically and as such they should expect complicated scenarios which may surpass expectations. The CRISMA framework was generated in such a way that crisis management teams can model and simulate different crises situations, including complex ones which may never have been experienced. It is argued that such a framework will allow crisis management teams to explore on a wider scope of possible reactions and mitigation actions in a more practical way. In so doing, the teams will enhance their preparedness and resilience to crisis occurrences by allowing the manipulation and visualization of complicated crisis situations may have numerous consequences on the society and may need an integration of many skilled personnel from different fields which may call for financial and ethical obligations (Pellegrino, Iorio, Labia and Zuccaro, 2020). This means that the CRISMA framework can be a powerful model as it can allow the crisis management teams or leaders to adopt either old and new tools or resources to prepare and handle crisis through the guidance of technology.

In the same argument, Engelbach et al. (2014; p226) talked about the CRISMA crisis management simulation application which offers opportunities to decision makers in crisis

management "to analyze the outcomes of events and crisis situations, compare possible impacts resulting from alternative actions, support strategic decisions on capabilities and related investments, optimize the deployment of resources dedicated to crisis response in-line with the evolvement of a crisis, and improve action plans for preparedness and response phases. " The CRISMA framework was also supported by Erlich, et al. (2015) who supported that the CRISMA framework is an experimental simulation tool which has practical impacts on crisis preparedness and management. This means that the business leaders can conduct several experiments at different stages and levels anticipated which will allow the assessment of consequences and mitigation options. This is important as it raise awareness in different areas the organizations may be lacking or even give new information which may be lacking from the leadership and the other stakeholders.

This means that the CRISMA framework brings reality to organizations before time such that they can have a clear picture of their position before and when a crisis has struck. This framework would work best especially in the Covid-19 crisis as it has presented a complex situation worldwide and many countries and businesses have been found wanting in many ways. The way Covid-19 has unrolled posed a lot of complications to the entire world such that up to now people are still struggling to deal with its consequences hence the motivation for this research in Botswana, Gaborone. Modelling and simulation can offer quicker, cheaper, and convenient planning and training for the sake of crisis preparedness, especially in emergencies.

2.3 The informal sector and its characteristics

An unofficial sector (informal sector or grey economy) is a segment of a country's economy that is not levied, and it is not controlled by any administration (Islam and Alam 2019). Unofficial sector labourers work for themselves or they work for self-employed people. The informal sector has been posed as one of the solutions to unemployment in most economies by many researchers and authors (Duncan, 2020; Goel, Ram, Schneider, and Potempa, 2020; Price, 2020; Romallosa and Kraft, 2017). Likewise, the Ministry of Youth Sports and Culture (MYSC) also recognizes the existence of the informal sector in Botswana.

Looking at the context of Botswana, the Botswana national informal sector recovery plan, Plan (2020; p.8) gave an operational definition of an informal activity as one that satisfies the

following: "not registered as a company, not registered with professional association, less than five employees, informal accounts or none, expenditure not easily distinguishable from household expenditure, employees casually hired and often temporary or mobile or in owner's home/plot." At the same time, Plan (2020; p8) defined the informal sector as that "part of the economy that is composed of organizations that are either not officially affiliated with a public or government jurisdiction or that are registered with a regulatory authority." It is important to note that this research was guided by these definitions to define the scope of 191,176 people in the informal sector in Botswana.

2.3.1 Characteristics of the informal sector

There are properties that describe an informal sector which include capabilities acquired informally without official education, easy access where anyone who can do something for money can join in, poor worker-employee associations, and small enterprises (Inostroza, 2017). Employees who work in the grey economy are generally categorized as working (Brown and McGranahan, 2016). The unofficial economy is generally made up of different kinds of jobs, which are identified by the capital expenses, equipment used, and revenue generated.

Unofficial economies can be explained by three different perceptions (Ulyssea, 2018). The initial point of view asserts that the unofficial sector is a pool of capable small business owners who are unofficial because of formality by compliance expenses which are high, particularly entry regulation. The next point of view perceives unofficial structures as "parasite forms" that can sustain themselves officially but opt to continue in the informal sector to take advantage of increased profits due to not complying with levies and regulations (Ulyssea, 2018). The last point of view asserts that informality is a coping strategy for inexperienced people, who cannot graduate to become formal. The other types are linked to inexperienced small business owners who are too unfruitful to progress to formality, and they take advantage of informality to survive. Such information presumes that these unofficial kinds are more of "parasite forms" and therefore removing them could, in essence, give better outcomes on the economy (Ulyssea 2018).

Home-based employees and street vendors are the most common types of workers in the grey economy. In Botswana, there are many home-based labourers but the street vendors are more invisible. The grey economy is a segment of the market sector, as it manufactures goods and services for business (Sodhi and Wessels, 2016).

It has been observed amid Covid-19 in Botswana that participants in the informal sector were given some grants of P1000.00 obtained through Local Enterprise Authority (LEA) to boost their businesses. In most cases or countries, the informal sector contributes immensely to job creation alleviating the burden of most governments (La Porta and Shleifer 2014). The sector is composed of largely women who work to support themselves as single mothers and also fend for their children and pay the school fees. In a nutshell, it is clear that majority of people depends on the informal sector than any other means (Gillespie, 2017). The Covid-19 protocols dictate that people to work from home, however it is difficult for businesses in the informal sector to work from their home as majority of their target market is the malls, and offices as their businesses requires physical interaction. The informal sector seems to have been more impacted by the Covid -19 pandemic. Thus, this research therefore, aimed to examine the impact of Covid-19 on informal sector in Gaborone, Botswana.

2.4 Covid- 19 pandemic and its impact on the informal sector

The coronavirus disease Covid-19 is a viral infection which is highly contagious and dangerous. It is caused by SARS-CoV-2, which originated from Wuhan, China, and spread around the globe. Acute lung injury and acute respiratory distress syndrome which leads to a breakdown of the lungs and can lead to death caused by coronavirus. This novel strain was discovered after December 2019, when an upsurge of a strange pneumonia was discovered in Wuhan, China (Shereen, Khan, Kazmi, Bashir and Siddique, 2020). It was revealed through Genomic analysis that SARS-CoV-2 is hereditary associated to SARS-like bat viruses, this means that bats may be the primary reservoir. The link between the source of origin and movement to people is not known, however, the swift person to person transfer has extensively been established (Shereen, Khan, Kazmi, Bashir and Siddique, 2020).

The World Health Organization (WHO) witnessed the emergence and surge of Covid-19 thus declaring it a pandemic on the 12 March 2020, (Balkhair, 2020). It is still not clear precisely how the virus first outspread to people. Some records point the first incidences to a seafood and animal market in Wuhan. The Centers for Disease Control and Prevention (CDC) suggested that everyone should put on face masks in places where there are many people and to observe a 2-meter distance between any two people. This is expected to assist with the slowing down of the

spread of the virus from people who have no symptoms and people who are not aware of its presence in their lives (Day, 2020). Covid-19 is spread by infected people who release small droplets which have the virus when they cough or breathe out such that the droplets enter the mouth or nose of someone who does not have the virus there by causing an infection (Pan et a l., 2020). This means that the basic way of spreading this sickness is through close contact with an infected person (Rothan and Byrareddy, 2020).

As the virus continued to spread, Botswana closed its borders and declared a national lockdown (Ookeditse, 2020). In Botswana, movement of people was restricted except for those who were regarded as essential service providers like the health officials, Police, Botswana Defense Force (BDF) to name just a few, their movement was controlled and regulated through the issuance of travel permits. Furthermore, schools were closed, formal and the informal sector were not functioning, (Motlhatlhedi, Bogatsu, Maotwe and Tsima, 2020). Botswana entered a State of Emergency (SOE) on 02 April 2020, as a measure to restrict unnecessary movement of people that could promote the spread of Covid-19 (Cheng, Barcelo, Hartnett, Kubinec and Messerschmidt, 2020). The lockdown restricted the capacity of the informal sector players to work for themselves. This has disproportionately affected those members of society who are already vulnerable (Shadmi et al., 2020).

The disruption of the social, cultural, and economic activities impacted the entire world negatively (Brooks, Webster, Smith, Woodland, Wessely, Greenberg and Rubin, 2020). The informal sector being the "hard hit" meant that those who recycle waste, hawkers, transport employees, those in to building, home helpers and small subsistence farmers in villages or town outskirts who were supplying the urban market. It also included immigrants who are local or international, who were also left exposed due to the nature of their jobs in the informal economy (Schmidt-Sane, Ripoll and Wilkinson, 2020).

According to Unni (2020), recently in May 2020, All India Manufacturers' Organization (AIMO) in collaboration with nine other industry associations conducted a study where they established that a third of micro enterprises were on the verge of collapsing down (Magazine 2020a, b). In addition, the AIMO study revealed that 32% of the micro enterprises were hopeless about their businesses whilst 29% felt they needed six (6) months to be restored. The results reflected that this was due to the Covid-19 crisis, earlier demonetization, and implementation of

GST over the last three (3) years and the economic slowdown which had already left them stressed (Magazine, 2020a).

Williams and Kayaoglu (2020) evaluated a group that was unable to access financial support from the government due to participating in the undeclared economy in Europe. There is an increasing number of records in the press of silent employees falling through the safety net, with no income, and doing illegal things such as stealing from grocery shops to obtain food (Follain, 2020; He, 2020; Johnson and Ghiglione, 2020; Lynch, 2020; Reuters, 2020; Speak, 2020). If unspoken about employees and enterprises are not taken care of and keep on working, for the sake of getting money, at the same time being infected, the virus will spread, thereby compromising attempts to 'flatten the curve' (Ebata et al., 2020).

In Gaborone, the feasibility or effectiveness of the lockdown would vary based on where a bigger portion of the population makes a living; there are many people in Gaborone who consume through the informal economy (markets in public places). In certain areas in Gaborone, people stay and operate near each other. The lockdown had a cost on the low-income earners and vulnerable groups such that they now need financial assistance for basic survival. At the same time, prices of basic commodities have gone up whilst the opposite is true in demands and consumption patterns being expected. However, the difficulty of women combining their families and professional tasks put them at higher risk and increase the costs of the pandemic (Blundell, Costa Dias, Joyce and Xu, 2020).

The lockdown in Botswana affected the impoverished urban customers due to lack of or difficult access to the grey economy markets and rising prices for basic commodities. However, income losses without options will result in urban-rural migration which will cause a speed up of the spread of Covid-19 in rural areas. As such, there are high chances of subsistence farmers, hawkers, small food dealers, transport employees and home helpers and several others to contact the disease as they lose access to urban markets (Narula, 2020). At the same time, a reduction in basic commodity costs to village producers due to no access to urban markets whilst these costs will be going up in towns because of scarcity will be an encouragement for the informal traders but movement of those commodities between villages and towns can be a way of spreading the disease around.

2.5 Crises preparedness

A crisis can be explained as an occurrence or period that can result in problems or adverse consequences affecting individuals, organizations, or communities (Pedersen, 2020). For a situation to be a crisis, Shi and Cui (2010) explained that the structure needs to be distracted such that the running of the organization is significantly disturbed including business owners and other workers' fundamental assumptions are negatively affected such that there will be a huge threat to the very survival. In the same argument, Ritter and Pedersen (2020; p.214) defined crises as "sequences of events that can have substantial negative consequences for an organization if they are not properly managed". These definitions point to the fact that a crisis is something which may be unfavorable, but which can happen anyway, and it can happen unexpectedly causing unwelcome transformations in human life or environments. Furthermore, Pedersen (2020) indicated that a crisis can happen suddenly such that there will be no warning or time for preparation. The author further elaborated that if well-handled a crisis can be seen as a potential opportunity for innovation or change.

However, as Ritter and Merkel (2018) put it across, a crisis can be disastrous if it is not handled appropriately. This implies that individuals, organizations, and communities need to prepare, have knowledge or a plan for crisis preparedness. Moreover, Donthu and Gustafsson (2020) revealed that the informal sector businesses are usually hit hard by crises because of their "low or unstable cash flows". In this regard, Labaš (2017) emphasized that businesses need to be prepared for crises as institutions which are crisis prepared are basically regarded as being well positioned to expect, discover, handle, and make sufficient decisions in times of crisis. Supporting this, Jackson (2017) indicated that crisis-prepared is a mindset such that businesses which have the mentality always assess their operations and management systems and proactively supervise potential complexities. Thus, those businesses like most of the informal sector businesses due to lack of knowledge and resources, tend to ignore crisis preparedness and any warning which may be send out anyhow.

Talking about crisis preparedness, Carmeli and Schaubroeck (2008) explained that crisis-preparedness is the degree to which an organization is ready to get along with instantaneous and upcoming crisis situations. Carmeli and Schaubroeck (2008) alluded that crisis-preparedness is a

significant part of strategic planning in an organization which ensures that a business is growing and succeeding. The authors revealed that levels of preparedness of an organization also talks about the success of the organization. In other words, highly prepared organizations perform better than less prepared organizations. This means that crisis preparedness is significant in an organization as it points at growth, performance and success of an organization.

Similarly, Labaš (2017) concurred with Carmeli and Schaubroeck (2008) on the point of view that crisis preparedness has strategic significance and notable effect on business. Moreover, the authors agreed that there is a significant relationship between organizational success and organizational crisis preparedness. Thus, in this regard, Timmis and Brüssow (2020) further revealed that crisis preparedness needs funding as there should be procurement of resources and employment of experts to advice and implement the processes. The authors indicated that organizations require sufficiently funded contingency planning. However, this sufficiency would not be possible without good leadership as procurement and maintenance of acquired resources is needed to ensure efficient resources in times of crises. This means that crisis preparedness has financial implications.

Given the characteristics of the informal sector enterprises, it would be a toll order on the families or business owners to manage to prepare for a crisis when they can hardly afford to sustain themselves and the businesses in good times. At the same time, Bhaduri (2019) highlighted that for an organization to adopt and establish a conceptual model of crisis management, the leaders should consider risk management seriously which is key to crisis-preparedness. By this, the author is showing that crisis management is made up of a collection of different aspects including risk management issues and crisis preparedness issues. In addition, a crisis occurs in phases and so should the preparedness be (Timmis and Brüssow, 2020).

The continuity of business success and organizational crisis preparedness rest upon the interests of the management as they consider important determinants of their business success (Labaš, 2017 and Bhaduri, 2019). The authors revealed that it is very important for the informal sector businesses to adopt certain levels of organizational crisis preparedness to reduce any subsequent crisis impact on their business success and continuity. Businesses in the informal sector need to adopt survival strategies that help to keep the businesses running over a long period of time despite any uncertainties.

In addition, Carmeli and Schaubroeck (2008) pointed to the fact that crisis preparedness is not optional as professional practices and industry guiding principles influence the possibility that leaders' risk perception should lead to crisis preparedness alternatives. Thus, the authors supported the point of view that as much as a crisis can be a dangerous threat to the survival of a business, alternatively, it can be regarded as an opportunity to reconstruct a competitive position for the business. In other words, having a crisis should be taken as a point of transformation for the better for a business which can even bail it out of any further future crises.

Furthermore, Suarez (2020) and Liu, Blankson Brooks (2015) supported the point of view that the success or failure of crisis-preparedness is determined by the business leadership and availability of technology. Liu, Blankson Brooks (2015) further revealed that with small and medium enterprises which are mostly led by families or women, the level of preparedness can be compromised because whatever savings or resources available can be easily disposed of as the crisis unfolds. The authors argued that businesses in the informal sector are directly connected to the families such that any disturbance to the family affects the business directly. Also, leadership in the informal sector businesses is not usually skilled to the point of understanding the levels of crisis preparedness that can be required for a business. Also, because of financial constraints, gathering resources regarding crisis preparedness can be seen as a luxury and not a priority.

