THE IMPACT OF MANAGEMENT ON THE SUSTAINABILITY OF

THE COMMUNITY DEVELOPMENT PROJECTS IN MUTALE

LOCAL MUNICIPALITY,

LIMPOPO PROVINCE

MDEV

TI RAVHURA
2010

THE IMPACT OF MANAGEMENT ON THE SUSTAINABILITY OF THE COMMUNITY DEVELOPMENT PROJECTS IN MUTALE LOCAL MUNICIPALITY; LIMPOPO PROVINCE

BY
RAVHURA THIATHU ISHMAEL

Mini dissertation submitted in fulfillment of the requirements for the degree Masters of Development, in the Graduate
School of Leadership,
Faculty of Management Sciences and Law,
University of Limpopo

MAY 2010

SUPERVISOR:
PROFESSOR D.G. KIROV

DECLARATION

I, Thiathu Ishmael Ravhura, hereby declare that this dissertation submitted to the University of Limpopo for the degree of Masters of Development, in the graduate school of leadership, faculty of management sciences and law, has not previously been submitted by me for a degree at this or any other University; that it is my work in design and in execution, and that all material contained therein has been duly acknowledged.

_____   _____

Initials & Surname   (Title)   **Date**

ACKNOWLEDGEMENT

I would like to acknowledge with appreciation the assistance of:

Professor D.G. Kirov, the supervisor of this study for his help, supports, constructive criticism and guidance in the development of this study.

My sincere gratitude goes to my late grandfather, Mugwabana Petrus, who encouraged and gave me unqualified support to continue with studies.

My profound thanks go to my mother, Tshifaro and my father Thetshelesani Malindazwidaho who serves as a source of inspiration to me.

Special thanks go to all my uncles, Mugwabana Samuel and Mugwaba Reuben for their financial support and their motivational words.

My heart felt thanks to my sisters Netshisaulu Mashudu, Nethengwe Phophi, Tshifhiwa Ndou, Nemalili and my brothers Nkhumeleni Oscar and Radzilani, Musitha Dr Phaswana Nkhelebeni and Thabelo Mauda.

Most praises to God, who created human beings and provided them wisdom to be creative and interact with one another in utilizing resources of this world fairly and in a sustainable manner in the quest of protecting and improving the lives of all people.

My thanks go to the Municipal Manager of Mutale Local Municipality, Netshanzhe Thiathu Godfrey as the head of administration and accounting officer and the Mayor Cllr Manyuha Masindi Lucas, for allowing me to attend Masters of Development in the University of Limpopo.

My political role model comrade Joe Maswanganyi, the provincial secretary of the African National Congress in Limpopo Province.

DEDICATION

I dedicate this dissertation to my wife, Azwitamisi Ravhura and to my children, Livhuwani, Fhulufhelo and Munangwa. In addition, I dedicate this dissertation to all rural communities in the Limpopo Province who are involved in community development projects in a quest to change their lives for the better. To my cousin Thina Mugwabana, you are my role model, may God bless you and your family.

LIST OF ABBREVIATIONS AND ACRONYMS	
CBO	Community Based Organization
CDP	Community Development Project
CDW	Community Development Worker
ICT	Information Communication and Technology
IDP	Integrated Development Planning
LGDS	Limpopo Growth and Development Strategy
MLM	Mutale Local Municipality
NGO	Non- Governmental Organization
WCED	World Commission on Environment and Development

ABSTRACT

This study focuses on the impact of management on the sustainability of the community development projects in Mutale Local Municipality. Mutale Local Municipality (MLM) is in the Limpopo Province and is about 262km north of Polokwane. MLM is predominately rural and it has two towns, which are: Mutale and Masisi. Fighting poverty is a serious challenge facing the people from this area today.

It is interesting to note that poor people in the rural area are mobilizing themselves and start community development projects in cooperation with the government. The Department of Health and Social Development is providing government officers who visit these community development projects with the aim of helping the communities to ensure that these projects are sustainable. The labourers who are attached to the community development projects are then able to look after their families with the money they get from the projects. The communities of Mutale decided to tackle poverty through the establishment of the following community development projects: Tshandama Community Bakery, Thengwe Egg- laying, Mveledziso Catering and Decoration, Matomboni Crusher Stone and Bale Vegetable Garden.

The final results from the study show that most of the rural community development projects lack proper management. The main reasons leading to poor performance of community development projects, among others are lack of financial plan, improper management style and lack of active participation of key stakeholders.

The study highlighted significant information about the impact of management on the sustainability of the community development projects in Mutale Local Municipality. It was hoped that the recommendation made in this study would assist the community development projects in our country South Africa.

Youth should be involved in community development projects. Community projects should be monitored regularly in order to improve the productivity. All the people who are attached to the community development projects should be trained and capacitated toward financial planning, marketing and security management.

CHAPTER FOUR		
DATA PRESENTATION, ANALYSIS AND INTERPRETATION		
4.1	Introduction	60
4.2	Data collection questions	60
4.3	Sources of information	64
4.3.1	Project labourers	66
4.3.2	Community leaders and government officers	66
4.4	Discussion on the general findings	67
4.5	Recapitulation of the findings	79
4.5.1	Age variation	79
4.5.2	Educational qualification	79
4.5.3	Remuneration of labourers	80
4.5.4	Sources of income	80
4.5.5	The impact of community development project on the labourers	80
4.6	Factors that contribute to the un-sustainability of community development projects	81
4.6.1	Lack of budget for labourers remuneration	81
4.6.2	Lack of monitoring	81
4.6.3	Empowerment	82
4.6.4	Lack of youth involvement	82
4.6.5	Project that likely to be sustainable in Mutale Local Municipality	83
4.6.6	Overview by community leaders and government officers	83

CHAPTER ONE

Orientation to the study

1.1   Introduction

Mutale Local Municipality is situated in the Far North eastern part of the Limpopo Province. The Municipality serves an almost 100 percent of rural communities which are poverty stricken and the unemployment rate is very high (MLM, IDP Review, 2006/5:9). There are 150 rural villages within the municipal area. The location of the five villages involved in community development projects under investigation are indicated as relevant areas on the map. See the map of the study area (Appendix 1).

Most of the community development projects within the study area, Mutale Local Municipality (MLM), are profit making. The challenge facing development is that of creating a healthy and educated society where people participate freely in social, political and economic activities (Human Development Report, 2000: 206). Human development approach stresses on the need that people should have knowledge because it is people with skills who can improve the economic status of the country. Creating jobs for people without skills rather than helping them to acquire such skills is the

wrong way of tackling the problem of unemployment (Sunday Times, Business Time, 15 November 2007).

1.2   Problem Statement

Leedy (1993: 53) warns that it is extremely important from the outset that the prospective researcher distinguishes between two basic types of problem: personal problems and researchable problems. Researchable problems have to fit the requirements of the scientific method. Basically, this means that research is inseparable from thinking, the enquiring, the insight – in short, the "celebration" of the individual engaged in it.

Mutale Local Municipality since its inception in 2000 has launched a considerable number of community development projects, which were aimed to be sustainable, but a few numbers of those projects are sustainable, although not in a satisfactory way. In an attempt to clarify the major reasons for the success or failure of the community development projects, it is important to focus on the impact of management on their sustainability.

1.3   Motivation for the study

The researcher has a passion for contributing in uplifting the living standards of the people of Mutale through proper management style that can lead to the sustainability of community development projects. There is a need for the community development projects to operate like a business, wherein employees get remunerated on a monthly basis.

The following circumstances motivated the researcher to choose this study:

- Good management can have far reaching benefits to the project participants, but failure of such projects can have a devastating effect on the local people;
- The success and sustainability of community development projects can create the potential for major economic activities in rural area.

1.4   Aim of the study

According to Babbie (2001: 91), the aim of any research project should be understood as a general statement of intent, a broad goal with very little precision, that the researcher hope to achieve when the whole research is completed. The aim of this study is to investigate the impact of management

on the sustainability of the community development projects in Mutale Local Municipality.

1.5   Objectives of the study

According to Mark (1996: 364), the objectives should be specific, clear and achievable. Smit (1995: 15), adds that some organizations may require a specific title or field of study, in which objectives should be stated clearly.

The following objectives are formulated:

- To study the impact of various management styles on the sustainability of community development projects;
- To find out the reasons related to the management style that brings success to Mutale community development projects;
- To find out the reasons related to the management that lead to a collapse of Mutale community development projects;
- To recommend remedial policy measures for the improvements of the management in the Mutale community development projects.

1.6   Hypothesis

A hypothesis is a testable statement with both the independent and dependant variables, explicitly stating how those variables are related (Auriacombe, 2006: 6). In other words, a hypothesis is a suggested answer that has to be tested empirically before it can be accepted and incorporated into a theory (Bless & Higson Smith, 1995: 37).

This study will be guided by the following hypotheses:

- Many community development projects are not sustainable because of inefficient management (lack of: financial resources, commitment, marketing strategy and training) they involved;
- Sustainability of community development projects can be achieved through proper management.

1.7   Significance of the study

According to Auriacombe (2005: 10), the researcher should discuss how his or her research will refine, revise, or extend existing knowledge in the area under study. This study relates to the research problem and can be seen as a modest contribution to the improvement of management style for the

sustainability of the community development projects. The study will offer assistance to the various role players and possible benefits can be expected in the following forms:

- The study will provide information regarding the role of management style for the sustainability of community development projects, which may be used to benefit all spheres of government, CBO's, NGO's, and other interested parties;

- This study will diagnose the critical factors that lead to the un-sustainability of community development projects;

- General suggestions and recommendations for the improvement of the management style in community development projects will be formulated;

- The researcher offers insight, and value to various government departments, that are involved in community development projects, proper management, poverty alleviation projects and donors, enabling them that, better management style lead to sustainable community development projects;

- This study also hopes to provide a basis for further research in this area.

1.8 Definition of concepts

The researcher should define all concepts that may be specific to the field of study. In defining key concepts, it is important to inform the reader how the researcher defines the concept within his/her study (Auriacombe, 2005: 20).

- **Management**

According to Robbins (1984: 15), management is both an art and science. An effective manager may be regarded as a scientist who performs his/her task with scientific objectivity. The practice of management is largely an art, since a good manager need vision, knowledge of the theory of management and good communication skills. In this study management will mean a group of people who are having authority to take decision for the development of community projects. To manage means to bring about, to accomplish and to execute the activities of the institution properly.