On another note, Timmis and Brüssow (2020) argued that the adverse effects of crises can be avoided or restricted if organizations and individuals could learn from past failures and crisis preparedness. This is because past failures can be seen as a mode of learning and helping to adopt new practices or behaviors and attitudes towards a business. In brief, crisis preparedness is not an option to small upcoming businesses or mature businesses. Several authors in this section pointed out to the fact that crisis preparedness is a sub- component of crisis management.

Bearing in mind what Fabeil, Pazim and Langgat (2020) explained, that crises can be classified as "gradual threat, periodic threat and sudden threat". Thus, in the case of the Covid-19 crisis, it can be regarded as a sudden threat which hit individuals, companies, sectors, and the entire world. However, the informal sector has been regarded as the most affected especially in third world countries where resources, manpower and fiscal reserves are limited. This means that across the globe, the informal sector businesses need to be informed on the significance of proper business management and strategic planning to survive unforeseen circumstances like the Covid-

19 crises. As such, Fabeil, Pazim and Langgat (2020) further indicated that management is meant for developing emergency strategies to handle crises whilst planning is needed to prepare to face the future.

2.6 Crises management

Crisis management has been described as the process by which an organization handles disruptive and unforeseen occurrences that threatens to harm the organization or its stakeholders (Reeves, Lang Carlsson-Szlezak, 2020). In agreement, Vasile and Croitoru (2012) stated that resolving a crisis talks about a stream of continuous, related evaluations of the different occurrences and "forces that can pose a major threat to a company's main products, services, manufacturing processes, employees, environment, or communities." Crisis Management helps the business owners to devise strategies to come out of uncertain conditions and decide on the future course of action. Crisis resolution assists the managers to identify the prior indicators of a crisis, give warning to the workers about the aftermaths and take necessary measures for the same.

In addition, Carmeli and Schaubroeck (2008) mentioned that organizational structures are complicated and faulty such that they are vulnerable to crisis occurrences. Hence, these structures should be made in such a way that successful handling of crises should be done under the given conditions including failures suffered. In sync with this, Williams, Gruber, Sutcliffe, Shepherd and Zhao (2017) explained that there are several phases that explain a crisis, and these should be known by businesses for effective crisis management. These phases include pre-crisis, during crisis and post crisis phases. However, several crisis resolution models talk about three or more stages crisis management models. Thus, Williams et al. (2017) gave a detailed discussion showing that successful handling of a crisis involves two major stages where there is personal and institutional review of basic expectations and management of the actions and emotional responses which assist to promote business rehabilitation and adjustment.

More so, Heikkilä, Havlik and Schlobinski (2015) indicated that the CRISMA framework can be employed by crisis administrators and other decision-makers. This is a framework that allows options to crisis implementers to integrate models, information, and techniques from various

origins, to develop an extensive view of crisis settings and possible options to "preparedness, response and mitigation actions".

Crisis resolution is concerned with how the players help to limit the impact of a crisis and allow the business to continue functioning in a normal way bearing in mind that a crisis can result from internal or external sources (Doern et al., 2019). In addition, the crisis management implementers should demonstrate resilience which exhibit the business's ability to continue operating even during the crisis (Williams et al. 2017). The authors explained that resilience is an important aspect of crisis handling as it accounts for the procedures that are followed by crisis handling actors to gather and use resources before, during and after a crisis. However, Doern et al. (2019) established that whether and how business- people react to a crisis may be based on a number of elements "including experience, stage of business development, the type or stage of the crisis impacting on the business, and resources, both in terms of how resources are utilized as well as the suitability of resources for the stage of the crisis."

The informal sector is largely composed of self-employed individuals, in the face of a crisis, the workers resort to self-benefiting measures. Many families in the minimum expenditure categories still get much of their total earnings from agriculture unlike families in higher income groups. The development and execution of effective and equitable answers need the participation of major stakeholders in the labour market, administrations and the most representative employees' and employers' organizations, in particular. Grey economy employees and businesses should be able to air out their views and protect their interests, specifically through their affiliated-based institutions, on policy strategies that will impact them directly. Their involvement at the initial stage of the development process will also improve the success of such measures (ILO, 2020).

Some informal sector workers have jobs that enable them to build relationships with their customers. As a result, during a crisis such as the Covid-19 pandemic, they still get to serve some of their clientele, even if demand for their products and services may be lower. These include taxi businesses, hairdressing, gardening and car washing businesses.

According to UNDP (2020), since 70% of international traders are composed of women and their financial capability is limited especially due to border closures, their earnings are seriously

affected. More so, because women seem to work more in the grey sector, they are not secured by insurance or qualified for any government strategies targeted at enterprises, like loan facilities, or official workers, such as salary aids; several mediations would be required for women and the unofficial sector at large.

Furthermore, Bapuji et al. (2020) revealed that in the entire history of human life, the world has not been disrupted the way coronavirus has, as such, people, businesses, societies, and the world at large are affected, and this has caused a lot of concern on everyone. On the contrary, this has afforded the world and businesses great possibilities to learn from the current situation and come up with more sophisticated strategies for now and the future.

2.7 Business recovery plans

Business survival and continuity are based on planning (Koonin, 2020). As indicated in earlier sections, strategic planning in a business which includes planning for risks, crisis preparedness and crisis management are issues of mindsets, especially in the leadership. As such, Piliang (2018) alluded that many enterprises build business recovery teams whose key mandate is to design strategies that work during and after a crisis or disaster. The author demonstrated that such teams are made up of experts or they hire consultant specialists who give information and possible strategies that can work for the organization in anticipation of crisis considering the aftermath of the crisis or times of the uncertainties.

Koonin (2020) defined business recovery plans as game plans that are employed by functional teams following organizational disruptions that interfere with the usual operations of the business. Thus, Stevenson, Brown, Seville and Vargo (2018) highlighted that a business recovery game plan should be able to give a clear picture about the recovery goals of the business and it should also clearly show the things that are required by the business to be restored and to move on. This means that a recovery plan is a roadmap that guides the business to a new normal after the crisis. It should show the focus of the business and how that will be assured showing the activities, manpower, resources, and time frames to accomplish the set goals and activities. In addition, Cook (2015) proposed a recovery plan strategy that can be followed by companies or business people who have been affected by a crisis or disaster to be made up of six stages. These stages include "establishing of a recovery team, assessment of the emergency equipment,

establishment of possible options on providers, facilities and tools, keeping the company running and preparation for cash flow crises."

The SEEP Network (2009) concurred with Cook (2015) that a successful economic recovery plan must be in context of the business. The authors further agreed that an economic recovery plan for businesses may require readjustments on the business to consider partnerships at different levels of the business.

Hamdan, Kassim and Lai (2021) suggested that for the informal sector to recover from financial and operational disruptions they need new ways of doing things including adopting online technologies for doing business. In agreement, Donthu and Gustafsson (2020) went on to advocate for a recovery strategy that involves four innovative strategies to reduce or prevent the impact of crises for businesses. These included the responsive strategy which can be adopted by most of the informal sector businesses which thrive on meeting people every day. These can adopt online platforms to do their business. In addition, businesses can adopt the collective strategy which promotes collaboration and is relevant to the informal sector as most of them have been highly affected by the Covid-19 crisis. For less affected companies, a proactive strategy can be adopted to establish new business lines to meet the crisis needs. Also, for less affected companies, they can adopt the partnership strategy where they collaborate with other businesses for the sake of meeting special needs brought about by the crisis. This means that the recovery plan of a business will depend on available resources in terms of available skills, manpower, financials, and impact of the crisis to the business.

2.8 Programs put in place by Government to support the informal sector in times of crises

Governments all over the world have put in place measures to support the informal sector in times of crises and means to handle Covid-19, countries adopted fiscal and monetary policies (International Labour Organization, 2020). In addition, Allain-Dupré, Chatry, Michalun and Moisio (2020) mentioned that world governments have pronounced massive investments as recovery packages which prioritize reinforcement of health structures, the use of digital technology and speeding the shift to a carbon neutral economy. Thus, in this regard, the International Monetary Fund (2021) listed different policy responses to Covid-19 according to countries showing that for instance, Australia indicated that the government unrolled a stimulus

which provides salary subsidies, financial aid to households and businesses, investment support, and targeted strategies for affected areas and sectors. The government of Australia believes that the stimulus injection into families and businesses will help to fast track the recovery of badly affected businesses and families.

In addition, Bulgaria released subsidies to the informal sector including self-employed business people from disadvantaged groups, and eligible micro enterprises and organizations. In West Africa, Burkina Faso, reduced the import duties and VAT for businesses; tax rates were reduced, some tax payments were delayed and late payment penalties were waived. Also, Burkina Faso suspended government charges on the informal sector operations, lowered licenses, gave food donations to households and informal sector businesses; cancelled water and electricity bills, including making sure that consumer products are available in abundant supplies.

There is evidence in literature showing that governments around the globe have put in place many programs to support the informal sector in times of crises. Schwettmann (2020) gave a list of most of the countries in Africa and the different programs they put in place to support the informal sector in terms of health, financial and social assistance. Some of the programs included lowering interests for the informal sector stakeholders in terms of bank loans or any borrowing, offering stimulus packages to support continuity of the businesses and offering of food packages to the affected informal sector families. The author talked about "measures to support the economy to include fiscal stimuli, monetary interventions (lowering of interest rates, devaluation of the national currency, massive liquidity injection into the banking system, and increased credit ceilings.), as well as central bank interventions (p.14)." In case of Botswana, there were programs to improve and equip the health sector including "70 million USD relief fund to finance wage subsidies, loan guarantees and grain reserves and distribution of food supplies to vulnerable families" (Schwettmann, 2020; p.14).

In the same regard, the GoB came up with a Botswana national informal sector recovery plan part 1: analysis and recommendations. This was a clear roadmap which is being followed by the government of Botswana. It gives an intensive and extensive analysis of the informal sector situation after the first national lockdown in August 2020, and it provides recommendations for the sector to recover and to continue operating. The recovery plan provided by the GoB includes training of the informal sector players on key skills that are needed for the survival of their

businesses, recovery strategies and provision of resources including financial resources and infrastructure.

In addition, the SEEP Network (2009) proposed six categories of minimum standards to support the affected businesses by nations or helping organizations. The six categories were focused on "standards common to all economic recovery interventions, standards for assessment and analysis in crisis environments, standards for access to assets, standards for financial services, standards for employment creation and finally standards for enterprise development which focused on strengthening existing and new enterprises.

2.9 Challenges encountered in accessing Government support during the Covid -19 period

The informal sector stakeholders faced several challenges in trying to access the government support during Covid-19 period. This was supported by Schwettmann (2020) and Plan (2020) who indicated that the major challenge was that most of the informal sector stakeholders are not formerly registered under a formal body or organization. As a result, it is difficult to confirm their existence or claims. Plan (2020) mentioned that "the majority of these enterprises have not registered as companies with the Companies and Intellectual Property Authority (CIPA), for taxes with Botswana Unified Revenue Service (BURS), or as suppliers or service providers with the Public Procurement and Asset Disposal Board (PPADB)." This means that it was difficult to assess the informal sector businesses for them to be qualified to access government offered support. It was difficult to identify those who were true informal sector business- people and those who wanted to take advantage, and this cost the real stakeholders being targeted. At the same time Plan (2020) revealed that most of the informal sector businesses in Botswana have no bank accounts making it a challenge for them to access government funds as they were disbursed through banks due to Covid-19 protocols.

2.10 Chapter summary

This chapter presented a consolidated view of the research topic, problem statement and research objectives in view of available literature. An intensive and critical discussion on the informal sector and its characteristics was conducted including crisis preparedness and management. The Covid-19 pandemic and its impact on the informal sector was deeply scrutinized. This led to a

consolidated analysis of business recovery plans and programs that have been put in place by Government to support the informal sector in times of crises. In closing, challenges encountered in accessing Government support during the Covid- 19 period by the informal sector stakeholders were also discussed. This literature review strongly pointed to the fact that crisis preparedness and management are perspective issues which depend on the position of the business leadership concerning crisis preparedness and management.

Chapter 3: Research Methodology

3.1 Introduction

The chapter discusses the research procedures that directed this research. Research methodology is the process of collecting data so that informed decision making can be done (Basia and Pollalis, 2018). The research process which guided this research involved definition of the research problem which was done in section 1.3 of chapter 1, then a literature review which was done in chapter 2 followed by the research methodology which looks at the research design, sampling, data collection methods and data analysis methods as guided by Sileyew (2019). The chapter gives an in-depth discussion on the research approach, the research design, population of the study, sampling techniques and data collection procedures that were used to collect data from the field. In addition, the data collection tool that was used is also discussed in this chapter together with the validity and reliability of the tool and data analysis methods are also elaborated intensively according to their importance to the research. Finally, the ethical considerations that were followed in this research are also presented. The chapter presents a comprehensive discussion of the proposed methods that were chosen by the researcher to accomplish the inquiry and explanations for the chosen options. Lastly, the discussion is concluded with a chapter summary.

3.2 Research Philosophy

This research employed the positivist research philosophy. The Positivist research philosophy believes in scientific method of investigation which supports experimentation, observation and reason based on experience ought to explain human behaviour (Kivunja and Kuyini, 2017). In other words, this is a research philosophy which believes in scientific enquiry and objectivity to explain a situation. In addition, the positivist paradigm supports the quantitative research approach (Žukauskas, Vveinhardt and Andriukaitienė, 2018). This means that this is a research philosophy which supports quantitative methods like statistical analysis and coding data numerically and this aligned well with this research. In agreement with the other researchers, Rehman and Alharthi (2016) revealed that the positivist research philosophy supports questionnaire use, testing of validity and reliability of the questionnaire and hypothesis testing

among other quantitative methods. All these methods support and address the problem statement, objectives and research questions of the research looking at an examination of the impact of Covid-19 on the informal sector in Gaborone, Botswana.

3.3 Research design

A quantitative descriptive research design provided a road map that was used to fulfil this research. The research methodology that was used in this study was a descriptive method. This is a method that describes the study procedurally, truthfully, and precisely addressing the: what, where, when and how questions (Atmowardoyo, 2018). In other words, it aims to describe the situation under consideration. This means the research is descriptive in nature. A quantitative descriptive research design was used to collect primary data from the research participants identified from the informal sector enterprise owners and their employees. This research attempted to describe and examine the impact of Covid-19 on the informal sector in Gaborone, Botswana. The impact of the Corona virus disease on the informal sector in Gaborone was examined by distributing questionnaires to business owners and employees of enterprises in the informal sector. The perceptions of the business owners and employees in the informal sector were assessed objectively to the impact of the Corona virus disease on the informal sector in Gaborone. This research sought to address the, who (in terms of the focus of the research), what (in terms of what happened), how (in terms of how it happened) and where (in terms of where it happened) Covid-19 has impacted the informal sector and this assisted to obtain information about new body of knowledge (Kim, Sefcik and Bradway, 2017).

Quantitative descriptions were employed to have a better comprehension of the matter of inquiry. Structured questionnaires were used to gather data and a case study of Gaborone informal sector stakeholders was conducted to analyze the impact of Covid-19 in the informal sector businesses in Gaborone (Creswell, 2012). In the same line of thought, Creswell (2012) indicated that case studies allow a researcher to be focused as they inquire about a specific situation at a certain period (Creswell, 2012). In this regard, a case study of the Gaborone informal sector helped the researcher to focus on the impact of Covid-19 on the informal sector, specifically in Gaborone.

3.4 Research approach

This study followed a quantitative research approach. This is a research approach that is accomplished using data that is collected through questionnaires or surveys (Xu and Hickman, 2020). The authors added that quantitative research gathers data that are in numerical form or data which can be coded numerically. In addition, Almeida, Faria and Queirós (2017) highlighted that quantitative research collects large samples of data which can be quantified or measured, and the data can be analyzed statistically. The authors argued that since samples are basically large and taken to be representative of the population, the outcomes are seen as if they give a general and sufficiently comprehensive view of the whole population. Such a characteristic of quantitative research gives it an advantage as the research findings can be generalized. Quantitative research has several advantages which include being simple to structure and carry out, cheap to execute, allowing statistical analysis to confirm findings and several others (Almeida, Faria and Queirós, 2017). This makes this approach relevant to this research as it sought to examine the impact of Covid-19 on the informal sector in Gaborone, Botswana. In addition, quantitative research deals with procedures that explain a situation by using numeric data. In this case an explanation of the impact of Covid-19 on the informal sector regarding who was impacted, how they were impacted and where they were impacted was established through the quantitative approach, hence answer some of the questions specified by Apuke (2017).

3.5 Population of the Study

A research is done based on the study population which is the total group of interest to the researcher. It is the entire group of people to which the researcher wishes to generalize the study findings. So, the population of this study was made up of all micro enterprises that employ less than five people, including those owned by families. These micro enterprises have been operating for five years or less running catering services, hairdressers, tuck-shops, internet cafes, and other enterprises that have been operating away from their homes. This means that the group of interest in this research was composed of all business owners and employees of micro enterprises with five or less employees in Gaborone with a turnover of about P60 000 per year.

28

However, as Plan (2020) has indicated this is a group of businesses which are not officially registered as businesses and they are not affiliated to any official board meaning the total number of such businesses or people in such businesses may not be easy to establish. These individuals were targeted because they were the people who could respond to the questions which were addressing the research objectives (Asiama, Mensa and Oteng-Abayie, 2017). This means that the enterprise or business managers and their employees were in a position to give accurate or valid information by airing out their perceptions and encounters which were necessary to respond to the research objectives.

3.5.1. Sampling

Etikan and Bala (2017) defined sampling as the process of choosing a portion of the population for research participants. Sampling methods are divided in to two categories which are probability and non-probability sampling methods. In probability sampling methods the likelihood of choosing a research participant is known and the selection is unplanned or irregular and in non-probability sampling methods the identification of the research participants is planned and the likelihood of identifying a specific participant will be unknown. This research used convenience sampling which is a non-probability sampling method. This is a sampling method where the research participants are selected based on their availability and easy access to the researcher (Acharya, Prakash, Nigam and Saxena, 2013), and the sampling frame was not known. In addition, Sarstedt, Bengart, Shaltoni and Lehmann (2018) elaborated that in this sampling method there is no particular order that is followed to select the research participants as anyone is independently selected based on the convenience of the researcher. The authors revealed that like in this research, convenience sampling can be used where there are many people in the target population but not much is known and not all can be reached by the researcher.

Furthermore, Baabdullah, Alalwan, Rana, Kizgin and Patil (2019) explained that convenience sampling has some advantages which include being cheap, easy and it does not require one to have a complete list of the study population. However, there are disadvantages of convenience sampling which include restrictions on controlling for sampling bias and generalizability of the data (Acharya, Prakash, Saxena and Nigam, 2013). In this research, the researcher conveniently selected relevant people in different locations in Gaborone who were easily accessible and

available for the research at the same time being in the informal sector and employing five people or less. This helped the researcher to deal with people who were having correct information and relevant experiences that were needed to address the research objectives.

3.5.2. Sample

According to Leiner (2017), a sample is a proportion of a population. The sample for this study was based on the informal sector in Gaborone. Taasoobshirazi Wang (2016) explained that quantitative research requires large samples of thirty participants or more. In support of the above, Vasileiou, Barnett, Thorpe, et al. (2018) revealed that one can also look for a sample with information power as a sample which can give enough information which will be appropriate for the study. Based on these arguments, this research used a sample with 60 micro enterprises. This was consistent with Vasileiou, Barnett, Thorpe, et al. (2018) and Taasoobshirazi Wang (2016) as the sample captured most of the characteristics of the study population making it a true representative of the study population. This meant that 60 micro enterprises in the informal sector employing five people or less in Gaborone were identified, and the respondents were business owners and employees. It is important to note that both business owners and employees were targeted so that one group would complement the missing part from the other group. In other words, the employees and the business owners were both engaged in the study to validate information that was provided by the other group, thus enhancing the validity of the research results.

3.6 Data collection procedures

Data refers to all the unprocessed information that is gathered in the study, Bradley and Harrell (2009). Primary data collection methods were used to collect primary data straight from the field. Rahman (2020) explained that structured questionnaires with closed ended questions are mostly used in quantitative research. The author revealed that structured questionnaires have the advantages of saving time and they are easy for the respondents as they provide possible answers to choose from. This research used structured questionnaires which were self-administered to gather data about the impact of Covid-19 in the informal sector in Gaborone. Because of Covid-19 pandemic and restrictions, the researcher used hand delivery in cases where some of the

respondents said they cannot access internet and emailing was done to those who could access their emails on the internet to deliver the questionnaires to reduce direct contact with people.

The researcher approached the identified respondents, introduced himself and the research, explained the options that the respondents had to participate in the research then distribution of questionnaires followed. Structured questionnaires are easy to work with as respondents can easily complete them in the absence of the researcher with minimum difficulties if at all they are there (Anwar, Ishtiaq and Yang 2018). Structured questionnaires were relevant as they touched on a wider scope of the situation though following up on the basics. This was necessary to establish the situation on the ground and further research can follow later.

3.7 Research Instrument

A research instrument is a tool used to collect data (Viloria, Lis-Gutiérrez, Gaitán-Angulo, Godoy, Moreno and Kamatkar, 2018). A questionnaire is a research tool that consists of set of questions intended to capture responses from respondents in a standardized manner (Bayat and Fox (2007). The study used a structured questionnaire which had five sections. Four sections had Likert scale questions. The questions were organized according to the research objectives. The sections of the questionnaire were presented as follows:

Section A: discussed biographic data which looked at age, gender, educational background, position in the organization, years of existence of the organization, number of employees in the organization, and the nature of business.

Section B: The impact of Covid 19 on informal sector in Gaborone, which comprised of 11 Likert scale items.

Section C: The availability of crises management and the level of crisis preparedness by the informal sector in Gaborone which comprised of 12 Likert scale.

Section D: The availability of the recovery plan by the informal sector in Gaborone which comprised of 11 Likert scale items.

Section E: Programs put in place by government to support the informal sector in times of crisis which comprised of 11 Likert scale items.

3.8 Validity and reliability

In quantitative research, the instrument is checked for validity and reliability. Sürücü and Maslakçi (2020) defined validity as a term which "refers to whether the measuring instrument measures the behavior or quality it is intended to measure and is a measure of how well the measuring instrument performs its function." In other words, validity talks about the degree to which a concept is correctly measured in a quantitative study (Heale and Twycross, 2015). As guided by the authors, the researcher conducted content and face validity to ascertain the quality of the data collected by the questionnaire. Heale and Twycross (2015) indicated that content validity looks at how the instrument covers the scope of the construct under consideration. Thus, to verify for content validity the researcher gave the prepared instrument to the research supervisor and a few of his peers who understood the research to assess the contents of the instrument. In this regard, corrections were suggested, and the researcher made some adjustments to make sure that the instrument captured all the necessary content that it should with respect to the research objectives and the variables in question. In addition, face validity which looks at whether an instrument measures what it is intended to measure was also considered. The researcher engaged the statistician and the research supervisor to assess the structure of the instrument and how much it was measuring what it was intended to measure. These experts also assisted the researcher to adjust the instrument accordingly in terms of its structure so that the research objectives were addressed as desired.

In addition, the instrument was also assessed for reliability. Reliability refers to the "stability of the measuring instrument used and its consistency over time" (Sürücü and Maslakçi, 2020). Simply put, Heale and Twycross (2015) defined reliability of an instruments as its accuracy. In this research, the questionnaire was assessed for the extent to which it consistently produces similar outcomes given that it is used in the same situation on repeated occasions. This was done by checking the value of Cronbach's alpha which assesses the internal consistency of an

instrument (Almhdawi, Alwidyan, Kanaan, Oteir and Williams, 2021). The authors explained that a Cronbach's alpha is measured from 0 to 1 and an instrument with a Cronbach's alpha value between 0.7 and 1 is a reliable instrument otherwise it is not. The Cronbach's alpha is assessed after capturing the data in SPSS and a scale reliability test is done for all the scale items in the instrument. In this research, a Cronbach's alpha of 0.773 was obtained as shown in section 4.1 in chapter 4.

3.9 Data analysis

Quantitative data analysis methods were employed to analyze the data that were captured by the questionnaire. Data were first coded numerically according to the question responses and the data were captured in IBM SPSS version 20. Captured data were cleaned for errors and any distorting information. Data management and preparation led to data analysis. To accomplish the research objectives, descriptive analysis including frequency analysis were done and data were presented in tables, frequency tables, bar charts and pie charts (Bergin, 2018). Any anticipated relationships were confirmed using Chi-square tests since much of the data were ordinal.

3.10 Ethical Considerations

The researcher sought for permission to conduct the research from Botho University. This was done through the submission of the research proposal which specified how the ethical issues related to the research were to be handled. Upon the approval of the research proposal, the researcher was awarded ethical clearance for the study which helped as an introduction upon approaching the research participants (**See Appendix 1).**

According to Hay (1998), ethics are values and measure that inform moral alternatives during a research. The researcher had to include ethical considerations to avoid jeopardizing the credibility of the research. This includes respect for privacy and non-disclosure meaning that the issue of privacy and non-disclosure is closely linked with benevolence, respect for dignity and loyalty. The researcher was aware of mental and social presumptions that failure to observe privacy and non-disclosure may impose on the participant, so the researcher will protect participants by informing them about their rights. This was done through a consent and

introductory letter which will be given to the participants to guarantee their privacy and protection of their information throughout the research.

The researcher was guided by the ethical principles of beneficence and non-maleficence (Kotak and Ahuja, 2020). By observing the principle of beneficence, the researcher was committed to do good, to show kindness and to be good to the research respondents by protecting them and the information they were providing. Also, the researcher was committed to communicate well with the respondents giving the respondent's opportunities to air their concerns and giving them options for what was preferable to them. At the same time, the researcher observed the principle of non-maleficence, by being careful not to cause any harm or inflicting any harm to the respondents (Kotak and Ahuja, 2020). The researcher made sure that the respondents are not exposed to any physical, psychological or any other form of harm including any harm because of the information they released. This was also guaranteed by signing the consent form (**See Appendices 4 and 5**)

As proposed by Williams, Burnap, Sloan, Jessop and Lepps (2017) the researcher observed the issues of informed consent, anonymity, and confidentiality. All the research respondents were briefed about the research and they were answered on any questions they had before they took part in the research. Upon agreeing with the terms of the research, the respondents together with the researcher signed a consent form to seal the agreement. The consent form was also informing the respondents that the researcher will protect as much as possible the identity or anything that identify the respondents to any other person who is not part of the research. The information released by the respondents was kept as confidential as possible. The researcher placed high regard to the respondents' privacy. All these were observed by keeping the completed questionnaires in a strong room at the researcher's office where only the researcher and the organization security had access. The questionnaires will be kept in the strong room for at least three years after the research is done then they will be discarded. The questionnaires were also kept as soft copy files in the researcher's laptop and the file is protected with many passwords to protect the information. The respondents were given an option to write their names on the questionnaire if they so wished to do so.

In addition, the respondents were informed that they were free to withdraw from participating in the research as long as the data collection process had not started, and they communicate with the researcher to make sure that the research requirements are met as expected and to give time for adjustments. Respect for human dignity was also upheld in this research. This principle looks at issues of value, opportunity, liberty, and time for decision making (Artal and Rubenfeld, 2017). Furthermore, the researcher exercised justice by being fair to the respondents and avoiding totally being discriminating or judgmental when selection participants as any accessible participant was chosen to participate.

3.11 Chapter summary

The chapter gave more light on the research methodology which gave direction that was followed by this research. The quantitative research approach was used, and a quantitative descriptive research design was followed to conduct the research on the impact of Covid-19 on the informal sector in Gaborone. Data collection methods and data analysis procedures were guided by the research approach. Structured questionnaires were used to gather data and IBM SPSS version 20 was used to analyze data. The tool was checked for validity and reliability to ensure quality data were gathered. Finally, the ethical principles that guided the researcher were discussed. `The next chapter presents the analysis and interpretation of research results.

Chapter 4: Analysis of data and Interpretation of results

4.1: Introduction

This chapter discusses the data analysis and findings from sixty (60) questionnaires out of the 90 questionnaires distributed to different businesses across the informal sector representing 66.7% as response rate for the questionnaire completed and usable. The purpose of this study was to examine the impact of Covid-19 in the informal sector in Gaborone, Botswana. The specific objectives of the study were to;

i) To examine the impact of Covid-19 on the informal sector businesses in Gaborone.

ii) To investigate whether the informal sector in Gaborone has a Crises management plan during good days or not.

iii) To examine the level of crises preparedness by the informal sector in Gaborone.

iv) To explore the availability of the recovery plan by the informal sector in Gaborone.

v) To find out programs put in place by the government of Botswana to support the informal sector in times of crises.

The data from the questionnaire was analyzed using the IBM SPSS version 20. The findings are discussed according to the questionnaire as depicted below:

Section A: Personal (Biographical data)

Section B: Impact of Covid 19 in the informal businesses in in Gaborone

Section C: Investigation as to whether the informal sector in Gaborone has a Crises Management plan during good days or not and also examine the level of crises preparedness by the informal sector in Gaborone

Section D: The exploration of the availability of the recovery plan in the informal sector in Gaborone

Section E: Programs put in place by government of Botswana to support the informal sector in times of crises.

4.2 Data analysis

To conduct the data analysis, a reliability test was conducted in SPSS to ascertain the reliability of the instrument to gather the research data. The following results were obtained:

Table 4.1

Case Processing Summary		N	%
Cases	Valid	60	100.0
	Excluded[a]	0	.0
	Total	60	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 4.1 shows that 60 participants were involved in the research and all the 60 questionnaires were used in the analysis. A listwise deletion based on all variables in the procedure was conducted and no case was excluded. This means that all the scale items in the instrument were answered.

Table 4.2

Reliability Statistics	
Cronbach's Alpha	No of Items
0.773	47

Table 4.2 shows that the instrument had a Cronbach's alpha of 0.773 which is in the acceptable range. This means that the instrument was reliable and it was able to collect valid data which gave credible information about the research.

4.2.1 Biographical data

This section of the questionnaire covered the respondent's age, gender, educational back ground, position in the business, number of years of existence of the business, number of employees, and nature of the business.

4.2.2 Age of respondents

The respondents were asked to state their age as part of the study. The results are reflected in figure 4.1.
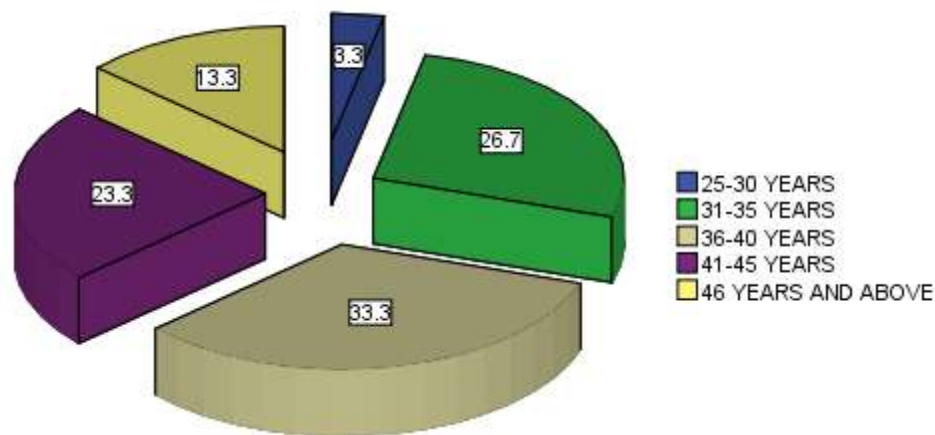
Figure 4.1 Age of respondents

Source: Field data, 2021

Most of respondents' age was between the ages of 36-40 years, which   represents 33.3% of the total population. The next highest age range was between 31-35 years constituting 26.7% of the population. The next category range was between 41-45 years which represents 23.3% of the population, while those aged above 46 were 3.3% of the population.