- **Leadership style**

Leadership style is the manner and approach of providing direction, implementation plans and motivating people. There are many different classifications of leadership style namely: authorization, democratic, laissez-

faire and permissive (Blanchard et al, 2002: 3). In this study, a good manager will use all four management styles in order for the community development projects to be sustainable.

- **Sustainable development**

Sustainable development means development that meets the needs of the present generation without compromising the ability of the future generations to meet their needs (WCED, 1987: 43).

- **Community**

A Community is often defined in terms of geographic location, of shared interests and needs or in terms of deprivation and disadvantage. Implicit in the use of the concept is either the image of the traditional African village or the urban slum or squatter settlement (De Beer and Swanepoel, 1998: 16). In this study, community will mean a group of people who reside in a specific locality and who exercise some degree of local autonomy in organizing their social life in such a way that, from that locality base, they are able to satisfy the full range of their daily needs.

- **Poverty**

Poverty refers to denial of choice and opportunities by people for a tolerable life, and often encompasses a lack of basics for survival such as food, clothing, shelter, medical care, education and employment (Deng, 1998: 100).

- **Manager**

According to Kroon (1995: 8), a manager is a good leader who creates a favourable work environment for employees, works with and through other people, and provides subordinates both with the opportunity and incentives to perform well within the constraints of the limited availability of resources. In this study, a manager will mean any person who has been appointed in the community development projects and who has the authority to undertake the function of planning, organizing, controlling, budgeting and directing the employees to the right direction.

CHAPTER TWO

Literature review on the impact of management on the sustainability of community development projects

2.1   Introduction

A literature review, according to Mouton (2001: 87), is a review of the existing scholarship or available body of knowledge; it helps the researcher to see how other scholars have investigated the research problem that he is interested in. In literature review, the researcher wants to learn from other scholars: how they have theorized and conceptualized on issues, what they have discovered empirically, and what instrumentation they have used and to what effect. In other words, the researcher does literature review to familiarize him/herself with the current state of knowledge, regarding the research problem and to learn how others have delineated similar problems.

This chapter consists of various reflections from different scholars, books, journals, newspapers, government documents. The theoretical analysis and conclusions that have been done in this chapter will guide the present study into more clearly determined scientific approach at further stages. This chapter reviews issues that relate to the management styles in community development projects.

2.2 Management styles

Managers have to perform many roles in an organization and how they handle various situations will depend on their style of management. A management style is an overall method of leadership used by a manager (http://www.rpi–edu/dept/advising/free_enterprise/business structures/management st… 2009/02/09).

Various management styles can be employed dependent on the culture of the business, the nature of the task, the nature of the workforce and the personality and skills of the leaders. Managers should exercise a range of leadership styles and should deploy them as appropriate. (http:// en.wikipedia.org/wiki/ management style 2009/02/09)

- **Democratic leadership**

Democratic leaders are people oriented, and who are focused on human relations and teamwork. Democratic leadership leads to increased productivity and job satisfaction (Swansburg & Swansburg, 1999: 465). This style is designed to build effective work group members. The leader encourages the group to assume responsibility for establishing goals, setting policies and solving problems. A democratic manager delegates authority to others, encourages participation and relies on expert and referent power to

influence followers (Draft, 2000: 507). In this study, a democratic manager will contribute positively in the sustainability for community development projects at Mutale Municipality.

- **Authorization leadership**

According to Morrison (1993: 97), the autocratic leader is referred to as restrictive, authoritarian or directive. The leader thus controls all information and makes all decisions. The emphasis is on the task or the goal, while people are considered secondarily or not at all. Input from the group is neither sought nor considered in the decision making process. The leader decides what is to be done, how it is to be accomplished and who should do it. This style of leadership tends to promote hostility, aggression or apathy and to decrease initiative (Swansburg and Swansburg, 1999: 465). In this study, the main focus will be on the assessment of the advantage and disadvantage of using this management style of leadership.

- **Paternalistic management style**

A more paternalistic form is also essentially dictatorial, however, the decisions tend to be in the best interests of the employees rather that the business. A good example of this would be David Brent running the business in the Fictional Television Show *The Office*. The leader explains most

decisions to the employees and ensures that their social and leisure needs are always met. This can help balance out the lack of worker motivation caused by an autocratic management style. Feedback is again generally downward; however, feedback to the management will occur in order for the employees to be kept happy. This style can be highly advantageous, and can engender loyalty from the employees, leading to a lower labour turnover. It shares similar disadvantages to an authorization style, employees becoming highly dependent on the leader, and if the wrong decisions are made, then all employees may become dissatisfied with the leader. (http://en.wikipedia.org/wiki/management-styles 2009/03/22)

- **Democratic management style**

In a democratic management style, the manager allows the employees to take part in decision- making; therefore, everything is agreed by the majority.

The communication is extensive in both directions (from subordinates to leaders and vice- versa). This style can be particularly useful when complex decisions need to be made that require a range of specialist skills: for example, when a new Information and Communication Technology (ICT) system needs to be put in place, and the upper management of the business is computer- illiterate. From the overall business's point of view, job

satisfaction and quality of work will improve. However, the decision making process is severely slowed down, and the need of a consensus may avoid taking the best decision for business.

([http://en.wikipedia.org/wiki/management-styles 2009/03/22](http://en.wikipedia.org/wiki/management-styles)).

- **Laissez- faire management style**

In a Laissez- Faire leadership style, the leader's role is peripheral and staff manages their own areas of the business, the leader therefore evades the duties of management and uncoordinated delegation occurs. The communication in this style is horizontal, meaning that it is equal in both directions, however; very little communication occurs in comparison with other styles. The style brings out the best in highly professional and creative groups of employees, however; in many cases; it is not deliberate and is simply a result of poor management. This leads to a lack of staff focus and sense of direction, which in turn leads to much dissatisfaction, and a poor company image.

([http://www.learnmanagement2.com/managementstylesppt-files/slide001.htm 2009/03/22](http://www.learnmanagement2.com/managementstylesppt-files/slide001.htm)).

- **Consultative management style**

A Consultative management style can be viewed as a combination of Democratic and Autocratic management style. The manager will ask views and opinions from their staff, allowing them to feel involved, but he/she will ultimately make the final decision. Consultative leader often involve others in problem solving, team building, retains right for final decisions, focuses his/ her time on more important activities, provides proper recognition, delegates but keeps veto power, "weighs all alternative before final decision is made". (http://www.learnmanagement2.com/managementstylesppt-files/slide000.htm 2009/03/22).

- **Afrocentric Management Style**

According to Shonhiwa (2006: 33), Afrocentric Management Style implies that manager and subordinates is less formal than in a Eurocentric Management Style. This is because in African set ups most people are related. They are either part of the nuclear or extended family or they share the same totem name. Afrocentric goals are inherent in the behaviour of the leadership. Traditionally, nothing was written down, and someone's words were considered legally binding. One advantage of Afrocentric Management Style is that it encourages self control, induced by a fear of being ostracized by a community to which one belongs intimately.

Community development project managers, needs to be aware of the changing environment, and adapt their responses correspondingly. There is an old idiom in most African languages of Nguni origin, which translates as "what you have caught in hunting you must eat with a relative, because a stranger forgets easily". Eurocentric managers call this nepotism, whereas African culture encourages this practice (Shonhiwa, 2006: 33).

- **Eurocentric Management Style**

Eurocentric Management Style is defined as parameters, which control the behaviour of the incumbent. These parameters may be called terms of reference, service contract or job description, but all of these provide guidelines on what is expected of the person in his or her job. The manager knows whom he supervises directly, while the supervised are clear on whom they report to. This defines the good relationship between the two parties and the rules of engagement for both sides (Shonhiwa, 2006: 32).

Eurocentric Management Style commonly approaches management as a formal, regimented discipline. Hierarchical structure is compulsory; it shows the pecking order of authority, power and responsibility. Structure also ensures that communication is channeled toward the correct destinations, skipping those for whom it is not intended (Shonhiwa, 2006: 31). However, the demands of the business world today have led to the introduction of a

reporting format, which entails that one person may need to report to more than one supervisor. In community development projects, the direct reporting line leads to the administrative superior, who approves leave and other employment conditions. Problem- solving has reached new frontiers in the community development projects, owing to the increasingly immense skill to define the true problem and avoid the erroneous identification of peripheral issues. Disputes between the project employees are the order of the day in almost all community development projects.

(http://us.macmillan.com/thechallengeofeurocentrism 2009/03/22).

2.3 Management styles for community development projects

2.3.1 Management

According to Kroon (1995: 3), management refers to the process of getting work done through other people by the use of human resources material and time to achieve objectives. Managers play a role in ensuring that community development projects are sustainable. The key distinction of management is to meet specific objectives, but in attaining them through efforts of other people. Managers are expected to possess skill, knowledge and competences that facilitate smooth and efficient operations. Also, they are required to manage people and tasks, in order to ensure the success and survival of their organization in the face of an increasing complex technology, socio-

economic, cultural and economic development. Garcia- Zamor (1985: 6 – 7) describes the following five main objectives regarding participative planning and management, all of which helps to ensure the sustainability of development projects:

- It stimulate greater acceptance of the performance criteria, because the beneficiaries are emotionally involved;

- It promote integration of the interests of the local community and those of the development projects goal;

- It increase the accuracy of information pertaining to the projects;

- It produce high quality outputs, and

- It helps to deal with challenges of lack of sensitivity and effective responsibility of local people's feelings, needs, problems and view and therefore, reduces the feeling of insecurity on the part of the beneficiaries. It also reduces conflict and increase the number of projects that fit a specific community.

Operating ethically requires a commitment from top management and other leaders due to the fact that they set the culture tone. Managers are role models in terms of both words and actions, although what they do is far more important than what they say. They also set the culture tone by their rewards and punishment practices. When wrongdoing is discovered, the

offender/s consequence of misconduct published, by making the outcome visible to everyone in the organization (Fox and Van Rooyen, 2004: 79).

Smit and Cronje' (2007: 9), define management as the process of planning, organizing, leading, and controlling the resources of the organization to predetermined stated organizational goals as productive as possible. According to them, management refers to the process of getting work done through other people by the use of human resources, materials and time to achieve objectives. Management styles of a project manager in the community development projects play a very important role in the sustainability of community development projects. Managers are expected to possess skill, knowledge and competences that facilitated smooth and efficient operations.

Managing people in the community development projects requires the individual, or the team of individuals, to possess skills besides the designing jobs, measuring, monitoring and evaluating output. Chambers (1983: 139) maintains that management focuses on spending budgets, completing projects on time, sustaining improvement and performance.