4.2.2 Gender

The respondents were asked to show their gender in the questionnaire and the results are shown below.
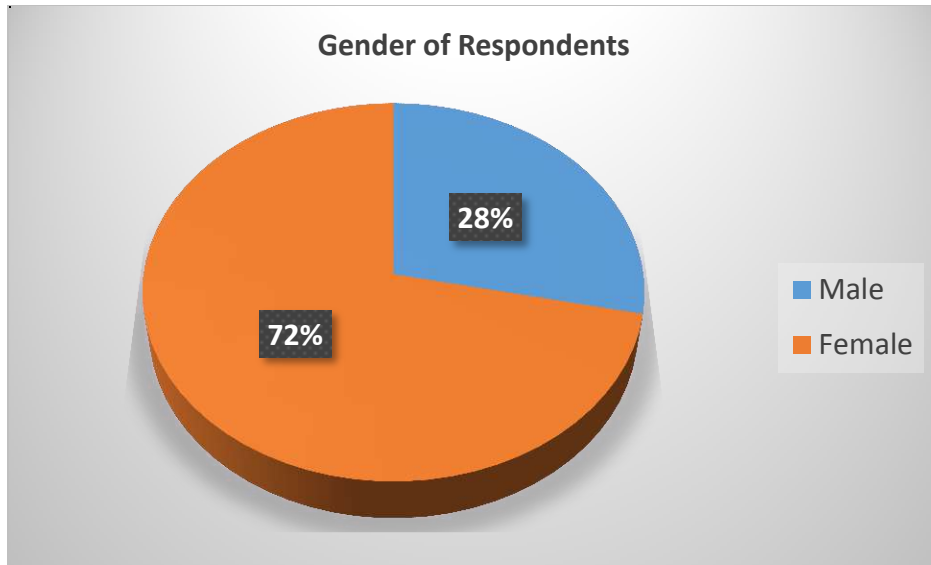
Figure 4.2 Gender of respondents

Source: Field data, 2021

The results indicated that 72 % of the respondents were female, with the remainder being male. This shows that most of the informal businesses are composed of females, as compared to men.

4.2.3 Education background of respondents

The respondents were asked to state their level of education and the results are indicated in the table below.

Table 4.3 Educational background of respondents

Qualification	Number	Valid Percent
JC	31	51.7
Form 5	14	23.3
Certificate	10	16.7
Diploma	4	6.7
Degree	1	1.6
Total	60	100

Source: Field data, 2021

In relation to the educational background, 51.7% of the respondents hold Junior Certificate qualification followed by those with Form 5 certificates, accounting for 23.3%. Certificate holders account for 16.7% with degree holders having the least number of respondents at 1.7%.

4.2.4 Position of respondent in the business

The respondents were asked to state their position in the business and the results are indicted in the figure below.

Figure 4.3 Position of respondent in the business

The results indicated that 78.3% of the respondents were business owners as compared to employees who constituted 21.7%. In relation to their positions, most of the respondents are owner managers.

4.2.5 Years of existence of the business

The respondents were asked to state the number of years of existence in business and the results are indicated in the figure below.
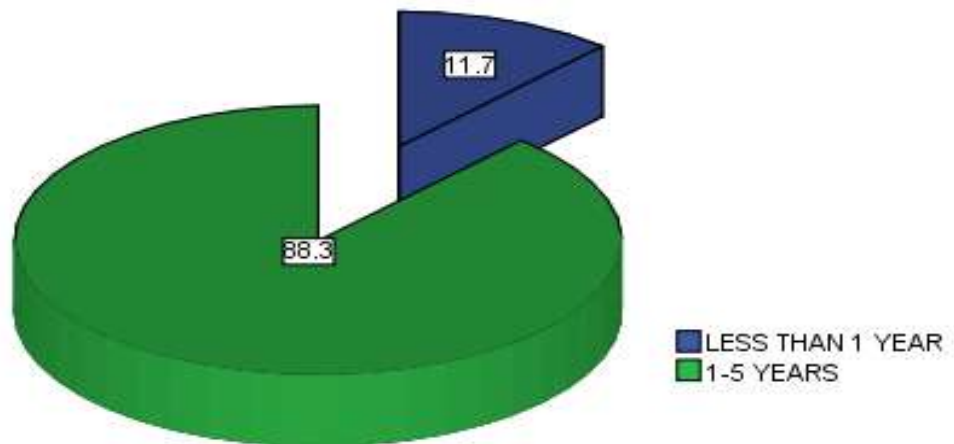
Figure 4.4 Years of existence of the business

The results indicated that 88.3% of the respondents were in the business for period intervals between 1-5 years with the remaining 11.7% constituting to less than 1 year in the business. In relation to the years of operation of the business most respondents fall between the intervals of 1-5 years.

4.2.6 Number of employees in the business

The respondents were asked to state the number of employees in business and the results are indicated in the table below.

Table 4.4 Number of employees

Employees	Number of respondents	Valid Percent
1-2 Employees	33	55.0
3-5 Employees	27	45.0
Total	60	100.0

Source: Field data, 2021

The results indicated that 55% of the respondents have employed between 1-2 employees in their business while the remaining 45% employed between 3-5 employees in the business. In relation to the number of employees in the business most respondents in the study had employed 1-2 employees.

4.2.7 Nature of the business

Respondents were also asked to state the nature of the business and the responses are indicated below.
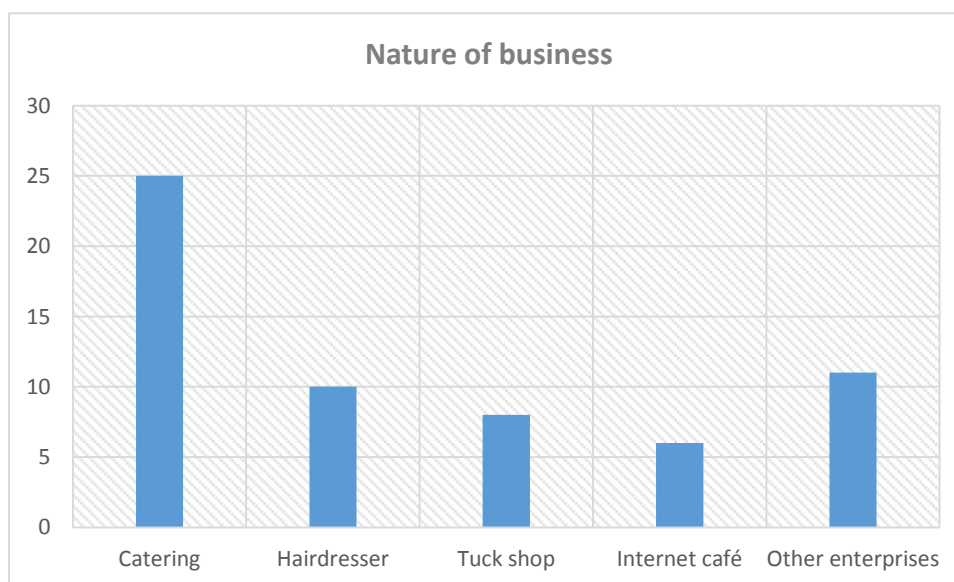
Figure 4.5 Nature of business

Source: Field data, 2021

The results indicated that 41.7% of the respondents were operating as catering services, followed by other enterprises which constitutes to 18.3%. The third category in terms of representation was the hair dressers section with 16.7%. The fourth category were operating as tuck shops constituting to 13.3% of the total population represented. The least number of respondents constituting to 10% were operating internet cafes.

4.3 Main findings

This section of the questionnaire provided different statements under each objective which sought the opinion of the respondent on their level of agreement or disagreement with each statement. The statements were coded under Likert scale with a range from 1-5. Responses were classified from 1-5, with 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree.

4.3.1 Objective 1: The impact of Covid-19 in the informal sector businesses in Gaborone

The respondents were given a number of statements related to the impact of Covid- 19 in the informal sector in Gaborone. They were given the option to indicate their level of agreement or otherwise to each statement and the responses are indicated in Table 4.5.

Table 4.5 The impact of Covid-19 on the informal sector in Gaborone, Botswana

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score
The business is running at minimum or no profit at all.	1	0	8	40	11	4
The operational efficiency of the business has drastically fallen.	0	0	1	52	7	4.1
As many other micro enterprises we are hopeless about the future of our business	0	9	5	36	10	3.78
The cost of lockdown affected the business in a negative way	0	0	0	45	15	4.25
Our business is at the verge of collapsing	0	2	8	44	6	3.9

We need long time to recover because the business has collapsed	0	2	0	52	6	4.03
Employees have been with no income for a long time for now	0	20	12	28	0	3.13
Some of the dormant employees are doing illegal things such as stealing from grocery shops to obtain food for sustainability	0	13	41	6	0	2.88
Prices of Basic commodities have gone up	0	0	2	51	7	4.08
Some of the best employees left the business	0	22	6	30	2	3.2
The business has lost many clients and business due to compromised services and products	0	0	4	52	4	4

 Source: Field data, 2021

The mean measures the centrality of data. The mean for the for each statement was calculated by multiplying the Likert option by the number of respondents, then adding all options to get the total and then divide by the total number of respondents.

Results in Table 4.3 above shows the mean scores of the responses corresponding to different impacts of Covid-19. Clearly, the highest mean score is 4.25 which posits that the cost of lock down affected businesses in negative way. The next mean of 4.1 which depicts that the operational efficiency of the business has drastically fallen down. The lowest mean score is 2.88 which reflects the response to the statement 'some of the dormant employees are doing illegal things such as stealing from grocery shops to obtain food for sustainability'. Most of the respondents seem to agree with all the statements except for the statement on 'some of the dormant employees are doing illegal things such as stealing from grocery shops to obtain food for sustainability'. Therefore, these results imply that if the score is high, then there is severity of the impact of Covid-19 on businesses in the informal sector and vice-versa**.**

4.3.2 Objective 2: To investigate whether the informal sector in Gaborone has a Crises management plan during good days or not

To investigate whether the informal sector in Gaborone has a crises management plan during good days or not, the level of preparedness was used to confirm adoption and implementation of crisis management plans. It was clear from the preparedness of the enterprises that the informal sector players in Gaborone do not have crises management plans hence failure to prepare and manage the consequences of Covid-19. This objective was fully addressed in the section of levels of crisis preparedness of the respondents.

4.3.3 Objective 3: To examine the level of crises preparedness by the informal sector Gaborone.

The respondents were given a number of statements seeking to address objective number 2, which wanted to investigate as to whether the informal sector in Gaborone has a crises management plan in good days and objective 3 which relates to the level of crises preparedness by the informal sector in Gaborone. They were given the option to indicate their level of agreement or otherwise to each statement and the responses are indicated in Table 4.6.

Table 4.6: The availability of crises management plan in the informal sector in Gaborone and the level of crises preparedness by the informal sector in Gaborone

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score
The business has an understanding on crises management	1	40	4	14	1	2.57
The business has a crises management plan in place to for use during hard times	1	52	3	4	0	2.17
Crises management plan is very crucial for the sustainability of the business	0	18	6	36	0	3.3
Informal sector workers are classified as the less privileged in terms of information sharing.	0	9	21	29	1	3.37
Informal sector activities can be done even when there are crises	0	9	21	29	1	2.12
The informal sector before crises has income uncertainty than at the time of crises	4	49	3	4	0	2.13
Business in the informal sector do not need huge amounts of money for operation, so they can be done when there are crises.	3	51	1	5	0	2.45
The level of crises management in the business is excellent	3	50	4	3	0	2.1
The level of crises management in the business is good	2	50	8	0	0	2.13
The level of crises management in the business is on average	2	49	8	1	0	2.22
The level of crises management in the business is poor	2	46	9	3	0	3.47
The level of crises management in the business is very poor	0	9	15	35	1	3.45

Source: Field data, 2021

Results in the table above shows the mean score of the responses corresponding the availability of crises management plan in the informal sector in Gaborone and the level of crises preparedness by the informal sector in Gaborone. The interpretation of the results is relevant to the objectives in question. The objective sought to establish as to whether the informal sector had a Crises management plan in place, from the responses it is clear that businesses in the informal sector do not have a Crises management plan. Most of the respondents disagreed with the statement that said the business has a crises management plan with a mean score of 2.17. The lack of the Crises management plan can be attributed to the fact that most of the respondents clearly stated that they did not have an understanding on crises management issues with a mean of 2.57.

The results also indicated that the level of crises management plan was poor in the informal sector in Gaborone. This is indicated in the responses where there were given different statements seeking to determine the level of Crises management level. Most of the respondents maintained that the level of crises management in the business was poor with a mean score of 3.47. In this regard, the lower the score the higher the severity of the level of Crisis preparedness by the informal sector and vice-versa.

4.3.4 Objective 4: Recovery plan by the informal sector in Gaborone

The respondents were given a number of statements related to the recovery plan by the informal sector in Gaborone. They were given the option to indicate their level of agreement or otherwise to each statement and the responses are indicated Table 4.7.

Table 4.7 Recovery plan by the informal sector in Gaborone

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score
The business has an understanding on issues of recovery plan.	1	44	3	12	0	2.43
Informal sector in Gaborone has a recovery plan.	0	23	33	4	0	2.68
Business under the informal sector may likely be forced out of the market.	0	5	1	50	4	3.88
The business has put in place measures of managing cash flows	2	47	3	8	0	2.28
The business has put in place measures of supporting business owners and employees	1	48	7	4	0	2.23
The business has put in place measures of stabilizing and boosting revenues	1	51	5	3	0	2.17
The business has put in place measures of monitoring business performance	2	49	4	5	0	2.2
The business has put in place measures of managing risks	2	54	1	3	0	2.08
The business has put in place measures of reassuring stakeholders on the services or product offered	1	48	3	8	0	2.3
The business has a recovery plan in place for use post Covid-19 pandemic	2	51	4	3	0	2.13
The recovery plan could focus on boosting working capital	0	7	0	53	0	3.77

Source: Field data, 2021

Results in Table 4.5 above shows the mean score of the responses corresponding the availability of the recovery plan in the informal sector in Gaborone. The results indicated that most of the

businesses in the informal sector do not have any recovery plan strategy in place for use. This is evidenced by the statement which sought to determine as to whether the business has a recovery plan in place for use post Covid-19 and most of the respondents declined having the strategy in place with a mean score of 2.13. It is worth noting to indicate that the study showed that most of the respondents did not have an understanding on issues of the recovery plan. Most respondents declined having knowledge on issues of the recovery plan.

4.3.5 Objective 5 Programs put in place by the Government of Botswana to support the informal sector in Gaborone in times of crisis

The respondents were given a number of statements related to programs put in place by the government in the informal sector in Gaborone, and their responses are indicated Table 4.8.