Project managers are responsible for mobilizing, allocating and utilizing available resources in a way that achieve the objectives of the organization effectively and efficiently. The kinds of resources involved among others, are human, financial and material inputs. The responsibility of project managers

can be analyzed in terms of their dealing with internal and external task environments. (Wissink, 1992: 18).

The internal task environment includes those persons, roles and relationships over which one has some degree of control, i.e. being able to decide on personnel budget, delegation of authority and information flow. The external environment contains actors, institutions, and resources that a manager can only hope to influence, not having any direct means of control. Like any other organization, community development projects must recruit, train, and motivate staff.

Management of development projects must assign tasks and ensure a dependable flow of resources to sustain operations; it must monitor performance, rewarding that which is good and diminishing that which is poor, and it must continually adopt strategy and tactics to deal with change in the environment both internal and external (Uphoff et al., 1998: 84). According to Shonhiwa (2006: 20) management denotes superiority, power, authority and the commensurate responsibility. This is more or less in line with some labour legislation interpretations of managers as persons who have the authority to hire, reward and fire those in lower position.

2.3.2 Planning

All managers engage in planning and goal formulation, some plan informally while others plan formally by documenting their plans and goals. The purpose of a plan is to facilitate the achievement of an institution's purpose, mission and objectives (Smit and Cronje', 2007: 113). Planning is therefore aimed at determining future circumstances and identifying the measures needed to realize them.

Smit and Cronje' (1992: 91), state that planning forms the basis of all other management functions, since it directs the activities of institutions. The advantages of planning as adapted from Smit and Cronje' (1992: 91 – 92), are as follows:

- Planning promotes cooperation between the various departments and individuals in an institution. If objectives are formulated clearly and sustainable plans are prepared, task and resources can be allocated so that everyone can contribute effectively to the achievement of the objectives;

- Planning gives direction to an institution in that it helps formulate objectives and shapes plans that indicate how to achieve the objectives;

The purpose of a profit- seeking in the community development projects is to realize an above- average return for the project employees, and to satisfy stakeholders. These stakeholders include customers, suppliers, the community and the government. The object of every plan made by a manager in community development projects is therefore to facilitate the attainment of this purpose. Managers have to make sure that the plans they formulate are effective. Having a clear idea of what a project will achieve is essential if you are to ensure that it will accomplish something of perceived value. This can be achieved by a good manager who executes the plans well. According to Smit & Cronje, 1992: 88, planning is aimed at determining future circumstances and identifying the measures needed to realize them.

2.3.3 Organizing

According to Cloete (1991: 112), organizing means classifying and grouping functions and allocating groups of functions to institutions and workers in an orderly pattern so that workers aim at achieving the objectives. Organizing is an indispensable function in the management process. Plans devised and strategies formulated will never become a reality if human and other

resources are not properly deployed and the relevant activities suitably coordinated. Smit and Cronje' (2007: 188 – 189), state the reasons why organizing, is necessary in any organization, and institutions. The advantages of organizing are:

- Organizing implies that the responsible employees will be expected to account for the outcomes, positive or negative, for that portion of the work directly under their control. Accountability links results directly to the actions of an individual, section, department or business unit;

- The total workload is divided into activities to be performed by an individual or a group of individuals;

- The related tasks and activities of employees are grouped together meaningfully in specialized sections, departments or business unit so that experts in various fields can deal with their specialized tasks;

- Clear channels of communication should be established in order to ensure that communication is effective and that all information required by managers and employees at all levels of the organization, effectively reaches them;

Internal resources can be redeployed from one area to another through budget reallocation. If such resources are not available, it becomes very difficult for the management to operate smoothly, but if the situation occurs, the management has to source them eternally with the support from community stakeholders. The latter may have to inject additional funds to meet the demand to improve the community development projects; management may be forced to revive the goals to fit into the available resources. (Kroon, 1995: 327).

2.3.4 Leading

According to Bennis (2002: 1), he defines leadership as a complex process by which a person influences others to accomplish a mission, task or objective and directs the organization in a way that makes it more cohesive and coherent. Reh (2002: 1), argued that leadership is not magic. It is not a gift that some people have and others don't. It is not standing back and telling others what to do. It is not belittling or demeaning others who do to what you tell them to do. It is also important to note that leadership can be formal or informal in nature.

A designated person in charge practices formal leadership, while informal leadership can be exercised by a team member, when influencing others to accomplish the work in a certain department. The position of a person in

charge of a department is visited with legitimate power. This person therefore has formal authority to lead, but might not have the necessary ability to lead (Booyens, 1998: 15).

Leadership involves taking the lead to bridge the gap between formulating plans and reaching objectives, in other words, to translate plans into reality. The leader has an enormous role to play in influencing followers to move in the right direction. Formal leadership takes place when a manager leads by exercising formal authority. According to Kroon (1995: 354 – 355), managers have five potential sources of power:

- Authority;
- Control over rewards;
- Control over punishment;
- Personal characteristics;
- Expertise.

Authority refers to the right of managers to act. Managers give subordinates a certain degree of authority to carry out their orders.

According to Ward (2002: 3), there are five key factors of quality leadership. These key factors are the following:

Focus. Effective leadership stay focused on the outcomes they wish to create and don't become too married to the same method used to achieve them;

- Authenticity. Are authentic attracts followers, even leaders who are viewed as being highly driven and difficult to work for;

- Courage. The challenges facing leaders are immense and require great courage to overcome. Leaders are constantly being challenged by others: by their own team, customers, the public, or other stakeholders. Standing firm in the face of criticism and having the courage to admit when they are wrong are hallmark of courageous leaders;

- Empathy. Effective leaders know how to listen empathetically, thus legitimizing others input. By doing so, they promote consensus building, and build strong teams;

- Timing. The single most critical facet is to know when to make critical decisions and when not to. There is a time to be focused, authentic, courageous and empathetic, but the incorrect timing of critical decisions can render other efforts useless. Great leaders move with appropriate

speed. Anyone who influences others, by motivating them into action or influencing their thinking or decision- making, is a leader.

South Africa needs managers who can ride the waves of change, who can function as leaders in the process of community development projects. A golden rule that can be applied is that the style of leadership should suit the specific situation. However, every leader also has a natural style which is different from each others. There are strong and weak leaders. Strong leadership is expected from the leader in meetings and at the workstation, while weak leaders contribute to the un-sustainability of projects.

2.3.5 Controlling

The idea of controlling a project is the best strategy that can lead to the sustainability of community projects. Control in this sense must be equated with steering in a certain direction (Denzin and Lincoln, 2000: 50). Control is therefore the reaction to evaluation and is integral to the whole process of planning, organizing, implementation and evaluation.

It is therefore an essential part of the learning process and completes the circle of experimentation. It is obvious that the community must take part in this function to the same extent as in the other project management activities.

Control should not be seen as a negative measure, but rather as an uninterrupted monitoring process for comparing planned results with actual results (Van der Waldt and du Toit, 2003: 201).

Controlling is where the manager continuously monitors the work in progress. Shonhiwa, (2006: 25), advices managers to ask the following questions during the controlling process:

- Do operators or employees still understand the goals and support them?
- Are there any unforeseen events that dictate a change of focus and budget?
- Is the process within budget as set out initially?
- Does any component of the process need to be changed?
- Are resources being utilized in the design way?
- Is performance speed in line with relative estimates at this stage?

Continuous control depend on key performance indicators such as daily output figures, weekly sales volumes, cost of goods sold, distribution costs and operating profit per period at regular intervals.

The term control implies that the behaviour of individuals can be influenced in the course of activities and events. Thus when someone has control over certain activities, he can influence the course of events. In other words, if things are "under control" then they are proceeding as they should. However, when things get "out of control", they become unmanageable and the problems arising from this situation cannot be handled (Smit and Cronje' (1995: 426).

The aim of control is to keep deviations from planned activities and performance levels to a minimum so that the aim and objectives of the study can be achieved with as few hitches as possible. Community development projects cannot exist without controlling the activities of its members. Control is used to create order (Smit and Cronje, 2007: 430).

2.4 Reasons regarding the lack of sustainability of community development projects

According to Cusworth and Franse (1983: 11), project failure can be identified at two levels. Firstly, there is a failure to implement the project on time, within the budget time frame and in line with the plan. It is common occurrence to find projects running late as a result of inflation. Failure takes place also when implementation has been completed, but fails to achieve the effects intended. Given the above- mentioned background, it was concluded

that the impact of community development projects is far below their potential or expected income. Some projects fail due to poor management style.

According to the findings of Linkages Development Agency and CSIR, (April 2003: 2 – 3), the major reasons that lead to un-sustainability of community development projects are:

- Lack of effective integrated planning implementation and monitoring and evaluation system in support of the projects;

- Lack of financial management skills, required to access the feasibility of development projects;

- Weak management information system that makes it difficult to locate, compare and even monitor the various poverty interventions;

- Lack of project feasibility studies and business planning to determine the relevancy of project in meeting the priorities of the LGDS. It was therefore recommended that the sustainability of the targeted recipients can only be achieved once their capacity to manage and drive their own initiatives is improved upon, through appropriate support and monitoring. It is therefore, important to ensure that

strategic partnerships at local level are established between all role players, as part of the management process. It is further recommended that the interaction between local and provincial government, with regard to community development projects also required a major revival (Limpopo Province, Limpopo Growth & Development Strategy, LGDS (October, 2004: 40 – 41).

2.5 Strategies to promote sustainable community development projects

According to Fox and Van Rooyen (2004: 94 – 95), strategies to promote rural development should be based on appropriate information. The planning and implementation of projects relies on the following data:

- The economic policy framework within which development has to be reconciled with national policy objectives.

- Area demographics, namely per municipality, per province and ultimately for the country at large;

- Labour market conditions including employment patterns per municipality, per economic sector or per province;

The financial constrains, within which local government, provincial and national governments could accommodate capital and technical needs.

2.6 Bad management style lead to unsustainable community development projects

When the projects collapse, the first people to be blamed are the managers and the people who were benefiting from those projects are likely to find themselves in poverty again. Unsustainable projects affect mostly poor people and poverty become rife in those communities. In their explanation of bad management, Barbarin and Richer, (2001: 210 – 211) cover the lack of project management as the contributing factor that lead to the collapse of community development projects.

The correct attitude of good managers opens doors whereas the attitude of the bad manager locks them. The guidelines to the good management style as taken from Swanepoel and De Beer (1996: 31 – 32) Are:

- Don't regard yourself as a superhuman who will save the people. You are not a superhuman and it is not your job to save the people,
- Have respect for the knowledge and wisdom of the people. The fact that some of them are illiterate and most of them are not well educated does not mean that any of them are stupid.