Table 4.8: Programs put in place by government to support the informal sector in Gaborone in times of crises

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean Score
The Government of Botswana has programs put in place to support informal sector in times of crises	0	25	2	33	0	3.13
The Government of Botswana is a major player in supporting the informal sector during Covid-19 pandemic	3	35	3	19	0	2.63
Government of Botswana support to our business during the Covid-19 pandemic was sufficient	2	44	5	9	0	2.35
Informal sector is dependent on government of Botswana for sustainability	2	43	7	8	0	2.35
Our business benefited from government of Botswana's Covid-19 tax measures direct and indirect e.g., tax payment deferral, rates deduction	2	42	15	1	0	2.25
The Government of Botswana gave tax concessions to business in eligible sectors	3	38	16	3	0	2.32
The Government of Botswana guarantee loans by commercial banks to business mostly affected by Covid-19	2	34	15	9	0	2.52
The Government of Botswana provides support to business financially in the form of grants	2	30	13	15	0	2.68
The Government of Botswana give eligible business affected by Covid-19 access to credit support on-going operations conditions where credit had	1	33	19	7	0	2.87

become difficult to obtain						
The Government of Botswana provides support to business through expert advice	13	43	2	2	0	1.88
Government of Botswana requirements for financial assistance are very complicated	0	4	0	33	23	4.25

Source: Field data, 2021

Results in the table above shows the mean score of the responses corresponding the programs put in place by the government of Botswana to support the in times of crises. The results relevant to different programs by the governments depicts different views as indicated by the responses. Most respondents seem to agree that the government of Botswana has programs put in place to support informal sector businesses in times of crises. The study indicated that respondents with a mean of 3.13. The results indicated that though the government of Botswana had put programs in place the respondents seemed not to benefit from them. This could be attributed to the fact that most respondents maintained that government requirements for financial assistance are very complicated with a mean of 4.25.

4.4 Chapter summary

This chapter of the research discussed the data analyzed collected from the field in the informal sector businesses in Gaborone, and interpretation of data with reference to literature review. The aim of the study was to examine the impact of Covid 19 in the informal sector in Gaborone. The main findings from the respondents were analyzed and summarized under each section starting with the one that sought information regarding the biography of the respondents, followed by the objectives that posed statements that wanted the opinion of respondents regarding their view or experiences related to the impact of Covid-19 in the informal sector in Gaborone. Due to time constraints and Covid-19 effects in the community the data was collected in Gaborone. Respondents were provided with Likert statements under each objective so as to choose their opinion regarding the status on their businesses.

Chapter 5: Discussion and Interpretation of the results

5.1 Introduction

This chapter presents a discussion of the research findings in relation to previous literature. The discussion was done guided by the research objectives. In addition, the research summary, educational implications of the study, recommendations, and further research directions are also presented in this chapter.

5.2 Discussion

This research aimed to examine the impact of Covid- 19 on the informal sector in Gaborone, Botswana. This aim was achieved by considering the objectives being; to investigate whether the informal sector in Gaborone has a crises management plan during good days, to examine the impact of Covid -19 on the informal sector businesses in Gaborone, to examine the level of crises preparedness by the informal sector in Gaborone, to explore the recovery plan by the informal sector in Gaborone and to find out programs put in place by Government of Botswana to support the informal sector in times of crises and to establish challenges to access government help. The following sections present a consolidated discussion of the research findings by looking at the objectives of the study.

5.2.1 Objective 1: The impact of Covid- 19 on businesses in the informal sector in Gaborone

This research established that the impact of Covid- 19 has been severe on the informal sector as shown by higher proportions of respondents representing 66.7% who indicated that their businesses were running at minimum or no profit at all. Furthermore, respondents positing 86.7% indicated that the operational efficiency of their businesses have drastically fallen down. It is also clear that 60% of the respondents indicated that they were hopeless about the future of their businesses. The research also established that the cost of lockdown affected their businesses in a negative way with a representation of 75% of the total respondents. In addition, 73% of the respondents indicated that their businesses were at the verge of collapsing, they need long time to recover because the businesses have collapsed. These findings actually supported what Unni

(2020) revealed that in India a third of entrepreneurs were on the verge of shutting their businesses down, they were hopeless about their businesses and the entrepreneurs felt they would need more time to be restored.

Also, 85% of the respondents mentioned that, prices on basic commodities have gone up. Furthermore 86.7 % of respondents indicated that some of the best employees left the business and the business has lost many clients and business due to compromised services and products. On a very sad note, some of the respondents acknowledged that some of the dormant employees are doing illegal things such as stealing from grocery shops to obtain food for sustainability. However, this is not anything that is too extreme as it confirms what Follain (2020), He (2020), Johnson and Ghiglione (2020), Lynch (2020), Reuters (2020) and Speak (2020) said as they agreed that there is an increasing number of records in the press of silent employees falling through the safety net, with no income, and doing illegal things such as stealing from grocery shops to obtain food. This shows that some of the people have been left desperate such that they can now do anything to survive. These findings confirmed to a great extent what Brooks et al. (2020) established that Covid -19 impacted negatively on the entire world as it caused disruption of the social, cultural and economic activities. These findings clearly reflect that Covid- 19 has been a challenge to the informal sector not only on Botswana but across the whole world. The informal sector has suffered and is suffering due to the effects of Covid-19 on their businesses and their families who depend on the businesses.

5.2.2   Objective 2: To investigate whether the informal sector in Gaborone has a Crises management plan during good days or not

The research clearly established that the informal sector in Gaborone, Botswana has no Crises management plan for use during good days and bad days. When asked to state as to whether the business has a crises management plan, most respondents representing 86.7% denied having the strategy in place. However, the research established that a significant proportion of the respondents acknowledged that crises management plan is very crucial for the sustainability of the business representing 60% of the total respondents.

However, the findings of this research on the level of crises preparedness by the informal   sector in Gaborone were contrary to what Parthasarathy (2015) established about the Mumbai informal

sector in India. The author revealed that after a flood disaster the informal sector was well organized to the extent of even helping the government to help the communities for recovery. So as shown by the literature review, Jackson (2017) indicated that crisis-prepared is a mindset such that businesses which have the mentality always assess their operations and management systems and proactively supervise potential complexities. This shows that crisis preparedness reflects the perceptions of the leadership on the ground. As much as this is true, Donthu and Gustafsson (2020) argued that the informal sector businesses are usually hit hard by crises because of their low or unstable cash flows. This means that the cash flows of the informal sector players restrict them from doing or taking some important measures for their survival. In fact, Labaš (2017) elaborated those businesses need to be prepared for crises for them to be well positioned to expect, discover, handle and make sufficient decisions in times of crisis.

5.2.3 Objective 3: To examine the level of crises preparedness by the informal   sector in Gaborone

This research established that the level of crises preparedness by the informal   sector in Gaborone was low as shown by 25% who indicated that their businesses had an understanding on crises management. In addition, 7% indicated that their businesses have strategies in place for use during hard times thus representing a lower figure of the total number of respondents, informal sector activities are easier to carry out during crises and the informal sector before crises has income uncertainty than at the time of crises. More so, 7% mentioned that business in the informal sector do not require large financial capital, so business can be done despite crises. When asked to choose the option variation from excellent to very poor regarding the level of crises management most of the respondents disagreed with the statements that wanted their opinion as to whether the level of crises management was excellent, good or average. It is clear from the study that the level of crises management is poor with 83% of respondents declining that the level of crises management is excellent hence the negative impact by Covid 19 on the businesses.

It is important to note that in this research women constituted 72% of the respondents in the informal sector as compared to men and most of the respondents had a JC, Form 5 or Certificate qualification and very few had a Diploma or Degree. This means that the businesses were being run by people who are disadvantaged in terms of academic achievement positing a 51.7% of

respondents holding Junior Certificate who may not see the need to put risk mitigating factors that could help in times of crises. These findings support what Liu, Blankson and Brooks (2015) mentioned that leadership in the informal sector businesses is not usually skilled to the point of understanding the levels of crisis preparedness that can be required for a business. As shown by the levels of education of most of the respondents, crisis preparedness will be regarded as a luxury if at all they even think about it.

Furthermore, in this regard, Suarez (2020) and Liu, Blankson and Brooks (2015) argued that the success or failure of crisis-preparedness is determined by the business leadership and availability of technology. In this case having a lot of women may imply that the attention of the women was divided across a wide range of concerns. This is because, Liu, Blankson and Brooks (2015) highlighted that the informal sector is mostly led by families or women and the level of preparedness can be compromised because whatever savings or resources available can be easily disposed of as the crisis unfolds. As such, the authors argued that businesses in the informal sector are directly connected to the families such that any disturbance to the family affects the business directly. Having many women, means they are directly connected to their families and any family issue will come to the business. Also, because of financial constraints, gathering resources with regard to crisis preparedness can be seen as a luxury and not a priority.

5.2.4 Objective 4: Recovery plan by the informal sector in Gaborone

The findings of this research reflected that to a lesser extent the informal sector player in Gaborone have recovery plans. This was shown by smaller proportions of the respondents 20% who indicated that their businesses had an understanding on issues of recovery plan, their business has put in place measures of managing cash flows and their businesses had put in place measures of supporting managers and employees. Similarly, smaller proportions 7% of the respondents revealed that their businesses had put in place measures of stabilizing and boosting revenues, their businesses had put in place measures of monitoring business performance and their businesses had put in place measures of managing risks. The study indicated that 80% of the respondents denied that their businesses have put in place measures of reassuring stakeholders on the services or product offered and their businesses had a recovery plan in place for use post Covid -19 pandemics 2%. These findings revealed that to some less extent the

informal sector business people are aware of the issue of business planning. Koonin (2020) explained that business survival and continuity are based on planning. In addition, Piliang (2018) supported the notion that enterprises build business recovery teams whose key mandate is to design strategies that work during and after a crisis or disaster. Thus, in this case, the informal sector players in Gaborone indicated that they have put in place measures which support recovery planning. This would have been good as Cook (2015) proposed a recovery plan strategy to be a systematic process that can be followed by companies or business people who have been affected by a crisis or disaster. In this regard, the findings of this research confirm what Cook (2015) to some very less extent as the author mentioned that establishing a recovery team is the starting point of a recovery plan followed by assessment of the emergency equipment, establishment of possible options on providers, facilities and tools, keeping the company running and preparation for cash flow crises. Some of the respondents indicated that they have measure to monitor business continuity and cash flows. However, a significant proportion of the respondents (60%) indicated that business under the informal sector may likely be forced out of the market and the recovery plan could focus on boosting working capital. Furthermore, the Plan (2020) reveal that the Botswana government has put in place a recovery plan to help the informal sector to recover from the consequences of Covid 19.

5.2.5 Objective 5: Programs put in place by government of Botswana to support the informal sector in times of crisis in Gaborone

This research established that the informal sector players are to some extent 55% of the respondents were aware that the Government of Botswana has put in place programs to support the informal sector in times of crisis in Gaborone. This was supported by the respondents who mentioned that Government support to our business during the Covid-19 pandemic was sufficient, informal sector is dependent on government for sustainability, our business benefited from government Covid-19 tax measures direct and indirect e.g., tax payment deferral, rates deduction, the government gave tax concessions to business in eligible sectors   and   the government provides support to business through expert advice. However, it is important to note that a few of the respondents 15% were able to say this meaning the awareness of government support may not be uniform or may not be understood by the informal sector stakeholders. At the same time, more than 50% of the respondents mentioned that the government guarantee loans by commercial banks to business mostly affected by Covid- 19, the government provides support to

business financially in the form of grants, the government give eligible businesses affected by Covid- 19 access to credit support on-going operation conditions where credit had become difficult to obtain, the government of Botswana has programs put in place to support informal sector in times of crises and the government is a major player in supporting the informal sector during Covid- 19 pandemic. However, above everything that was said by the respondents about the government, the majority of the respondents alluded to the fact that the Government requirements for financial assistance are very complicated.

These findings reflect that to a less extent the informal sector in Gaborone were confirming what Schwettmann (2020) mentioned that Botswana was amongst most African nations who had a recovery plan for their people as there were programs to improve and equip the health sector including "70 million USD relief fund to finance wage subsidies, loan guarantees and grain reserves and distribution of food supplies to vulnerable families". This means that Botswana had put in place measure to help the informal sector business people but there is a need to educate the business owners how the program works so that they can fully benefit from it. This lack of common ground can be explained by the Plan (2020) which indicated that "the majority of these enterprises have not registered as companies with the Companies and Intellectual Property Authority (CIPA), for taxes with Botswana Unified Revenue Service (BURS), or as suppliers or service providers with the Public Procurement and Asset Disposal Board (PPADB)." This posed challenges to the government as it was not easy to assess the informal sector businesses for qualification to access government offered support. It was difficult to identify those who were true informal sector business people and those who wanted to take advantage and this cost the real stakeholders being targeted. Also, Plan (2020) indicated that most of the informal sector businesses in Botswana have no bank accounts making it a challenge for them to access government funds as they were disbursed through banks due to Covid 19 protocols.

5.3 Research summary

Considering objective 1 which focused on determining the impact of Covid- 19 on businesses in the informal sector in Gaborone, it was concluded that the impact of Covid 19 was severe on the informal sector as most businesses were left at the verge of collapsing, workers left stranded. The major problem can be attributed to the fact that most of the people in the informal sector are disadvantaged when it comes to education as indicated in the study with junior certificate holders

positing a 51.7%. The other factor could be that most businesses are being run by women as indicated in the study with a 72% was that most businesses were being run by women who are taking care of their families. This meant that any effect on the business was transferred directly to the family and family survival was priority.

With regard to objective 2 which was investigating whether the informal sector in Gaborone has a Crises management plan during good days or not. Investigations conducted on the research clearly indicated with a significant high number of respondents stated that their businesses did not have a crises management strategy in place.

Considering objective 3 which was focused on examining the level of crises preparedness by the informal   sector in Gaborone, this research concluded that there was little preparedness that was done by the informal sector business people. This means that the level of crises preparedness by the informal   sector in Gaborone low. This was evidenced by a few who were able to say they have an understanding of what crisis management is and others were able to highlight measures they have in place without giving solid evidence of how they were implementing the measures. Also, most of the respondents indicated that they do not have anything in place for the purposes of preparing for a crisis. In actual fact, preparing for a crisis was seen by many as a luxury as the informal sector business owner's priorities their families and they aim to look after the families more when things get tough.

Looking at objective 4 which was assessing the recovery plan by the informal sector in Gaborone, this research concluded that the informal sector players in Gaborone planned for business recovery to a less extent as a few of the respondents 7% indicated that their businesses had an understanding of issues of recovery plan and had even put in place measures to support business recovery. This shows that a few have recovery plans. The informal sector business people demonstrated limited awareness of the issues of business recovery planning as there was no sufficient information to show that they have teams that are made up of experts or if they hire consultant specialists who give information and possible strategies that can work for the organizations in times of crises. In other words, the informal sector participants could not show that they plan professionally for their business recovery. However, on a better note, the government of Botswana has put in place a recovery plan to help the informal sector to recover from the consequences of Covid- 19.

Looking at objective 5 which was focused on programs put in place by government to support the informal sector in times of crisis in Gaborone, this research concluded that the government of Botswana has put in place programs to support the informal sector in times of crises. These include programs to improve and equip the health sector including "70 million USD relief fund to finance wage subsidies, loan guarantees and grain reserves and distribution of food supplies to vulnerable families". The recovery plan provided by the government of Botswana include training of the informal sector players on key skills that are needed for the survival of their businesses, recovery strategies and provision of resources including financial resources and infrastructure. However, a few of the informal sector players demonstrated awareness of the government support programs put in place for their support. In addition, this research concluded that that there is lack of common ground for understanding of the government support for the informal sector. Furthermore, there were challenges on the part of the government to assess and qualify the informal sector business people for support as they are not registered as companies with the Companies and Intellectual Property Authority (CIPA), for taxes with Botswana Unified Revenue Service (BURS), or as suppliers or service providers with the PPADB.