Respect the people's view and feelings, respect the people as human being, have and show compassion for people who are suffering in poverty, aloofness never goes down well, but compassion generates willingness to accept them and work with them.

- Regard yourself as the people's servant and supervisor, be humble, align yourself with the people's success.

With these guidelines in mind, the researcher can conclude that it takes a certain type of person to be a successful manager. Hopefully, the right people will fill the managerial post for the community development projects.

It is imperative to note that bad project managers make life difficult for poor people because the future of their children becomes uncertain. On the other hand, the local economic development would be negatively affected if projects collapsed, because people will go out to use their money elsewhere, and in this way there will be no circulation of money within the local communities.

2.7   Consequences of a lack of management style

According to Shonhiwa (2006: 94), lack of management skills leads to deficiency in management. Low productivity may go unnoticed for a long time if management does not have the skills or ability to detect it. What is

not known cannot be managed by the manager. If a manager lacks management skills, his/her response to turmoil within an organization often manifests itself in staff de-motivation, lack of team effort, sabotage and absenteeism. Where there is no cohesion among followers, managers often become rigid and disinterested, as they are compelled to become permanent referees between warring factions.

2.8 Developing marketing plans and strategies

According to Gilbert and Churchill (1998: 21) marketing plans are documents created by organizations to record the results and conclusions of environmental analyses and to detail marketing strategies and their intended results. The marketing strategy portion of plans includes statements of marketing objectives, analyses of customers and markets and suggested marketing mixes to achieve objectives. Marketing mixes are combination of strategic tools used to create value for customers and achieve organizational goals. Marketing plans should also include budgets, forecasted sales and profits, and any other objectives that can be used to evaluate success or failure.

Pitt (1998: 213) argues that choosing a strategy requires that the organization be designed in such a way as to be able to carry out the strategy. Therefore, the organization must have a structure, it must have

people and it must have a congruent culture if goal attainment through the chosen strategy is to be realized. If the strategy process is to be successful, it must be supported by three systems:

- Firstly, there must be a planning system, for the development of formal, disciplined plans;

- Secondly, there must be information system which provides for a flow of relevant, timely information for decision making;

- Thirdly, there must be an adequate control system, which allows for the monitoring of plans, the measurement of results and the taking of corrective action.

Once a project manager knows what type of business is he/she in, understand well who the customers are; it will be able to determine and identify with greater precision the target markets it serves. Marketing strategy is determined by the demarcation of the target market.

2.9 Funding of community development projects

The funding of community development projects is designed to recognise the contribution to the community by the local people focusing on the

unemployed men, women and youth to achieve their goals. These are the people who are working to promote local economic development (http://www/2.communitybuilders.nsw.gov.au/fundingprograms/browse.html 2009/03/20).

Standard Bank is one of the funders of community development projects, it played a crucial part to develop the communities toward business. Many individuals have succeeded in their business endeavors, taking them from where they were to where they wanted to be (http://successstories.standardbank.co.ca 2009/03/20).

Diamond empowerment fund's mission is to support community development projects designed to develop and empower those most disadvantaged in South Africa where diamonds are natural resource, the organisation fund community projects that have proven success in proving youth with skills, building and vocational training initiatives in order to improve community projects (http://www.diamondempowerment.org/beneficiaries 2009/03/20).

The National Council for Voluntary Organisations fund community projects in order to promote sustainable income strategy. Sustainable funding approach promotes an approach that encourages community development projects to explore income opportunities across a spectrum of grants offered

(http://www.nevo.vol.org.uk/advice-support-finance/sustainable-fur

2009/03/20).

2.10 Community development training

According to Mumtaz (1986: 74) training for community development should

be directed at project staff, community workers, managers, communities and

stake- holders. Training programmes should be used to identify "skills needs"

and "policy gaps". The project staff or community level workers must

obviously be equipped with the necessary skills.

According to Shenge (1987: 81) training for community development should

consider the following principles:

- Problem- based needs;

- Build on existing knowledge;

- Learning by doing;

- Training in the mother tongue.

In all the above mentioned principles, the government is expected to play a

predominant role in facilitating the entire process that covers the training for

the community development staff members. Closer monitoring by the

government will contribute significantly towards ensuring that community

development projects are sustainable. Sound organizational principles and conflict resolution strategies can help the group reduce their misunderstandings and reach mutually acceptable decision.

2.11 Sustainable development

Sustainable development is the development that meets the needs of present generations without compromising the ability of the future generation to meet their own needs (WCED, 1987: 43).

According to Fox and Van Rooyen (2004: 89) rural development should consider:

- The diversity and complexity of different rural areas;
- The urban rural linkages and aim for comprehensive regional development;
- Historical displacement, for example, homeland systems.

According to the South African Department of Environmental Affairs and Tourism (1994) in Fox and Van Rooyen (2004: 190), the instruments available for introducing sustainable rural development should include the following:

There should be regulation and prohibition to provide guidance where such activities should be done, where and how;

- Information should be provided and government can play an important role in this regard;

- Property rights should be strengthened. Empowering people to have access to property creates the notions of pride and responsibility consequence to ownership;

- Economic instruments should be available. Such instruments for resource management include taxation and subsidy.

The concept of sustainable development means development that meets the needs of the present generation without compromising the ability of the future generation to meet their needs (WCED, 1987: 43).

2.12 Conclusion

Good management style for the community development projects are meant to improve the productivity and generate income. Given the fact that there is a high level of unemployment rate in Mutale Local Municipality, the majority of people live in poverty, therefore, good management style is absolutely essential (MLM, IDP Review, 2008/7/10).

It can be argued that good management style promotes sustainability of community development projects. In general, it is clear that there is common understanding that good management style lead to sustainability of projects. Project managers influence all aspects of projects and projects in turn influence all aspects of the society to which each of us belongs.

It is therefore no small wonder that throughout the world politicians, academics and persons are in some or other way concerned about the welfare of their communities. A project that is well managed or productively managed uses fewer resources per unit of output and therefore has more resources to satisfy other needs of the communities.

Good management style needs skilled people who can act as catalysts, it needs administrators who can respond quickly and creatively to change. Project management consists of four elements, namely, planning, organizing, leading and controlling.

From the literature, it is not at all clear where planning begins and ends. Some try to present planning as a narrow generic process, while others include almost the entire management process under planning. However, it seems that most agree that good management style promotes productivity and profit.

It can be convincingly argued that organizing entails grouping together activities necessary to attain common objectives, as well as allocating each group of activities to a person with the necessary authority to supervise those responsible for performing the activities. Organizing is therefore basically a process of specializing, delegating, decentralizing and co-coordinating.

Leadership also entails activities such as transmitting information to subordinates, formulating the project mission, objectives and plans and explaining these to subordinates, giving orders and instructions to subordinates, supervising the work of subordinates, taking steps to improve the performance of subordinates.

Against the background, leadership can now be defined from a management perspective as influencing and directing the behaviour of individuals and groups in such a way that they work willingly to pursue the objectives and goals of the project. This task involves knowledge of individuals, groups' motivation and communication.

CHAPTER THREE

Research Methodology

3.1   Introduction

The fieldwork for this study was accomplished during the year 2008. It was conducted at Mutale Local Municipality in five villages where community development projects were implemented. The fives villages are as follows: Tshandama, Thengwe, Tshidongololwe, Tshithuthuni and Bale. Therefore the purpose of this chapter is to describe the methodology the researcher had followed in the process of carrying out this study. This chapter shows the research design, population, sampling, data collection, data analysis and methods.

3.2   Research design

Definition of research design is rather ambiguous. For example, Mounton (2001: 55) define a research design as a plan or blueprint of how you intend to conduct the research. According to his explanation, a research design focuses on the end product, formulates a research problem as a point of departure, and focuses on the logic of research. Huysamen (1993: 10) offers a closely related definition of design as: "the plan or blueprint according to

which data are collected to investigate the research hypothesis or question in the most economical manner". Bless and Higson Smith (1995: 63), by contrast, define research design as "a specification of the most adequate operations to be performed in order to test a specific hypothesis under given condition".

What is meant by this definition? Do they mean that the design is the overall plan for conducting the whole research study or only those compact formulas always called designs – given names such as case study survey and classic experiment?

This potential confusion in the use of the term is addressed by Rubin and Babbie (2001: 107) in their statement that the term "research" basically has two connotations. One connotation refers to alternative logical arrangements from which one or more can be selected. The other connotation deals with the act of designing the study in its broadest sense.

According to Dane (1990: 6 – 7) the research design is composed by the followings: exploratory, descriptive, predictive, and explanatory research.

- Exploratory: Involves an attempt to determine a phenomenon that exists. Exploratory research is used to answer questions like: - How can sustainability of community development projects be achieved?

In the case of this study that focuses on the management style of community development projects within MLM, the researcher was motivated by the situation of the un-sustainability of community development projects.

Exploratory research is usually used for the following purposes:

- To formulate the research problem or opportunities for more precise investigation;
- To establish priorities for further research;
- To gather information about practical problems of carrying out the research on particular conjectural statements;
- To increase the researcher's familiarity with the problem or opportunity;
- To clarify some key concept connected with the research problem or opportunity (Dane, 1990: 6).

Exploratory research is conducted by investigating previous studies on the subject, talking with knowledgeable individuals and informally investigating the situation through secondary data (Bless & Higson Smith, 1995: 42).

- Descriptive: Involves examination of phenomenon to more fully define it from other phenomena. The purpose of descriptive

research is used to describe the research problem or opportunity in detail. In this case, the researcher describes in logical order on how the community development projects were initiated and implemented.

- Prediction: Involves the identifying of a relationship that enables us to speculate about one thing by knowing about some other thing. In the case of this study, the researcher familiarizes himself with the operation of the community development projects which are sustainable as well as those which are unsustainable.

Explanatory: Involves the explanation of events and tries to answer the "why" question. In the case of this study, the researcher would like to find out why most of the community development projects are unsustainable. (Dane, 1990: 6).

3.3   Population

According to Babbie (1992:198), population is that aggregation of elements from which the sample is actually selected. Population for a study is that group of people about whom the researcher wants to draw conclusions. The reason for choosing a population is that it is not always possible to study all the numbers of the population that interest us.