5.4 Practical implications of the study

The findings of this research pose several practical implications to the informal sector players, GoB, the business sector, and the nation at large. The findings of this research may be used as an appraisal of what is happening in the informal sector in the towns, cities and villages and in Botswana as a nation. As much as what is happening to the informal sector in Gaborone may not be exactly to what is happening in smaller town and villages, it can be used as a guide or yard stick to assess and support other entrepreneurs in those other places other than Gaborone. The informal sector in Gaborone represents the majority of the entrepreneurs in other cities, towns and other areas in Botswana as Gaborone carries more of the informal sector business people in the country. This is because the governing bodies of the informal sector in different places in Botswana are informed by the same bodies guided by the Ministry of Investment, Trade and Industry (MITI).

In addition, the findings of this research have implications to GoB. The findings may be taken to imply that the informal sector participants are not fully informed about the different registration

processes as formal businesses so as to access support from the government. This research may be informing GoB that the informal sector players do not have an understanding of the meaning and significance of the registration of businesses. This research's findings also imply that GoB and the informal sector do not share an understanding of how the sector should run.

To the business sector at large, the findings of this research may imply that the business sector is struggling with the consequences of Covid- 19. The informal sector is part of the business sector and some of the mature business may have been progressing all along without crisis management structures meaning that they may have been affected to the same extent as the informal sector. Also, the findings of this research may imply to the business sector that they need to collaborate and help one another as business people for the survival of the businesses and to help recover the economy. This may imply that the business sector needs to introspect and adopt best strategies and practices which support business crisis management and recovery planning.

To the nation at large, the findings of this research may imply that the nation may suffer from shortages of services that were being provided by the informal sector businesses. In addition, the nation of Botswana may have more people who are unemployed because of closed businesses or struggling businesses. It means that the government and the thriving private sector and other surviving businesses may need to do a further investigation and really establish the wider impact of Covid- 19 and help the affected businesses. This means that the findings of this research may imply further research involving different organizations including the government and the business sector to really establish the impact of Covid-19 in different areas in Botswana and the impact to the nation as a whole.

5.5 Theoretical Implications of the study

The study has theoretical implications to the body of knowledge on Covid-19 and to the academic knowledge of entrepreneurship. The study made a contribution to the body of knowledge on crisis preparedness and to the body of knowledge on crisis management as a field of study. It also made significant contribution to the body of knowledge of entrepreneurship in Botswana. The information that was generated by this research is new and may be among the first researches on Covid-19 and entrepreneurs in Botswana. This means that new information has been added specifically about the impact of Covid-19 on the informal sector in Gaborone.

The knowledge and information generated by this research will make a significant contribution to the body of knowledge worldwide about the consequences of Covid-19 in Gaborone, Botswana as it pertains to the informal sector. The informal sector in Gaborone is part of the economy of Botswana, and the findings of this research will add new knowledge about the impact of Covid-19 on the economy of Botswana. This may also have significant implications to the Southern African region considering the just signing of the Free Africa Trade bilateral relationship which is yet to be implemented since countries within the region may likely face similar situations.

5.6 Recommendations

With regards to objective 1 on the impact of Covid- 19 on businesses in the informal sector in Gaborone, it was concluded that the impact of Covid- 19 was severe on the informal sector as most businesses were left at the verge of collapsing and workers were left stranded. Based on these findings, the researcher recommends that to address the impact of Covid-19 which was found to be severe, GoB through its different structures which deals with the informal business sector should conduct a thorough assessment of the situation, help the informal sector businesses to register with relevant bodies and speed up the support process to avoid further destruction to the struggling and collapsing businesses. Also, as suggested by the theoretical frameworks discussed in this study, the informal sector players can be encouraged to create partnerships of people who have similar problems and help one another to generate solutions and to offer each other moral support.

To handle the issues of stranded workers, the government of Botswana needs to have the informal businesses and their workers registered formally so that the workers can be traced and be awarded the necessary government help being given to such people. Also, as this research established that the government has strategies in place to assist the informal businesses, it is important that the government has a follow up system that helps to monitor and evaluate the informal businesses to make sure that all workers are paid accordingly. The private sector can also be invited to partner with the government and help the informal businesses to take care of their workers

With regards to objective 2 which was investigating whether the informal sector in Gaborone has a Crises management plan during good days or not. To handle the findings of this research that most businesses did not have a crises management strategy in place which resulted in poor crisis preparedness and management, the researcher recommends that the government, tertiary institutions and the informal sector come together with programs that educate and sensitize the informal sector about crisis management. The government can sponsor campaign programs on media platforms to educate the informal sector and the business sector at large about the importance of crisis management.

With regards to objective 3, which was focused on examining the level of crises preparedness by the informal sector in Gaborone, this research concluded that there was little preparedness that was done by the informal sector business people. To handle low levels of crises preparedness by the informal sector in Gaborone, it is important for the sector players to establish partnerships and platforms that bring the stakeholders together and share information for the sake of supporting each other. In addition, the informal sector can partner with other mature businesses, educational institutions and the private sector to conduct trainings, workshops, conferences and seminars to educate the informal sector about crisis preparedness, crisis management and business life cycle in general.

With regards to objective 4, which was assessing the recovery plan by the informal sector in Gaborone, this research concluded that the informal sector players in Gaborone planned for business recovery. To address the issue of lack of recovery plans by the informal sector in Gaborone, the informal sector can partner with other mature businesses, educational institutions and the private sector to conduct trainings, workshops, conferences and seminars to educate the informal sector about business recovery and business recovery planning. In this regard, it is recommended that the informal sector and other interested stakeholders adopt the frameworks suggested in this research to promote best practices for crisis management and business recovery.

With regards to objective 5 which was focused on programs put in place by government to support the informal sector in times of crisis in Gaborone, this research concluded that the government of Botswana has put in place programs to support the informal sector in times of crises. However, to address the issue of lack of understanding of the available government support which is said to have complicated access to getting assistance, the researcher

recommends that the government should conduct massive campaigns and marketing to invite the audience of the informal sector to sit with the government officials for clarification of how the informal sector in Botswana should be run and be recognized by the government. The government of Botswana should use community gatherings, kgotla meetings and other social platforms including media to inform the public about the expectations and conditions for a business to qualify to be registered in different organizations as an informal business. The GoB should inform the public the available platforms where informal businesses can be registered so that they can get help for them to receive government support.

5.7 Areas for Further Research

The researcher also recommends that further research be conducted involving the government, the informal sector, the business sector and the consumers at large to really establish the broader impact of Covid 19 and come up with working measures for everyone severely affected by the pandemic. Further research could also be done in other sectors of the economy to establish the impact of Covid-19 on the economy of Botswana. This will be significant to the government and the world at large as the nation may seek international interventions. Further research should also be conducted involving different cities and towns to establish the impact I different areas of the country. Also, further research can be conducted considering the use of a combination of research methods and tools to ascertain the width and depth of Covid- 19 in Botswana. This is because this research focused only on the quantitative methods which helps to establish the basis of the phenomenon under study. However, qualitative methods would have helped to get in-depth information about the situations. This means that, using mixed methods will allow the qualitative and quantitative to complement each other and produce the best results as each method's weaknesses are handled by the strengths of the other method. Mixed methods are used to bring about an understanding in cases of contradictions between quantitative and qualitative outcomes.

5.8 Conclusion

This research aimed to conduct an examination of the impact of Covid -19 on the informal sector in Gaborone, Botswana. This was anchored on the accomplishment of five objectives such that, objective 1 focused on the impact of Covid -19 on businesses in the informal sector in Gaborone,

objective 2 which was investigating whether the informal sector in Gaborone has a Crises management plan during good days or not, objective 3 which was focused on examining the level of crises preparedness by the informal sector in Gaborone, objective 4 which was assessing the recovery plan by the informal sector in Gaborone and objective 5 which was focused on programs put in place by government to support the informal sector in times of crisis in Gaborone.

To conduct this research, data were collected from sixty respondents who were part of the informal businesses in Gaborone. The participants were identified conveniently to address the research objectives. Structured questionnaires were used to collect data from the field. Self-administered questionnaires were distributed physically or through online platforms to minimize contact with the participants as ways to observe Covid-19 protocols. Gathered data were coded quantitatively and captured into IBM SPSS version 20. Data analysis was conducted using SPSS.

The major findings considering objective 1 on the impact of Covid- 19 on businesses in the informal sector in Gaborone, it was concluded that the impact of Covid- 19 was severe on the informal sector as most businesses were left at the verge of collapsing and workers were left stranded. Considering objective 2 which was investigating whether the informal sector in Gaborone has a Crises management plan during good days or not, it was concluded that most of the respondents do not have crises management strategies in place.

In addition, looking at objective 3 which was focused on examining the level of crises preparedness by the informal sector in Gaborone, this research concluded that the level of crises preparedness by the informal sector in Gaborone was low. Also, objective 4 which was assessing the recovery plan by the informal sector in Gaborone, this research concluded that very few of the informal sector players in Gaborone planned for business recovery. Finally, looking at objective 5 which was focused on programs put in place by government to support the informal sector in times of crisis in Gaborone, this research concluded that the government of Botswana has put in place programs to support the informal sector in times of crises. However, there is a lack of awareness and understanding of the government support programs by the informal sector. The government faced challenges to assess and qualify the informal sector business people for support as most of them are not officially registered. This study was limited by the outbreak of Covid-19 and the health protocols required to be observed. Also, there were budgetary

constraints and the geographic location was confined to the City of Gaborone. There was a limited supply of reading material in terms of the impact of Covid-19, since it is a relatively new phenomenon.

References

Acharya, A. S., Prakash, A., Saxena, P., and Nigam, A. (2013). Sampling: Why and how of it. Indian Journal of Medical Specialties, 4(2), 330-333.

Albers, M.J. (2017). Introduction to Quantitative Data Analysis in the Behavioral and Social Sciences. John Wiley and Sons, Inc.DOI:10.1002/9781119290384.

Allain-Dupré, D., Chatry, I., Michalun, V., and Moisio, A. (2020). The territorial impact of COVID-19: Managing the crisis across levels of government.

Almeida, F., Faria, D and Queirós, A. (2017). Strengths and Limitations of Qualitative and Quantitative Research Methods. European Journal of Education Studies. DOI: 10.5281/zenodo.88708

Apuke, O. D. (2017). Quantitative research methods: A synopsis approach. Kuwait Chapter of Arabian Journal of Business and Management Review, 33(5471), 1-8.

Artal, R., and Rubenfeld, S. (2017). Ethical issues in research. Best Practice and Research Clinical Obstetrics and Gynecology, 43, 107-114.

Asiamah, N., Mensah, H.K. and Oteng-Abayie, E. F. (2017) General, Target, and Accessible Population: Demystifying the Concepts for Effective Sampling. Volume 22. Number 6.

Atmowardoyo, H., 2018. Research methods in TEFL studies: Descriptive research, case study, error analysis, and R and D. *Journal of Language Teaching and Research*, *9*(1), pp.197-204.

Baabdullah, A. M., Alalwan, A. A., Rana, N. P., Kizgin, H., and Patil, P. (2019). Consumer use of mobile banking (M-Banking) in Saudi Arabia: Towards an integrated model. International Journal of Information Management, 44, 38-52

Basias, N. and Pollalis, Y., 2018. Quantitative and qualitative research in business and technology: Justifying a suitable research methodology. *Review of Integrative Business and Economics Research*, *7*, pp.91-105.

Bhaduri, R. M. (2019). Leveraging culture and leadership in crisis management. European Journal of Training and Development.

Bapuji, H., de Bakker, F. G. A., Brown, J. A., Higgins, C., Rehbein, K., and Spicer, A. (2020). Business and Society Research in Times of the Corona Crisis. Business and Society, 59(6), 1067–1078. https://doi.org/10.1177/0007650320921172

Bergin, T. (2018). An introduction to data analysis: Quantitative, qualitative and mixed methods. Sage.

Biao, I. (2017). Road Side Vending, Growth of the Informal Sector and Learning Needs of Vendorsin Gaborone City of Botswana. World, 4(1).

Bird, D. K. (2009). The use of questionnaires for acquiring information on public perception of natural hazards and risk mitigation – a review of current knowledge and practice. Nat. Hazards Earth Syst. Sci., 9, 1307–1325.

Blundell, R., Costa Dias, M., Joyce, R. and Xu, X., 2020. COVID- 19 and Inequalities. *Fiscal Studies*, *41*(2), pp.291-319.

Botswana Federation of Trade Unions (2020). Economic stimulus package proposal position paper. Botswana Federation of Trade Unions (BFTU) submission to the envisaged Post Covid - 19 Economic Stimulus Programme. https://bftu.org.bw/index.php/bftu-news-details/id/110/economic-stimulus-package-proposal-position-paper/

Briefing, P. T. (2018). Taxation of the informal sector. Action Aid International Briefing. https://actionaid.org/sites/default/files/publications/informal_sector_taxes.pdf.

Brooks, S.K., Webster, R.K., Smith, L.E., Woodland, L., Wessely, S., Greenberg, N. and Rubin, G.J., 2020. The psychological impact of quarantine and how to reduce it: rapid review of the evidence. *The Lancet*.

Brown, D. and McGranahan, G., 2016. The urban informal economy, local inclusion and achieving a global green transformation. *Habitat international*, *53*, pp.97-105.

Buheji, M., da Costa Cunha, K., Beka, G., Mavric, B., de Souza, Y.L., da Costa Silva, S.S., Hanafi, M. and Yein, T.C., 2020. The extent of Covid-19 pandemic socio-economic impact on

global poverty. A global integrative multidisciplinary review. *American Journal of Economics*, *10*(4), pp.213-224.

Carmeli, A. and Schaubroeck, J. (2008). Organizational Crisis-Preparedness: The Importance of Learning from Failures, Long Range Planning, Volume 41, Issue 2, Pages 177-196, https://doi.org/10.1016/j.lrp.2008.01.001.

Cheng, C., Barcelo, J., Hartnett, A., Kubinec, R. and Messerschmidt, L., 2020. Corona Net: A Dyadic Dataset of Government Responses to the COVID-19 Pandemic.

Cherry, K. (2018). How Applied Research Is Used in Psychology. Available From: https://www.verywellmind.com/what-is-applied-research-2794820 (Accessed: 20 January 2021).

Creswell, J. W. (2012). Research design: Qualitative, quantitative, and mixed methods approaches.

Cook, J. (2015). A six-stage business continuity and disaster recovery planning cycle. SAM Advanced Management Journal, 80(3), 23.

Doern, R., Williams, N., and Vorley, T. (2019). Special issue on entrepreneurship and crises: business as usual? An introduction and review of the literature. Entrepreneurship and Regional Development, 31(5-6), 400-412.

Donthu, N., and Gustafsson, A. (2020). Effects of COVID-19 on business and research. Journal of business research, 117, 284–289. https://doi.org/10.1016/j.jbusres.2020.06.008.

Duncan, C.L., 2020. Townships to CBD: The project of ten informal traders in the formal economy of Cape Town, Western Cape.

Engelbach, W., Frings, S., Molarius, R., Aubrecht, C., Meriste, M., and Perrels, A. (2014, August). Indicators to compare simulated crisis management strategies. In IDRC International Disaster and Risk Conference Proceedings (pp. 24-28).

Etikan, I., and Bala, K. (2017). Sampling and sampling methods. Biometrics and Biostatistics International Journal, 5(6), 00149.

Fabeil, N. F., Pazim, K. H., and Langgat, J. (2020). The impact of Covid-19 pandemic crisis on micro-enterprises: Entrepreneurs' perspective on business continuity and recovery strategy. Journal of Economics and Business, 3(2).

Fox, W. and Bayat, M.S. (2007) *A guide to managing research*. Juta: Cape Town.

Gaetsewe, T. (2018). Determinants of Informal Sector Business Success in Botswana.