In this study, the total population consists of three groups:

- The community development projects within Mutale Local Municipality in total they are 20 projects located as follows:

A. Community bakeries: Tshixwadza, Mukondeni, Tshandama, MTT (Madzivhanani, Tshidongololwe and Tshithuthuni) and Mapakoni;

B. Community Crushed Stones: Rambuda, Tshandama and Matomboni;

C. Community Caterings: Mveledziso Catering and Decoration, Muofhe, Mueledziso, Tshilengo and Mpho;

D. Community Gardenings: Bale, Makuya, Bennde Mutale and Lwathudwa;

E. Egg- laying Community Projects: Thengwe, Fefe and Helula.

- Community leaders from youth development forums, civic organisations and traditional leaders numbering 70 people.

- Government officer and community development workers (CDW's) that are involved in the community development projects, in total there are 5 people.

3.4 Sampling

A sample, to quote Arkava and Lane (1983: 27), thus comprises elements of the population that should be considered for actual inclusion in the study or it can be viewed as a subject of measurements drawn from a population in which we are interested. We study the sample in an effort to understand the population from which it was drawn. As such, the researcher is interested in describing the sample not primarily as an end in itself, but rather as a means of helping others to understand how sampling is used. Alternatively, a sample is a small portion of the total set of objects, events or person which together comprises the subject of the study (Seaberg, 1988: 240).

Sarantakos (2000: 139) states that the major reason for sampling is feasibility. A complete coverage of the total sampling is seldom possible. The use of sampling in this study will provide more accurate information than might have been the entire population. This is so because, with a sample, time, money and effort can be concentrated to produce better quality research – better instrument, more in- depth information and better research.

According to Babbie and Mouton (2001: 200) define a sample as a "specific subject of population observed in order to make interferes about the nature of population itself" Why is it important to use sample? The most important

reason for sampling is to do proper feasibility study. It is often too costly and impractical to study the entire population and the researcher make use of sampling in order to save time and resources.

According to Dane (1990: 289); sampling refers to the process of selecting participants for a research project and a portion of elements in a population. In this study, the sample reflects the structure of the population. From 20 community development projects, the following 5 have been chosen:

- Tshandama Community Bakery;

- Thengwe Egg- laying Project;

- Mveledziso Catering and Decoration;

- Matomboni Crushed Stone;

- Bale Community Garden.

From each community development project, 5 participants have been selected to the sample of 25 project participants (labourers).
The sample of the second group of the population "community leaders" is taken as 100%, meaning all 70 people are included. The same full sampling has been done for the third group "government officer" 5 people.

The researcher further distributed questionnaires to project participants, community leaders and government officers. According to Mason (1996: 87)

a carefully selected group usually represents the interest or feeling of the majority. The danger of using this type of a sample is that it relies heavily on the subjective considerations of the researcher than on scientific criteria. Its success therefore depends on the knowledge the researcher has about the population under study (Bless and Higson- Smith, 1995: 95).

Bless and Higson- Smith (1995: 86), sampling has the following advantages:

- Gathering data on a sample is less time consuming;
- Gathering of data on a sample is less costly;
- Sampling is the only practical method of data collection;
- It is the only practical ways to collect data when the population is extremely large.

3.5   Data collection

According to Bless & Higson Smith (1995: 99), data can be classified under different aspects, referring to the way in which it has been collected. The main sources of data collection are primary sources and secondary sources. The most frequently used method of gathering information is by directly asking respondents to express their views, therefore the emphasis of this chapter is placed on the interview and questionnaires.

- **Primary Data**

When a researcher collects his own data for the particular purpose of his research, such data is called primary data (Bless & Higson Smith, 1995: 99). Data collected in this way is the most adequate to fulfill the aim of the research, since the gathering of the data is directed towards answering precisely the question raised by the researcher.

In case of this study, sampling were done to the following community projects: Tshandama Community Bakery, Thengwe Egg- Laying, Mveledziso Catering and Decoration, Matomboni Crushed Stone and Bale Community Gardening, formed the study area.

- **Secondary data**

When the researcher use data collected by other researchers which concerning other research problems that data is referred to as secondary data (Bless & Higson- Smith, 1995: 99). The adequacy of such data for the particular research problems may not be very good, since the purpose of its collection might have been slightly different from that of the present research. When research is based on the analysis of secondary data, great care must be taken in its interpretation. In the case of this study, the

unpublished printed materials, journals, books, newspapers and websites materials were used.

3.6   Methods of data collection

Data collection methods demonstrate how to construct the tools necessary to collect data and the way the collection should be recorded. The most frequently used method of gathering information is by directly asking respondents to express their views (Bless & Higson- Smith, 1995: 99).

- **Interviews**

According to Smith (1975: 170) interview is an exchange in which one person, the interviewer, attempts to get information from another person or persons. An interview involves direct personal contact with the respondents. Who is asked to answer questions? The non- scheduled interview, allows the respondents to be free to expand on the focus on particular aspects, to relate their own experiences and so on. The most structured way of getting information directly from the respondents is by means of scheduled structured interview (Bless & Higson Smith, 1995: 106 – 107).

- **Questionnaire**

Behr (1993: 149 – 150) define a questionnaire as a document normally distributed through the post to be filled out by the respondent himself or herself in his or her own time. Bassey (1981: 85) argued that questionnaires are important in a descriptive study because they give opportunity to the informants to indicate their feeling in writing.

Therefore, a questionnaire can be used without direct personal contact with the respondents. The aim of using questionnaires is often to survey a representative sample of the population so that one can make generalizations from responses of the respondents. However, the researcher takes into consideration the fact that questionnaires must be presented to each respondent in exactly the same way to minimize the role and influence of the interviewer and enable a more objective comparison of the results. (Bless and Higson- Smith, 1995: 107 – 108).

This study uses a self administered questionnaire for respondents who can read and understand. Taking into cognisance the fact that most of the respondents never went to school, the researcher would then translate, interpret the questionnaires into the language that the respondents understand and also clarify some questions where a need arises.

The researcher thus largely remains in the background and can at most encourage the respondent with few words to continue with his contribution or lead him or her to the subject (De Vos et al, 2005: 168).

Babbie and Mounton (2001: 233), the basic objective of a questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue. Questionnaires are probably the most generally used instruments of all.

- **Observation**

According to Dane (1990: 158 – 159), observation is a research method in which the researcher becomes part of the events being observed.

The levels of participation are:

- Observer as participant is known to the other participants that he/ she is a researcher but does not take an active part in the event;
- Complete observer refers to a researcher who observes an event without becoming part of it;

- Participant as observer, the researcher in this case is known as a researcher but participates fully in the activities or subject researched;

- Complete participant is when a researcher fully participates in the events but is not known to the other participants as a researcher.

The researcher visited all 5 community development projects within the study area of Mutale Local Municipality, with the intention of observing the daily running of these projects. For an experienced research, most of the ethical issues of the project observation can be anticipated in advance.

During the observation, it becomes clear that it is a setting that needs special skills, which requires the management of issues such as the potential deception of the people being observed and the potential marginality of the researcher as a stranger.

3.7   Data interpretation

Dane (1990: 156) defines data interpretation as a process whereby recorded observations are used to describe events, generate, hypotheses or to test hypotheses. Data interpretation involves two concepts: reliability and validity.

If observations are not measured reliably and consistently, one cannot describe the event or generate and test hypotheses about it. On the other hand, when the observations are not measuring what are supposed to measure, they yield invalid or meaningless interpretations. The researcher applied triangulation research method in order to promote internal validity through complimentary data collection methods mentioned earlier.

- **Triangulation**

Giddens (1989: 682) described triangulation as an approach where several methods are combined in a single piece of research. The reason for using triangulation strategy is that the research methods have both the advantages and the disadvantages. During triangulating each method used will supplement and check upon others to ensure that the information given is the correct one. As a result; the research will check the information in order to see if there is any consistency or inconsistency in the information collected.

According to Padgett (1998: 32), triangulation in qualitative research is the convergence of multiple perspectives that can provide greater confidence that what is being targeted is being accurately captured. Thus the concept of triangulation is sometimes used to designate a conscious combination of quantitative and qualitative methodology. In order to ensure both reliability

and validity of the chosen sample and data collection methods, the following limitations were noted:

- The low level of literacy and lack of assertiveness as a result of the previous education system hampered information disclosure;

- Some of the people who were attached to the community development projects found it difficult to share information that reflects incorrect practices in their projects due to the fact that it may be known to the leadership of the various projects and as such lead to their dismissals, and

- It would have been difficult to get cooperation from each and every member of the various communities; hence the study area is vast.

3.8   Research Approaches

In this study, the researcher employed both qualitative and quantitative approach for data collection and data analysis.

- **Qualitative Approach**

According to Mouton (1983: 130); qualitative research refers to an approach to the study of the world which seeks to describe and analyze the behaviour of humans from the point of view of those being studied. Qualitative research displays a number of characteristics:

Firstly; qualitative research is committed to viewing events, norms and values from the perspectives of the people who are being studied.

Second: the researcher provides the detailed descriptions of the social setting they investigate. This enables them to understand the subject's interpretation of what is going on.

Thirdly: the scholar attempts to understand events and behaviour, in the context in which they occur, following a holistic approach. This is a significantly different stance from the natural scientist who attempts to isolate the subject from undue interference.

Fourthly: qualitative research views life as streams of interconnecting events, a series of events and as a process of constant change (Bryman 1995: 61 – 63).

Qualitative research follows a research strategy that is relatively open and unstructured. Even when interview schedules are used as a research technique, the researcher provides minimal guidance to interviewees and allows considerable latitude when responding to questions. The researcher has employed this approach because he is interested in getting involved physically in the process and to explore the research topic as an interaction of events and group interests.

- **Quantitative Approach**

Quantitative approach refers to the collection of data through interviews, questionnaires and document analysis. The researcher then interprets data in terms of statistics and number of values. Neuman (1994: 14) the quantitative social approach includes the following:

- Statistical analysis;
- Reliability;
- Value free.

The responses from the participants are analyzed to generate meaning through tables and percentages, showing the relationship of factors that promote the sustainability of community development project and other interesting variables.

3.9 Piloting Survey

In this study; the researcher tested the management style for community development projects in Mutale Local Municipality. The interview questions were tested on the three community development projects. Piloting was done to Tshandama Community Bakery, Mveledziso Catering and Bale Community Gardening. Mistakes observed during piloting were corrected and questions that were found ambiguous were also corrected. Questions were checked against the responses in order to test for validity and reliability.

According to Leedy (1985: 136) all data gathering instruments should be pre- tested on a small population, referred to as a pilot survey. He further recommended that every researcher should give questionnaires and interview questions to friends, neighbours and other stakeholders in order to test whether there are any items that they found it difficult to understand.

CHAPTER FOUR

Data presentation, analysis and interpretation

4.1 Introduction

The purpose of this chapter is to present and analyse collected data concerning sustainability and management style of community development projects in Mutale Local Municipality, and to outline the major findings from the investigation. The researcher aimed at revealing the reasons for unsustainable performance of community development projects with focus on insufficient and ineffective managerial activity on them.

4.2 Data collection questions

According to Neuman (1994: 30) data refer to raw material; with which researchers pursue their research, the quality of data determines the relevance of research results. The researcher in this study used three main forms of data collection namely:

- Observation;
- Interview;
- Questionnaires.

The researcher formulated a series of questions whose answers would assist him to get the needed information for this study. The questions are divided into different groups, related to different characteristics and issues of the subjects under investigation.

- **Questions on education**

These questions help the researcher to clarify how many labourers did not go to school as well as those who attended primary, secondary or having attended institutions of higher learning such as technical colleges or universities. This information helps the researcher to assess the level of education in various community development projects. The more the project labourers are educated, the more the likelihood of the project to be managed properly and to be sustainable. To run a project certain skills need to be learned and that can be done only on the basis of sufficient education.

- **Questions on gender and age**

These questions help the researcher to collect information on how many are female or male in a project and which groups they represent. The majority of the project labourers for all the five projects that formed part of this research are female.

- **Questions on the sources of income**

These questions help the researcher to know from the project labourers, what are the other sources of income rather than to be the project employees. The researcher finds that some labourers are having more than one source of income. The answers will help the researcher to assess who are poorer than the others while they are working together in the same project.

- **Questions on budget**

These questions help the researcher to determine the importance of budgeting. Almost all the projects that the researcher visited did not have the budget for the labourers. This is a clear indication that project labourers are resigning almost every day. The researcher finds that only in three projects; the number of project labourers is still the same. This shows that the projects are sustainable.

- **Questions on project management**

The purpose of asking these questions is to find out why many projects are unsustainable? The researcher found that there is a lack of project management style. Lack of bookkeeping prevails in almost all the projects,

minute's book, time register, invoice book, receipt book and filling system. Lack of planning causes instability in the working environment.

- **Questions on project monitoring**

These questions help the researcher to find, whose responsibility is to monitor the community development projects. Monitoring of the community development projects should be done by the project managers, traditional leaders, community leaders and other stakeholders. The researcher found that the government officials were only five who are monitoring the community development projects within Mutale Local Municipality.

- **Questions on security**

These questions help the researcher to identify the security status of community development projects under investigation. All the five community development projects did not have the security services. There is a regular theft at Tshandama Community Bakery, Matomboni Crushed Stone and Bale Community Gardening; it is a threat to development.

4.3 Sources of information

Table 1

Projects situation

Village	Project Type	Existing/ Collapsed	People Employed
Tshandama	Bakery	Existing	9
Thengwe	Egg- Laying	Existing	12
Tshidongololwe	Catering	Existing	7
Tshithuthuni	Crushed Stone	Existing	13
Bale	Vegetable Farming	Existing	10
Total			**51**

The total number of the labourers who were attached to the community development project (CDP) was 51 (see table 1 above). This can be translated into 306 families, who are directly benefiting from these projects because they are all existing and sustainable. Therefore; the sustainability of community development project is very important.

The comparison regarding the situation and performance among the five community development projects that form part of this study was based on the researcher's observation and interaction with the project labourers as well as the communities. Four of the projects namely: Tshandama Community Bakery, Thengwe Egg- Laying, Mveledziso Catering and Bale Community Gardening were performing at a satisfactory level. Only one,

Matomboni Crushed Stone showed poor performance. This project is jeopardised by the tense political situation between the community leaders and the public representatives.

In all the five community development projects; there were no suggestion boxes, wherein, interested people could put their suggestions, comments and complains. Availability of such activities would contribute towards assisting the project's key stakeholders in knowing the views of the people about the project. The non- availability of suggestion boxes deprives people the opportunity to express their views regarding such projects. It is important to take into account that labourers of the five CDP studied were committed to their work and showed good performance.

The researcher obtained the information from the following respondents:

- Project labourers;
- Government officials;
- Community leaders;
- Traditional leaders.

4.3.1 Project Labourers

The project labourers are the people who work in the community development projects in Mutale Local Municipality. It is self- administered questionnaire for project labourers employed in the following community development projects:

- Tshandama Community Bakery;
- Thengwe Egg- Laying;
- Mveledziso Catering and Decoration;
- Matomboni Crushed Stone;
- Bale Community Gardening.

4.3.2 Community leaders and government officers

In this study, 70 self- administered questionnaires were distributed to community leaders and 5 government development officers. Community leaders refer to leaders who are attached to youth development forum, civic organisations and traditional leaders. Government officers include government officials and community development workers (CDW) that are involved in the community development projects. In Mutale Local

Municipality; there are five government officials who are monitoring community development projects.

The researcher used one questionnaire for both community leaders and government officers. The researcher believed that the government officers would be able to share information on the community development projects under investigation. The researcher's expectation was based on the fact that government officers were visiting and monitoring the community development projects. The outcome of the findings indicated that monitoring was not enough.

4.4 Discussion on the general findings

The data collected was summarized with variables, sub- variables, respondents and percentages in order to enable easier description and understanding of the situation. The participants of this study consisted of 100 subjects. 25 of them were the project labourers; while 75 consisted of community leaders and government officers. The study indicated factors that are deemed fit to have an impact on the sustainability of community development projects within Mutale Local Municipality.

TABLE 2

- **Age Variation**

Age variation of the project labourers

Variable	Sub- variable	Respondents	Percentage
Age	Below 19 20 – 35 36 – 54 55 and above	0 7 13 5	28 52 20
Total		**25**	**100**

The study shows that there is age variation in 5 community development projects from Mutale Local Municipality. The majority of community development labourers range between 36 and 54 years, which contribute to 52% while 20% covered 5 labourers above 55 years, whereas 28% covered youth between the ages of 20 and 36 years. From all the 5 projects visited, there were no youth under the age of 19 (See table 2 above).

TABLE 3

- **Gender**

Variable	Sub- variable	Respondents	Percentage
Gender	Male Female	5 20	20 80
Total		**25**	**100**

The majority of labourers attached to community development projects were women who constituted 80%, while the males constituted 20% only (see table 3 above).

TABLE 4

- **Educational Qualifications**

Variable	Sub- variable	Respondents	Percentage
Education	No formal education Primary Secondary Matric Tertiary	5 8 10 1 1	20 32 40 4 4
Total		**25**	**100**

The majority of project labourers attended secondary school, and they constituted 40%, followed by 32% of labourers who attended primary school. Only 20% of the project labourers did not attend school at all. The 8% covered project labourers who went to school up to matric level and tertiary respectively (See table 4 above).

TABLE 5

- **Project Remuneration**

Variable	Sub- variable	Respondents	Percentage
Remuneration per month	Above R 900.00 Below R 800.00	0 25	0 100
Total		**25**	**100**

The study shows that the majority of labourers in all the community development projects received less than R 800.00 as remuneration. This translates into 100% of the people who were paid less than R 800.00 (See table 5 above). The money that they received as remuneration was not received on monthly basis, but it depended on the profit made by the project over a period of time.

TABLE 6

- **Basic needs**

Variable	Sub- variable	Respondents	Percentage
Things that the labourers can afford with money from the project	Education	0	0
	Food	24	96
	Water	0	0
	Transport	0	0
	Clothes	0	0
	Health services	1	4
Total		**25**	**100**

The study shows that the majority of labourers in all the community development projects could not afford all their basic needs but only food. Therefore, 96% of them indicated that they could afford to buy food, while 4% of the project labourers could afford health services. The labourers cannot afford to pay for transport, clothes, water and to take their children to school (See table 6 above).

TABLE 7

- **Sources of income for project labourers**

Variable	Sub- variable	Respondents	Percentage
Sources of income for project labourers	Child support grant Selling vegetables Old age grant Project	0 3 2 20	0 12 8 80
Total		**25**	**100**

The study shows that the majority of labourers depend on their projects for income. The study indicated that 80% of the project labourers depend on their respective projects for income. It was further indicated that 12% of the labourers received additional income from child support grants, while 8% sells vegetables after they knock off from their various projects and during the week-ends (See table 7 above).

TABLE 8

- **The project's impact on the lives of the labourers**

Variable	Sub- variable	Respondents	Percentage
Project impact	Good Little No impact	20 5 0	80 20 0
Total		**25**	**100**

The majority of the project labourers for the community development projects indicated that working in the community projects had a good impact

on their lives. The study shows that 80% indicated that their lives are now better than before they started working in the projects. Only 20% indicated that half a loaf is better than nothing. Whatever little they are getting it makes their lives better (See table 8 above).

TABLE 9

- **Project budget for labourers**

Variable	Sub- variable	Respondents	Percentage
Project budget	Projects with such a budget Projects without such a budget	11 14	44 56
Total		25	100

The study shows that 56% of the respondents answered that projects are operating without the budgets for labourers, while 44% of respondents believe that community development projects are operating with the budgets for labourers (See table 9 above).

TABLE 10

- **Project income**

Variable	Sub- variable	Respondents	Percentage
Project income	Projects do not make income Projects make income	15 10	60 40
Total		25	100

The study shows that 60% of respondents think that community projects do not make income, while 40% indicated that projects make an income. Due to lack of income, many community development projects within the jurisdiction of Mutale Local Municipality have collapsed. As indicated in table 6, they use their income to buy food (See table 10 above).

TABLE 11

- **Effectiveness of project management style**

Variable	Sub- variable	Respondents	Percentage
Project management	Effective management style Ineffective management style	41 34	55 45
Total		**75**	**100**

The study shows that the majority of community leaders and government officers, who constitute 55%, indicated that projects are effectively managed, while 45% indicated that community development projects are ineffectively managed (See table 11 above).

TABLE 12

- **Project monitoring**

Variable	Sub- variable	Respondents	Percentage
Project monitoring	Effective monitoring Ineffective monitoring	50 25	67 33
Total		**75**	**100**

On the question of project monitoring, the study shows that the majority of community leaders and government officers who constitute 67% indicated that projects are effectively monitored, while 33% of the respondents indicated that monitoring is ineffective. The government officers only used to visit their projects regularly (see table 12 above).