Goel, R.K., Ram, R., Schneider, F. and Potempa, A., 2020. International movements of money and men: impact on the informal economy. Journal of Economics and Finance, 44(1), pp.179-197.

Hamdan, N. H. B., Kassim, S. B. H., and Lai, P. C. (2021). The Covid-19 Pandemic Crises on Micro-Entrepreneurs in Malaysia: Impact and mitigation approaches. Journal of Global Business and Social Entrepreneurship (GBSE), 7(20).

Heale, R., and Twycross, A. (2015). Validity and reliability in quantitative studies. Evidence-based nursing, 18(3), 66-67.

Heikkilä, A. M., Havlik, D., and Schlobinski, S. (2015). Modelling crisis management for improved action and preparedness.

Inostroza, L., 2017. Informal urban development in Latin American urban peripheries. Spatial assessment in Bogotá, Lima and Santiago de Chile. *Landscape and Urban Planning*, *165*, pp.267-279.

International Labour Organization (ILO). (2020). COVID-19 crisis and the informal economy: immediate responses and policy challenges. ILO Brief.

Islam, M.T. and Alam, M.J., 2019. The Relationship between Informal Economy and GDP Growth: A Study on South-Asian Developing Countries. *Canadian J. of Business and Information Studies, 1 (5), 1*, *9*.

Jackson, R. L. (2017). Pre-Crisis Leadership: An Exploration of Crisis Prevention for Global Leaders with National Organizations in Zimbabwe (Doctoral dissertation, Indiana Institute of Technology).

Joko, A. (2020). The impacts of Covid-19 pandemic to informal economic sector in Indonesia: Theoretical and empirical comparison. In E3S Web of Conferences (Vol. 200, p. 03014).

Jongman, K. (2018), "Sustainable livelihood and poverty Eradication in Botswana", International Journal of Development and Sustainability, Vol. 7 No. 4, pp. 1317-1324.

Khaldi, K. (2017). Quantitative, Qualitative or Mixed Research: Which Research Paradigm to Use? Journal of Educational and Social Research Vol. 7 No.2Doi:10.5901/jesr. 2017. v7n2p15.

King, N., and Brooks, J. (2018). Thematic analysis in organizational research. The Sage handbook of qualitative business and management research methods: Methods and challenges.

Kivunja, C., and Kuyini, A. B. (2017). Understanding and applying research paradigms in educational contexts. International Journal of higher education, 6(5), 26-41.

Koonin, L. M. (2020). Novel coronavirus disease (COVID-19) outbreak: Now is the time to refresh pandemic plans. Journal of business continuity and emergency planning, 13(4), 1-15.

Kotak, R., and Ahuja, B. S. (2020). Deliberating Dental Ethics-Bordering on Legitimacy of Beneficence and Non-Maleficence. World Journal of Advanced Scientific Research, 3(4), 57-67.

Kumar, R. (2011). Research methodology a step-by-step guide for beginners. Third edition. SAGE Publications Ltd.

Labaš, D. (2017). The impact of organizational crisis preparedness on firm business performance. MARKET/TRŽIŠTE, 29(1), 75-92.

La Porta, R. and Shleifer, A., 2014. Informality and development. *Journal of Economic Perspectives*, *28*(3), pp.109-26.

Leiner, D.J., 2017. Our research's breadth lives on convenience samples: A case study of the online respondent pool "SoSci Panel". *SCM Studies in Communication and Media*, *5*(4), pp.367-396.

Liu, M., Blankson, I., and Brooks, L. S. (2015). From Virginia Tech to Seattle Pacific U: An exploratory study of perceptions regarding risk and crisis preparedness among university employees. Atlantic Journal of Communication, 23(4), 211-224.

Mathers, N., Fox, N. and Hunn, A. (2009). Surveys and Questionnaires. The NIHR Research Design Service for Yorkshire and the Humber Available From: https://www.rds-yh.nihr.ac.uk/wp content/uploads/2013/05/12_Surveys_and_Questionnaires_Revision_2009.pdf (Accessed:22 Matthews, B. and Ross, L. (2010). Research methods a practical Guide for the social sciences. University of Leeds. England. Pearson Education Limited. June 2019).

Merkel, W. (2018). Challenge or crisis of democracy. In Democracy and Crisis (pp. 1-28). Springer, Cham.

Moffat, B., and Kapunda, S. (2013). Notes on the Informal Sector and Employment Creation in Botswana. Botswana Notes and Records, 45, 201-205. Retrieved December 4, 2020, from https://www.jstor.org/stable/90024386.

Motlhatlhedi, K., Bogatsu, Y., Maotwe, K. and Tsima, B., 2020. Coronavirus disease 2019 in Botswana: Contributions from family physicians. *African journal of primary health care and family medicine*, *12*(1).

Narula, R., 2020. Policy opportunities and challenges from the COVID-19 pandemic for economies with large informal sectors. *Journal of International Business Policy*, *3*(3), pp.302-310.

Neuman, W. L. (2013). Social Research Methods: Qualitative and Quantitative Approaches Exam Copy: Allyn and Bacon, Incorporated.

Ookeditse, L., 2020. Reimagining Botswana's national security in light of COVID-19. *African Security Review*, pp.1-13.

Oteir, A. O., Kanaan, S. F., Alwidyan, M. T., Almhdawi, K. A., and Williams, B. (2021). Validity and Reliability of a Cardiopulmonary Resuscitation Attitudes Questionnaire among Allied Health Profession Students. Open Access Emergency Medicine: OAEM, 13, 83.

Parthasarathy, D. (2015). Informality, resilience, and the political implications of disaster governance. Pacific Affairs, 88(3), 551-575.

Pedersen, C. L., Ritter, T., and Di Benedetto, C. A. (2020). Managing through a crisis: Managerial implications for business-to-business firms. Industrial Marketing Management, 88, 314–322. https://doi.org/10.1016/j.indmarman.2020.05.034.

Piliang, F. (2018). The Backup Recovery Strategy Selection to Maintain the Business Continuity Plan. MATEC Web of Conferences. 229. 02001. 10.1051/matecconf/201822902001.

Plan, I. S. R. (2020). Botswana National Informal Sector Recovery Plan.

Presidential (COVID-19) Task force Bulletin. (2020). NEOC BULLETIN ISSUE 52.pdf. https://www.bocra.org.bw/sites/default/files/Covid19-docs/NEOC%20BULLETIN%20ISSUE%2052.pdf

Price, R., 2020. Impacts of Covid-19 regulatory measures on small-scale and informal trade in Zimbabwe.

Racherla, P., and Hu, C. (2009). A framework for knowledge-based crisis management in the hospitality and tourism industry. Cornell Hospitality Quarterly, 50(4), 561-577.

Rahman, M. S. (2020). The advantages and disadvantages of using qualitative and quantitative approaches and methods in language "testing and assessment" research: A literature review.

Reeves, M., Lang, N., and Carlsson-Szlezak, P. (2020). Lead your business through the coronavirus crisis. Harvard Business Review, 27, 2-7.

Ritter, T., and Pedersen, C. L. (2020). Analyzing the impact of the coronavirus crisis on business models. Industrial Marketing Management, 88, 214–224. https://doi.org/10.1016/j.indmarman.2020.05.014.

Rogan, M., and Skinner, C. (2017). The nature of the South African informal sector as reflected in the quarterly labour-force survey, 2008-2014. Cape Town: University of Cape Town.

Romallosa, A.R.D. and Kraft, E., 2017. Feasibility of biomass briquette production from municipal waste streams by integrating the informal sector in the Philippines. Resources, 6(1), p.12.

Rothan, H. A., and Byrareddy, S. N. (2020). The epidemiology and pathogenesis of coronavirus disease (COVID-19) outbreak. Journal of Autoimmunity, 102433.

Sarstedt, M., Bengart, P., Shaltoni, A. M., and Lehmann, S. (2018). The use of sampling methods in advertising research: A gap between theory and practice. International Journal of Advertising, 37(4), 650-663.

Sarstedta, M., Bengartc, P., Shaltonid, A.M. and Lehmann, S. (2017). The use of sampling methods in advertising research: a gap between theory and practice. International Journal OF Advertising.https://doi.org/10.1080/02650487.2017.1348329.

Schmidt-Sane, M., Ripoll, S. and Wilkinson, A., 2020. Key Considerations for COVID-19 Management in Marginalized Populations in Southeast Asia: Transnational Migrants, Informal Workers, and People Living in Informal Settlements

Shadmi, E., Chen, Y., Dourado, I., Faran-Perach, I., Furler, J., Hangoma, P., Hanvoravongchai, P., Obando, C., Petrosyan, V., Rao, K.D. and Ruano, A.L., 2020. Health equity and COVID-19: global perspectives. *International journal for equity in health*, *19*(1), pp.1-16.

Shereen, M.A., Khan, S., Kazmi, A., Bashir, N. and Siddique, R., 2020. COVID-19 infection: Origin, transmission, and characteristics of human coronaviruses. *Journal of Advanced Research*.

Shi, J., and Cui, Y. (2010). A new perspective on the crisis management team structure. International Review of Business Research Papers, 6(4), 269-278.

Sodhi, J.S. and Wessels, A., 2016. Informal learning: Education and skill development in India's informal sector. In *India: Preparation for the world of work* (pp. 261-279). Springer VS, Wiesbaden.

Statistics Botswana (2009). 2007 Informal Sector Survey Report.

Supady A. (2020). Consequences of the coronavirus pandemic for global health research and practice. Journal of global health, 10(1), 010366. https://doi.org/10.7189/jogh.10.010366.https://www.iasplus.com/en/standards/ifrs/ifrs3.

Stevenson, J. R., Brown, C., Seville, E., and Vargo, J. (2018). Business recovery: an assessment framework. Disasters, 42(3), 519-540.

Suarez, I. (2020). Leadership Crisis Preparedness Perceptions.

Supady A. (2020). Consequences of the coronavirus pandemic for global health research and practice. Journal of global health, 10(1), 010366. https://doi.org/10.7189/jogh.10.010366.https://www.iasplus.com/en/standards/ifrs/ifrs3.

SÜRÜCÜ, L., and MASLAKÇI, A. (2020). Validity and reliability in quantitative research. Business and Management Studies: An International Journal, 8(3), 2694-2726.

Taasoobshirazi, G., and Wang, S. (2016). The performance of the SRMR, RMSEA, CFI, and TLI: An examination of sample size, path size, and degrees of freedom. Journal of Applied Quantitative Methods, 11(3), 31-39.

Tavakoli, A., Vahdat, K. and Keshavarz, M., 2020. Novel coronavirus disease 2019 (COVID-19): an emerging infectious disease in the 21st century. *ISMJ*, *22*(6), pp.432-450.

Thanh, N.C. and Thanh, T.T.L. (2015). The Interconnection between Interpretivist Paradigm and Qualitative Methods in Education. American Journal of Educational Science Vol. 1, No. 2, pp. 24-27.

The SEEP network (2009). Minimum Standards for Economic Recovery after Crisis First Edition. https://seepnetwork.org/files/galleries/332_Econ_Recovery_Standards.pdf.

Timmis, K., and Brüssow, H. (2020). The COVID-19 pandemic: some lessons learned about crisis preparedness and management, and the need for international benchmarking to reduce deficits. Environmental microbiology, 22(6), 1986–1996. https://doi.org/10.1111/1462-2920.15029.

Vasile, E., and Croitoru, I. (2012). Integrated risk management system–key factor of the management system of the organization. Risk Management-Current issues and challenges, InTech, 253-284.

Viloria, A., Lis-Gutiérrez, J.P., Gaitán-Angulo, M., Godoy, A.R.M., Moreno, G.C. and Kamatkar, S.J., 2018, June. Methodology for the design of a student pattern recognition tool to

facilitate the teaching-learning process through knowledge data discovery (big data). In *International Conference on Data Mining and Big Data* (pp. 670-679). Springer, Cham.

Williams, M. L., Burnap, P., Sloan, L., Jessop, C., and Lepps, H. (2017). Users' views of ethics in social media research: Informed consent, anonymity, and harm. In The ethics of online research. Emerald Publishing Limited.

Williams, T. A., Gruber, D. A., Sutcliffe, K. M., Shepherd, D. A., and Zhao, E. Y. (2017). Organizational response to adversity: Fusing crisis management and resilience research streams. Academy of Management Annals, 11(2), 733-769.

World Bank. (2017). Data [Online]. Retrieved April 28, 2017, from http://data.worldbank.org/indicator [Google Scholar]

World Health Organization (WHO) Naming the coronavirus disease (COVID-19) and the virus that causes it [homepage on the Internet]. Technical guidance. [Cited 2020 Apr 27]. Available from: https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance/naming-the-coronavirus-disease-(Covid-2019)-and-the-virus-that-causes-it

Xu, X., and Hickman, L. D. (2020). Data Collection in Quantitative Studies. Nursing and Midwifery Research: Methods and Appraisal for Evidence Based Practice, 194.

Yang, S., Ishtiaq, M., and Anwar, M. (2018). Enterprise risk management practices and firm performance, the mediating role of competitive advantage and the moderating role of financial literacy. Journal of Risk and Financial Management, 11(3), 35.

Žukauskas, P., Vveinhardt, J. and Andriukaitienė, R. (2018). Philosophy and Paradigm of Scientific Research. DOI: 10.5772/intechopen.70628.

Appendices

Appendix 1: Research permit from Botho University

15/LTR/GBE/PGL/2021

February 19, 2021

Mathews Richard

Faculty of Business and Accounting
Department of Graduate Studies in Business and Accounting, (MBA)

Dear Mathews

Project Title: An Examination of the Impact of Covid-19 on the Informal Sector in Gaborone, Botswana

Botho University Institutional Review Board (BU IRB) has approved your request to conduct a study with the aforementioned title. The approval is in line with the mandate given to the University by the Department of Research Science and Technology on 03 December 2019 (REF: DRST 7/2/13 XXIII (24)) to issue research permits.

This permit applies specifically to your topic and the research proposal that you provided together with your application. The permit is valid for 6 months from the date written at the top of this letter.

Please observe the following:

1. You need to request for consent from your study participants before collecting data from them

2. You need to ask for permission from the institution/ department/unit from where you intend to collect your data

3. You may not change any aspect of you research without permission from the BU IRB

4. You are required to notify the BU IRB in writing, of any unforeseen circumstances including an unintended termination of the study

5. You should allow the BU IRB access to the study at any time for purposes of auditing

6. At the end of the study, you are required to submit to the BU IRB, a hard and soft copy of your approved research report.

Please note that failure to fulfill any of the above requirements will lead to the immediate revocation of your research permit.

We wish you a pleasant research experience.

Sincerely yours

Dr. Anthony Masaka
Chairperson, BU Institutional Review Board

BOS ISO 9001:2015 Certified Organisation
www.bothouniversity.com

75

Appendix 2: Recruitment of Participants for a Survey to Informal Sector in Gaborone

P.O. Box 501200

Gaborone

22nd February 2021

Dear Sir/Madam

<center>**RE: Request for your participation in Research**</center>

This letter serves to request you to take part in a study that seek to examine the impact of Covid-19 on the informal sector in Gaborone, Botswana. I am currently studying Masters in Business Administration (MBA) with Botho University, as part of the requirements to complete the program I am expected to carry the research. My research topic is "**An examination of the impact of Covid-19 on the informal sector in Gaborone, Botswana.**

There is dearth of information on Covid-19 in Botswana, therefore your participation in the study will contribute significantly to the study. You will be provided with a questionnaire which provides options under each section and you are expected to select your view under each statement. Furthermore, you are requested not to write your names on the questionnaire and also note that your participation in the study is voluntary and you are free to withdraw from the study if you feel like doing so. Finally note, that data collected from you will be treated with confidentiality

Your support is highly appreciated

Thank you

Mathews Richard

Cell: 72661080

Appendix 3: Recruitment of Participants for a Survey to Informal Sector in Gaborone

(Setswana)

P.O. Box 501200

Gaborone

22nd February 2021

Go Rre /Mme

<div align="center">

RE: Kopo ya go tsaya karolo mo patlisisong

</div>

Ke kwala jaana ke kopa gore o tsee karolo mo patlisisong ya tsheka tsheko ya manokonoko a segajaja sa Covid -19 mo dikgwebong tse dipotlana mo Gaborone, Botswana. Ke moithuti wa dithuto tse di kgolwane tsa Masters in Business Administration (MBA) ko sekolong sa Botho University. Go nale tsholofelo ya go dira tshekatsheko e se tlhogo say one e leng "Tsheka tsheko ya manokonoko a segajaja sa Covid-19 mo dikgwebong tse dipotlana mo Gaborone, Botswana.