TABLE 13

- **Project marketing strategy**

Variable	Sub- variable	Respondents	Percentage
Marketing strategy	Projects have marketing strategy	34	45
	Projects do not have marketing strategy	41	55
Total		**75**	**100**

On the question of project marketing strategy, the majority of community leaders and government officers who constitute 55% indicated that community development projects do not have marketing strategy, while 45% of the respondents indicated that projects have marketing strategy (see table 13 above).

TABLE 14

- **Project security**

Variable	Sub- variable	Respondents	Percentage
Security	Projects have security Projects haven't security	15 60	20 80
Total		**75**	**100**

On the question that seeks to find out whether or not the community development projects were having security, the majority of community leaders and government officers who constitute 80% indicated that projects were operating without security, while 20% of the respondents indicated that projects have security (see table 14 above).

TABLE 15

- **Project empowerment and capacity building**

Variable	Sub- variable	Respondents	Percentage
Empowerment and capacity building	Community leaders and project labourers were empowered	10	13
	Community leaders and project labourers were not empowered	65	87
Total		**75**	**100**

Regarding the question of whether or not both community leaders and project labourers were capacitated and empowered enough to render the community development projects sustainable, the answers are mostly at one side. The study found that the majority of the respondents, who constituted 87%, indicated that they were not satisfactory trained and empowered, while 13% of the respondents indicated that community leaders and project labourers were capacitated and empowered (see table 15 above).

TABLE 16

- **Project feasibility study**

Variable	Sub- variable	Respondents	Percentage
Feasibility	Feasibility studies were conducted	66	88
	Feasibility studies were not conducted	9	12
Total		**75**	**100**

On the question that seeks to find out whether or not feasibility studies were conducted, community leaders and government officers who constitute 88% indicated that feasibility studies were conducted, while 12% of the respondents indicated that feasibility studies were not conducted before the projects started (see table 16 above).

TABLE 17

- **Future sustainability of projects**

Variable	Sub- variable	Respondents	Percentage
Sustainability	Good future for sustainability Little future for sustainability	60 15	80 20
Total		**75**	**100**

The study shows that the majority of community leaders and government officers, who constitute 80%, indicated that community development projects are having a good future for the sustainability, while 20% of the respondents indicated that projects have little future for sustainability. The reasons advanced were the lack of management skills and lack of planning (see table 17 above).

TABLE 18

- **Chances for a project to collapse**

Variable	Sub- variable	Respondents	Percentage
Project to collapse	Good chances for collapsing Little chances for collapsing	27 46	36 64
Total		**75**	**100**

The study shows that the majority of community leaders and government officers who constitute 64% indicated that community development projects have little chance for collapsing, while 36% of the respondents indicated that there is a possibility for the community development projects to collapse (see table 18 above).

TABLE 19

- **Projects lose labourers**

Variable	Sub- variable	Respondents	Percentage
Labourers leave projects	personal reasons Impatience	60 15	80 20
Total		**75**	**100**

The study shows that, the majority of community leaders and government officers, who constituted 80%, indicated that projects lose labourers because of their personal reasons. On the other hand 20%, of the respondents

indicated that labourers expect to get paid even if the project is not yet making a profit (see table 19 above).

4.5   Recapitulation of the findings

4.5.1 Age variation

The study showed that, the majority of 52% of the community development projects labourers ranged between 36 and 54 years. The labourers who are at that age have huge responsibilities, since most of them are parents and have to ensure that they earn sufficient money to enable them to look after their families. However, the youth below the age of 36 were not well represented in the community development projects.

4.5.2 Educational Qualification

The study shows that the majority of 40% of labourers attended secondary school, while 20% of the labourers did not attended school at all. It is assumed that people who have never gone to school are unlikely to run community development projects successfully. Education is the key for any development.

4.5.3 Remuneration of Labourers

The study shows that all the community development projects labourers' remunerations are below R 800.00. This means that 100% of the project labourers are earning below R 800.00 per month, which is less than the old age grant, and thus can only afford to buy food. Many community development projects are un- sustainable due to lack of regular cash flow for labourers' remuneration.

4.5.4 Sources of Income

The study shows that, the majority of the community development projects labourers, 90% depend on the projects as their sources of income, while 10% of the project labourers have additional sources of income from child support grant. They receive child support grant each month from the Department of Health and Social Development.

4.5.5 The Impact of Community Development Project on the Labourers

The community development projects have a positive impact to the lives of the project labourers. This opinion was informed by the fact that the money

they were receiving was not enough. The bigger challenge to all the stakeholders is to ensure that this positive impact is increased. Therefore, there is a dire need for improvement and sustainability of these projects that would ensure changing the lives of the poor people for the better.

4.6 Factors that contribute to the un-sustainability of community development projects

4.6.1 Lack of budget for labourers' remuneration

The study shows that in all the community development projects, there was no budget for labourers and thus monthly remunerations are not guaranteed. Lack of budget for labourer's leads to a situation whereby projects fail to maintain their daily operations.

4.6.2 Lack of monitoring

Many projects fail to sustain because their activities are not monitored. Therefore, Community development projects should be monitored in order to establish the following:

- Monitor the progress of the projects;
- Identify the strength and weakness of the project;

- Compare with other community development projects;

- Check whether the work is costing too much and achieving too little;

- Projects monitoring are important aspects in the life of the projects.

4.6.3 Empowerment

The study shows that project labourers should be empowered to acquire the entrepreneurship skills in order for the community development projects to be sustainable:

- Bookkeeping;

- Project Management;

- Computer skills;

- Financial Management;

- Marketing;

- Fundraising.

Women and youth should be empowered to take the managerial position.

4.6.4 Lack of youth involvement

The study shows that only 52% of the people employed in the community development projects are youth. The percentage is still very low, because the levels of youth who are unemployed are very high. Community development

projects should employ the youth in order to bridge the skill gaps. The majority of labourers attached to community development projects is old and never went to school. The community development projects can be sustainable if the youth are involved. Community development projects should restore the hope of our youth in the future.

4.6.5 Projects that are likely to be sustainable in Mutale Local Municipality

The study shows that there are three community development projects that are likely to be sustainable out of five. Bale Community Gardening, Mveledziso Catering and Decoration as well as Thengwe Egg- Laying. They are properly managed. They keep time register wherein each employee records time for arrival and time to knock off. Their bookkeeping is excellent. Tshandama Community Bakery and Matomboni, their productivity are low compared to others. They need regular monitoring from community leaders and government officers. Good management style is the key for community development projects to yield good results.

4.6.6 Overview by community leaders and government officers

The community leaders and the government officers reach consensus that the community development projects, are not doing as expected. Nowadays;

we cannot expect a labourer who can earn below R 800.00 per month. That money is too little when considering the high inflation. The study shows that the labourers are impatient, lazy and some resign due to their personal reasons. Once the number of labourers decreases; it also affects negatively the production process.

Lack of budget for the project labourers' remunerations affects the performance of labourers. Labourers cannot be expected to work for more than three months without payment. The study shows that 80% of the labourers depend on projects for their survival.

CHAPTER 5

Conclusion and recommendations

5.1 Introduction

The purpose of this chapter is to summarize the finding and linking them to the objectives of the study that focuses on the various management styles for the sustainability of community development projects. The researcher wanted to gain an understanding regarding the management style of community development projects within Mutale Local Municipality with special reference to the following projects: Tshandama community Bakery, Thengwe Egg- laying, Mveledziso Catering and Decoration, Matomboni Crusher Stone and Bale Community Gardening.

The study investigated the management style for the community development projects with a focus on factors that lead to their unsustainable performance and also attempted to find out what could be done to improve the situation. Questionnaires were administered to people who work for the community development projects, community leaders, government officers and confirmed some of the observations in the literature review. The main findings reflected mostly the challenges facing the management style for the community development projects.

5.2 Conclusion

The main purpose of this study was to find out why poor management style lead to the un-sustainability of the community development projects and try to come up with suggestions to remedy the situations. However, these challenges are surmountable. This situation calls for all stakeholders to come on board to play their respective roles accordingly, which will ensure that community development projects are managed properly. Based on the survey, it becomes abundantly clear that labourers should be trained in order to acquire special skills and talents that are not common to run a project.

It is imperative to note that the empirical part of this study is confined mostly to Mutale Local Municipality area. However, the challenges facing the management of community development projects and the recommendations made in this study might be relevant to other areas as well. It is therefore, the wish of the researcher that this study would contribute towards ensuring that the lives of poor people are changed for the better through proper management style for the community development projects. Community development is not the action of an individual or of a few individuals.

It is a collective activity in which a group of people share mutual problems, sentiment or concern and act together with a sense of responsibility.

From the analysis of this study poor management style of the community development projects, has reached unacceptable proportions. It is clear that good management style for the community would contribute greatly towards pushing back the frontiers of poverty in rural areas, given the fact that these community development projects create employment and income.

5.3 Recommendations

The researcher presents the following recommendations and hope that the recommendations would help to remedy the desperate situation and contribute towards the good management style for the community development projects:

- **Youth should be involved in community development projects**

The low representation of youth in the community development projects is a cause for concern since it is assumed that not only the physical strength of youth is much needed in the community development projects, but also their active minds would assist in responding to the challenges that community development projects are facing. Youth can be helpful in the community development projects at the level of bookkeeping, monitoring, marketing and management. The community leaders should encourage the youth to participate in the projects.

- **Monitoring system**

It is advisable that those government departments that donate funds for the starting of projects should have the mechanism to demand and monitor audited bank financial statements. The monitoring system for projects may be a difficult exercise because the government departments might not have time to do this. This is the only way to promote a degree of accountability on the projects that handle finances. All stakeholders should be involved in the project monitoring teams, including government officers.

- **Financial planning**

It is imperative to ensure that any community development project starts with a financial plan. However, the study found that there was no financial plan for all the CDPs investigated. The funds which these projects had at the beginning were used for various purposes without plan. Some of the money was used for training, food, clothing, paying for electricity bill and to pay for labourers.

The financial plan would assist in eliminating the random usage of project money, which contributes to mismanagement of funds. The project labourers are supposed to be paid from the money budgeted for them. It is interesting

to note that although all the community development projects are not paying taxes, yet most of these projects are not financially viable. However, this gives hope that good management style for the community development projects, stand a better chance of sustainability should a financial plan be considered.

- **Training for all the people who are attached to the community development projects**

The study reveals that training was directed at project labourers, community leaders, government officers and the stakeholders. Yet the CDPs continue to underperform while others are unsustainable. It was therefore, recommended that good management style could only be achieved once the capacity of the project leaders to manage and drive their own initiatives has been built (LGDS, October 2004: 42). The researcher recommends that the training should take place at the projects site. The training should take place after the gaps have been identified. The training period should be determined by the satisfactory operation of the project.