Ke eletsa go supa jaana gore, go nale tlhaelo ya kitso ka segajaja sa Covid-19 mo Botswana ka jaana go tsaya karolo ga gago go ka thusa ka kitso mo tsheka tshekong e. O tla fiwa dipotso tse ka tsone o tla supang maikutlo a gago mabapi le boitemogelo jwa gago ka fatlase ga tsitlana ngwe le ngwe. O kopiwa gore o seka wa kwala maina a gogo le gore o na le tshosologo ya go ka se tseye karolo mo patlisisong e, ka jaana ga o patelediwe. Sabofelo, o itsisiwe gore tsheka tsheko e, ke phitlhela.

Ke lebogela go tsaya karolo ga gago

A kalo

Mathews Richard

Cell: 72661080

Appendix 4: Consent form

Consent Form

Title: An Examination of the Impact of Covid-19 on the Informal Sector in Gaborone, Botswana

I …………………………………………of national identity number……………….. do here by confirm to have received the letter from Mathews Richard requesting me to take part in a research for academic purposes. I acknowledge to have read the contents of the letter and understood its contents.

I therefore consent to be part of the study without any reservation.

Participant: _____   Date: _____

Researcher: _____ Date: _____

Appendix 5: Foromo ya tumalano

Foromo ya tumalano

Title: An Examination of the Impact of Covid-19 on the Informal Sector in Gaborone, Botswana

Nna …………………………………………wa nomoro ya omang ya…………… , ke rurifatsa fa ke amogetse lokwalo go tswa mo go Mathews Richard a kopa gore ke nne motsaya karolo mo patlisisong ya dithuto. Ke badile lokwalo lo, e bile ke le tlhalogantse.

Ke dumala go nna mo tsaya karolo mo patlisisong e ke sa belaele sepe.

Motsaya Karolo: _____ Mmatlisisi: _____

Letsatsi: _____ Date: _____

Appendix 6: Questionnaire

QUESTIONNAIRE

Attached is a questionnaire designed to examine the impact of Covid 19 on the informal sector in Gaborone, Botswana. The information collected from this survey will be handled with confidentiality and respondents are therefore requested not to write their names on the questionnaires

Definition of terms:

Crisis - A crises can be defined as an occurrence or period that can result in problems or adverse consequences affecting individuals, organizations or communities.

Informal sector - An informal economy is the part of any economy that is neither taxed nor monitored by any form of government.

Recovery plan - This is a game plan that is employed by functional teams following organizational disruptions that interfere with the usual operations of the business.

Section A: Biographic data

Instructions: Please indicate [×] the response most appropriate to you

1. Age: 25-30 years   [   ]   31-35 years   [   ]   36-40 years   [   ]   41-45 years   [   ]

46 years and above   [   ]

2. Gender Male   [   ]   Female   [   ]

3. Educational Background: JC   [   ] Form 5   [   ]   Certificate   [   ]   Diploma   [   ]

Bachelor's Degree   [   ] Masters   [   ]   PhD   [   ]

4. Position in the Organization: Business owner   [   ]   Employee   [   ]

5. Years of existence of the organization: Less than 1 year   [   ]   1-5 years   [   ]   6-10 years [   ]

11-15 years   [   ]   16-20 years   [   ]   More than 20 years [   ]

6. Number of employees in the organization: 1-2 employees   [   ]   3-5 employees   [   ]

7. Nature of business: Catering services   [   ] Hair dressers   [   ]   Tuck-shops   [   ] Internet cafes [   ] other enterprises   [   ]

Section B: The impact of Covid 19 on businesses in the informal sector in Gaborone

Instruction: Below are a number of statements related to the impact of Covid 19 in informal sector in Gaborone. Kindly indicate your level of agreement or otherwise to each of the following statements by placing a tick ($\sqrt{}$) in the appropriate box below the agreement.

8.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
The business is running at minimum or no profit at all.					
The operational efficiency of the business has drastically fallen down.					
As many other SMES we are hopeless about the future of our businesses					
The cost of lock down affected the business in a negative way.					
Our businesses is at the verge of collapsing					
We need a long time to recover because the business has collapsed.					
Employees have been with no income for a long time for now					
Some of the dormant employees are doing illegal things such as stealing from grocery shops to obtain food for sustainability.					
Basic commodities' prices have gone up.					
Some of the best employees have left the business.					
The business has lost many clients and business due to compromised services and products					

Section C

i)   Examining the availability of crises management plan in the informal sector in Gaborone

ii) Level of Crisis preparedness by the informal sector in Gaborone

9.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
The business has an understanding on Crises management.					
The business has strategies in place to use during hard times.					
Crises management plan is very crucial for the sustainability of the business.					
Informal sector workers are classified as the less privileged in terms of information sharing.					
Informal sector activities can be done even when there are crises					
The informal sector before crises has income uncertainty than at the time of crises					
Business in the informal sector do not need huge amounts of money for operation, so they can be done when there are crises.					
The level of crises management in the business is excellent					
The level of crises management in the business is good					
The level of crises management in the business is on average					
The level of crises management in the business is poor					
The level of crises management in the business is very poor					

Section D: The recovery plan by the informal sector in Gaborone

10.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
The business has an understanding on issues of recovery plan.					
Informal sector in Gaborone has a recovery plan.					
Businesses under informal sector may likely be forced out of the market.					
The business has put in place measures of managing cash flows					
The business has put in place measures of supporting managers and employees.					
The business has put in place measures of stabilizing and boosting revenues					
The business has put in place measures of monitoring business performance					
The business has put in place measures of managing risks					
The business has put in place measures of rreassuring stakeholders on the services or product offered.					
The business has a recovery plan in place for use post Covid- 19 pandemic					
The recovery plan could focus on boosting working capital					

Section E: Programs put in place by government of Botswana to support the informal sector in times of crisis in Gaborone

11.	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
The Government of Botswana has programmes put in place to support informal sector in times of crises.					
The government is a major player in supporting the informal sector during Covid -19 pandemic					
Government of Botswana support to our organization during the Covid -19 was sufficient					
Informal sector in Gaborone is dependent on government of Botswana for sustainability					
Our business benefited from the Government of Botswana Covid- 19 tax measures – Direct and Indirect (e.g., payment deferrals, rate reduction)					
The Government of Botswana gave tax concessions to businesses in eligible sectors.					
The Government of Botswana guarantee loans by commercial banks to businesses mostly affected by Covid-19					
The government provides support to businesses financially, in the form of grants					
The Government of Botswana give eligible businesses affected by Covid- 19 access to credit to support on-going operations in conditions where credit had become more difficult to obtain.					
The government of Botswana provides support to businesses through access to expert advice					
The Government of Botswana's					

requirements for financial assistance are very complicated.					

POTSOLOSO

Ka fatlase ga potsoloso e, go nale dipotso tse di direletsweng go go botsisisa go thusa go batlisisa bokete jwa kamego ya mohama wa dikgwebo tse dipotlana ke seemo sa Covid-19 mo Gaborone. O kopiwa gore o seka wa kwala maina a gago mo foromo mme e bile dikarabo tsa gago di tla tswewa ka manontlhotlho.

Tlhaloso ya mafoko a a dirisitsweng

Sebetssa tlholego – Ke tirafalo e e tsisang go sa iketeng ga seemo sepe, ebile e nale matshosetse mo bathing kana setshaba. Sebetso sa tlholego se tsisa go sa iketeng ga seemo sa itsholelo.

Mohama wa dikgwebo tse di potlana: Ke mohama o o sa kwadisiwang ka fa molaong mme ebile o sa duele lekgetho.

Lenaneo la go tsosolosa kgwebo – Ke ditselana kana metlhale e e ka dirisiwang go enoga mo dipharagobeng tsa dibetso tsa tlholego.

Karolo ya ntlha: Tse di amanang le wena

Ditaelo: Tshwaya ka [×] go lebagana le fa go tsamaelanang le wena

1. **Dingwaga:** 25-30 years   [   ]   31-35 years   [   ]   36-40 years   [   ]   41-45 years   [   ]

46 years le go feta   [   ]

2. **Bong**: Rre   [   ]   Mme   [   ]

3. **Dithutego**:   JC   [   ] Form 5   [   ]   Certificate   [   ]   Diploma   [   ] Bachelor's Degree   [   ]
Masters   [   ]   PhD   [   ]

4. **Maemo mo kgwebong**: Mong wa kgwebo   [   ]   Mohiriwa   [   ]

5. **Dingwaga tsa kgwebo e ntse e dira**: Ko tlase ga ngwaga   [   ]   1-5 years   [   ]   6-10 years [
11-15 years   [   ]   16-20 years   [   ]   More than 20 years [   ]

6. **Palo ya babereki**: 1-2 employees   [   ]   3-5 employees   [   ]

7**. Karolo ya kgwebo**: Tsa kapei   [   ] Tsa meriri   [   ]   Dimausu   [   ] Tsa Inthanete [   ] Tse
dingwe   [   ]

Karolo ya bobedi: Manokonoko a segajaja sa Covid-19 mo dikgwebong tse di potlana mo Gaborone, Botswana

Ditaelo: Ka fatlase go nale di tsetlana tse di amanang le manokonoko a Covid-19 mo dikgwebong tse dipotlana mo Gaborone. Tshwaya fa go maleba o supa fa o dumalana kana o sa dumalane le dipolelwana tse di ka fatlase ka (√) .

8.	1 Ga ke dumalane gotlhelele	2 Ga ke dumalane	3 Fa gare	4 Ke a dumalana	5 Ke dumalana thata
Kgwebo ya me e latlhegetswe ke dipoelo .					
Ka fa kgwebo e dirang ka teng go ile ko tlase thata.					
Jaaka bagwebi ba bangwe baba botlana re latlhegetswe ke tsholofelo ya bokamoso jwa kgwebo.					
Manokonoko a taolo mesepele a re amile thata.					
Kgwebo ya rona e tsamaela go tswala.					
Re tlhokana le nako e telele go boela fan ne re le teng.					
Babereki bana le lobaka ba sa bone dikatso tsa bone.					
Bangwe ba babereki ba ba latlhegetsweng ke ditiro ba dira borukutlhi ka go utswa mo madirelong a dijo go ka itshetsa					
Ditlhwatlhwa tsa di dirisiwa di ile ko go dimo.					
Bangwe ba babereki ba tlhwatlhwa ba tlogetse tiro.					
Kgwebo e latlhegetswe ke bareki ka lebaka la ditirelo tse di sa kgotsofatseng.					

Karolo ya boraro

i) Tshekatsheko ya bo leng teng jwa di dirisiwa tsa go dibela dibetso tsa tlholego mo dikgwebong tse di potlana mo Gaborone.

ii) Boleng jwa di dirisiwa tsa go ka dibela dibetso tsa tlholego mo dikgwebong tse di potlana mo Gaborone.

9.	1 Ga ke dumalane gotlhelele	2 Ga ke dumalane	3 Fa gare	4 Ke a dumalana	5 Ke dumalana Thata
Kgwebo e tlhaloganya ka metlhale ya go ka thibela dibetso tsa tlholego.					
Kgwebo e na le metlhale ya go ka thibela dibetso tsa tlholego.					
Metlhale ya thibelo dibetso tsa tlholego e botlhokwa go re kgwebo e itshitlele					
Babereki ba dikgwebo tse dipotlana ba balelwa mo ditlhopeng tse di mo diphatseng mo itsholelong.					
Go dira kgwebo go motlhofo ka nako ya dibetso tsa tlholego go motlhofo					
Dikgwebo tse di potlana di ne di nale kwelo tlase ya dipoelo pele ga sebetso					
Dikgwebo tse dipotlana ga di tlhoke madi a mantsi go ka di tsamaisa ka jaana kgwebo e ka dirwa le fa go le dibetso tsa tlholego.					
Selekanyetso sa go thibela manokonoko a dibetso tsa tlholego se ko godimo thata.					
Selekanyetso sa go thibela manokonoko a dibetso tsa tlholego se ko godimo.					
Selekanyetso sa go thibela manokonoko a dibetso tsa tlholego se fa gare..					
Selekanyetso sa go thibela manokonoko a dibetso tsa tlholego se ko tlase.					

Karolo ya bonne: Lenaneo la go tsosolosa dikgwebo mo dikgwebong tse dipotlana mo Gaborone.

10.	1 Ga ke dumalane gotlhelele	2 Ga ke dumalane	3 Fa gare	4 Ke a dumalana	5 Ke dumalana Thata
Kgwebo e tlhaloganya ka lenaneo la go tsosolosa kgwebo					
Dikgwebo tse dipotlana mo Gaborone di nale lenaneo la go tsosolosa dikgwebo.					
Kgwebo e kanna ya tswala.					
Kgwebo e na le metlhale ya go dirisa madi ka keletlhoko.					
Kgwebo e nale metlhale ya go ka thusa mong wa yone le babereki mo go itshetseng.					
Kgwebo e nale metlhale ya go ka dira gore dipoelo di seka tsa wela tlase le go nna le letseno le le botoka.					
Kgwebo e nale metlhale ya go ka itsheka tsheka go bona gore e dira jang mo kgwebong.					
Kgwebo e nale metlhale ya go ka dibela bo diphatsa.					
Kgwebo e nale metlhale ya go ka rurifaletsa bareki go re e tla a ba thusa.					
Kgwebo ya me e na le lenaneo la go e tsosolosa					
Lenaneo la go tsosolosa kgwebo le ka e tibaganya le madi a a dirisiwang go tsamaisa kgwebo.					

Karolo ya botlhano: Metlhale ya go thusa dikgwebo tse di potlana mo Gaborone e e tswang mo go goromente wa Botswana

11.	1 Ga ke dumalane gotlhelele	2 Ga ke dumalane	3 Fa gare	4 Ke a dumalana	5 Ke dumalana Thata
Goromente wa Botswana o nale metlhale ya go thusa dikgwebo ka nako ya dibetso tsa tlholego					
Goromente wa Botswana ke motsaya karolo mo go thuseng dikgwebo ka nako ya dibetso .					
Thuso ya goromente wa Botswana e a kgotsofatsa ka nako ya Covid-19					
Dikgwebo tse dipotlana di ikagele ka goromente go ka tshela					
Kgwebo ya rona e ne ya buelwa ke ditsitlana tsa kadimo ya madi ko di bankeng ka merokotso e e ko tlase					
Goromente wa Botswana o ne a thusa ka go tlosolosa lekgetho					
Goromente wa Botswana o ne a dumalana le dibanka go ka thusa ka kadimiso ya madi					
Goromente wa Botswana o thusa ka madi a a sa duelweng, a mahala.					
Goromente wa Botswana o thusa dikgwebo go ka bona dikadimo tsa madi fa seemo sa kadimiso se sa letleng.					
Goromente wa Botswana o thus aka tsa bogakolodi jwa go dira kgwebo					
Ditsitlana tsa go batla dithuso tsa madi mo go goromente di thata, ga di tlhaloganyesege					

Ke a leboga