- **The marketing strategy should be improved**

The study found out that marketing was also a serious challenge to all the community development projects under investigation. The researcher

recommends that the people who are marketing for the community development products should be trained in order to be effective in marketing. Marketing should include putting billboards next to the roads and advertising at community gatherings. Market analysis prior to the commencement of projects is also imperative.

- **Security should be established for all the community development projects**

The study revealed that all the community development projects under investigation were operating without security and in some cases the property of community development projects were reported stolen. The researcher suggests that there is a need to guard the property of the community. Community leaders should agree as to whether they get someone from the community to work as a security guard.

- **There should be suggestion box**

This should contribute towards assisting the project stakeholders to know the views of the ordinary people, prospective customers and regular customers about the project. The information would put stakeholders in a good position to come up with ways and means towards addressing the concerns, suggestions and the other challenges as raised through the suggestions box.

- **Municipal take- over**

The municipality should appoint Local Economic Development (LED) manager to run the community development projects on behalf of the community. Yet the community should be allowed to own the project, but somebody has to be appointed as a manager who will look on the day to day activities, a manager who will be the accounting officer of the project. The manager should handle financial matters and manage the project. This approach will promote transparency on the overall running of the project.

- **Feasibility study**

It is recommended that there should be a feasibility study conducted to identify the best location of the project. The best location in this regard refers to an area that people would be able to access with ease, get products without difficulty and also a good environment for projects to prosper. For example, at Bale Community Gardening, soil type should be considered for vegetable project. It is said that it is difficult to change and sustain an environment to suit a project, as opposed to ensuring that a project suits the environment, which is cheap and sustainable. The correct project location contributes to the sustainability of the project, in the sense that it will be accessible by the customer and to the market, which would save cost.

- **Comments and complain book**

Community development projects should introduce comments and complain books in all the projects. This would contribute towards assisting the management, project labourers, community leaders and government officers to know the views of the ordinary people and customers. The information would put the project managers in a good position to come up with ways and means towards addressing the concerns, suggestions and other challenges. This would promote good management style for the community development projects.

REFERENCES

Books

Arkava, M.L. & Lane, T.A. 1983. *Beginning Social Work research*. Boston: Allyn & Bacon.

Babbie, E. 1992. *The Practice of Social Research, 6th ed*. Belmont: Wardsworth.

Babbie, E & Mounton, J. 2001. *The Practice of Social Research (9th edition).* Belmont, CA: Wadsworth Thomson Learning.

Babbie, E. 2001. *The practice of social research. 9th edition*. Belmont, CA: Wadsworth Thomson Learning.

Barbarin, O.A. & Richer, L.M. 2001. Mandela's Children: *Growing up in post Apartheid South Africa*. New York: Poutledge Publication.

Behr, A.L. 1993. *Empirical Research Methods for the human sciences. Pretoria*: Butterworths.

Blanchard, K.2007. *Leadership and the one minute manager*. Cape Town: Juta.

Bless, C. & Higson- Smith, C. 1995. *Fundamentals of Social research methods*: an African perspective, 2nd ed. Cape Town: Juta.

Booyens, S.W. 1998. *Dimensions of Nursing Management*. 2nd edition. Kenwyn. Juta.

Bryman, A. 1995. *Quantity and quality in Social Research*. Lodon: Routledge.

Chambers, R. 1983. Rural Development: *Putting the Last First London*: Longman.

Cloete, J.J.N. 1991. *Public Administration & Management*. Pretoria: Van Schaik.

Cusworth, J.W. & Franks, T.R. 1983. *Managing projects in Developing countries*. New York. John Wiley & Sons.

Dane, F. 1990. *Research methods. Califonia*: Books/ Cole company.

De Beer, F & Swanepoel, H. 1998. *Community development and beyond. Issues structures and procedures.* Pretoria: J.L. Van Schaik.

De Beer, F. & Swanepoel, H. 1998*. Community development and beyond, issues, structures and procedures*. Pretoria: J.L Van Schaik.

De Vos, A.S. Strydom, H. Fouche', C. B & Delport, C.S.L. 2005. *Research at grass roots: for Social Sciences and Human Service Professions*. Pretoria: J.L. Van Schaik academic.

Deng, L.A. 1998. Rethinking African development: *Towards a framework for social integration and ecological harmony*. Trenton: African World Press, Inc.

Denzin, N.K. & Lincoln, Y.S. 2000. *Handbook of qualitative research*. London: Sage.

Draft, R.L. 2000. *Management. 5th editio*n. Fort Worth: Dryden Press.

Fox, W. & Van Rooyen, E. 2004. *The quest for Sustainable Development*. Cape Town: Juta and Company.

Garcia- Zamor, J.C. 1985. *Public participation in Development planning and Management:* Cases from Africa and Asia. Boulder: Westview.

Giddens, A. 1989. *Sociology*. Oxford. Polity Press.

Gilbert, A. & Churchill, J.R. 1998. *Marketing, Creating Value for Customers*.

Huysamen, G.K. 1993. *Methodology for the Social and behavioural Sciences*. Halfway House: Southern.

Kroon, J (ed) 1995. *Algemene Bestuur*. Pretoria. Kagiso.

Jeppe, W.J.O. 1985. *Community development: an African rural approach.* Pretoria: Africa Institute of South Africa.

Kroon, J. (ed) 1995. *Algemene Bestuur*. Pretoria: Kagiso.

Leedy, P.D. 1993. *Practical research, planning and design, 5th ed*. New York: Macmillan.

Mark R. 1996. *Research made simple*: a handbook for social workers. London: Sage.

Mason, J. 1996. *Qualitative Researching*. London: Sage.

Morrison, M. 1993. *Professional skills for leardership*. St Louis: Mosby.

Mounton, J. 1993. *How to succeed in your masters and doctoral studies*. A South African guide and resource book. Pretoria: Van Schaik.

Neuman, W.L. 1994. *Social Research Methods: qualitative and quantitative approach 3rd ed*. Boston: Allyn Bacon.

Padgett, D.K. 1998*. Qualitative methods in Social Work research: Challenges and rewards.* Sage Sourcebooks for the Human services 36 Thousand Oaks: Sage.

Pitt, L.F. 1998. *Marketing for Managers, a practical approach.*

Robbins, S.P. 1984. *The administrative process.* New Jersey: Prentice- Hill.

Rubin, A. & Babbie, E. 2001. *Research Methods for Social work, 4th ed*. Belmont CA: Wadsworth.

Sarantakos, S. 2000. *Social Research*. Sydney: Macmillan.

Seaberg, J.R. 1988. *Utilizing sampling procedures*. In Grinnell, R.M. (ed), Social Work research and evaluation, 3rd ed. Itasca, IL: Peacock.

Shonhiwa, S. 2006. *The effective Cross- Cultural Manager*. A guide for Business leaders in Africa. Cape Town: Juta.

Smit, G.J. 1995. *Research guidelines for planning and documentation.* Halfway House: Southern.

Smit, P.J. & Cronje', G.J. de J. 1992. *Bestirursbeginsels n' Eietydse Suid-Afrikaanse Uitgawe*, Kenwyn: Juta.

Smit, P.J. Cronje', G.T. de j. 2007. *Management principles. A Contemporary Edition for Africa 4th edition* Cape Town: Juta.

Smith, H.W. 1975. *Strategies of Social Research*. New Jersey: Prentice.

Swanepoel, H & De Beer, F. 1996. *Community capacity building: a guide for fieldworkers and community leade*rs. Halfway House: International Thomson.

Swansburg, R.C. & Swansburg R.J. 1999. *Introductory management and leadership for nurses. 2nd edition*. Boston: Jones and Barlett.

Uphoff, N., Esman, M.J. & Krishma, A. 1998. Reason for Success. Learning from Instructive experiences in rural development. USA: Kumarian Press.

Van der Waldt, G & Du Toit D.F.P. 2003. *Managing for excellence in the public sector*.2nd Edition. Cape Town. Juta.

JOURNALS

Auriacombe, C.J. 2006. *The journal of public administration*. Volume 41, number 3.1.

Mounton, J. 1983. *Kwantitatiewe en Kwalitatiewe metodologiee in die geesteswetenskappe*. South African Journal of Sociology, Vol. 14 (2).

Mumtaz, B. 1986. *The Training needs of a support approach to housing*. Habitat International 10 (3).

Shenge, Y.K. 1987. *Promoting community participation through training*: The DANIDA/ UNCHS Training Programme. Habitat International, 11 (4).

NEWSPAPER

Sunday Times Business Times, Johannesburg. 15 November 2007

RESEARCH REPORTS, OFFICIAL DOCUMENTS, AND UNPUBLISHED PAPERS

Bassey, M. 1981. *Pedagogic Research: On the relative generalizations and study of single events*. Oxford Review of Education, 7 (1): 73 – 74.

Limpopo Province, *Limpopo Growth & Development Strategy (LGDS)*. October 2004.

Linkages Development Agency and CSIR 2003. *Workshop report with civil society, organizations on the poverty alleviation programmes*. October 2003.

Mutale Local Municipality Integrated Development Plan Review. 2006/ 2007.

Wissink, H.F. 1992.An investigation into the Management of Information Technology in local government. Unpublished D Phil. Dissertation in Public Administration. University of Stellenbosch.

World Commission on Environment and Development (WCED). 1987. *Our Common Future*. London: Macmillan.

WEBSITES

http://www.allbusiness.com/humanresources/workforce-management/11438-1.html2009/02/09.

http://www.ee.ed.ac.UK/gerard/MENG/ME96/Documetns/Styles/Group/html.

http://www.en.wikipedia.org/wiki/management-style 2009/02/09).

http://www.rpi.ed/dept/advising/free-enterprise/business-struturess/management-st...2009/02/09.

http://www.rpi-edu/dept/advising/free enterprise/business structures/management st .../2009/02/09.

Reh,F.J. 2002.http://management.about.com.cs/leadership.

Ward, B. 2002. *The five key facets of quality leadership*. http://www.refresher.com: five key facets. html.
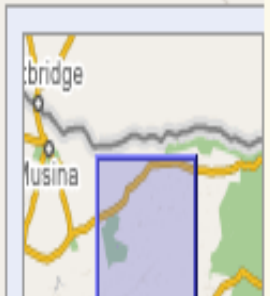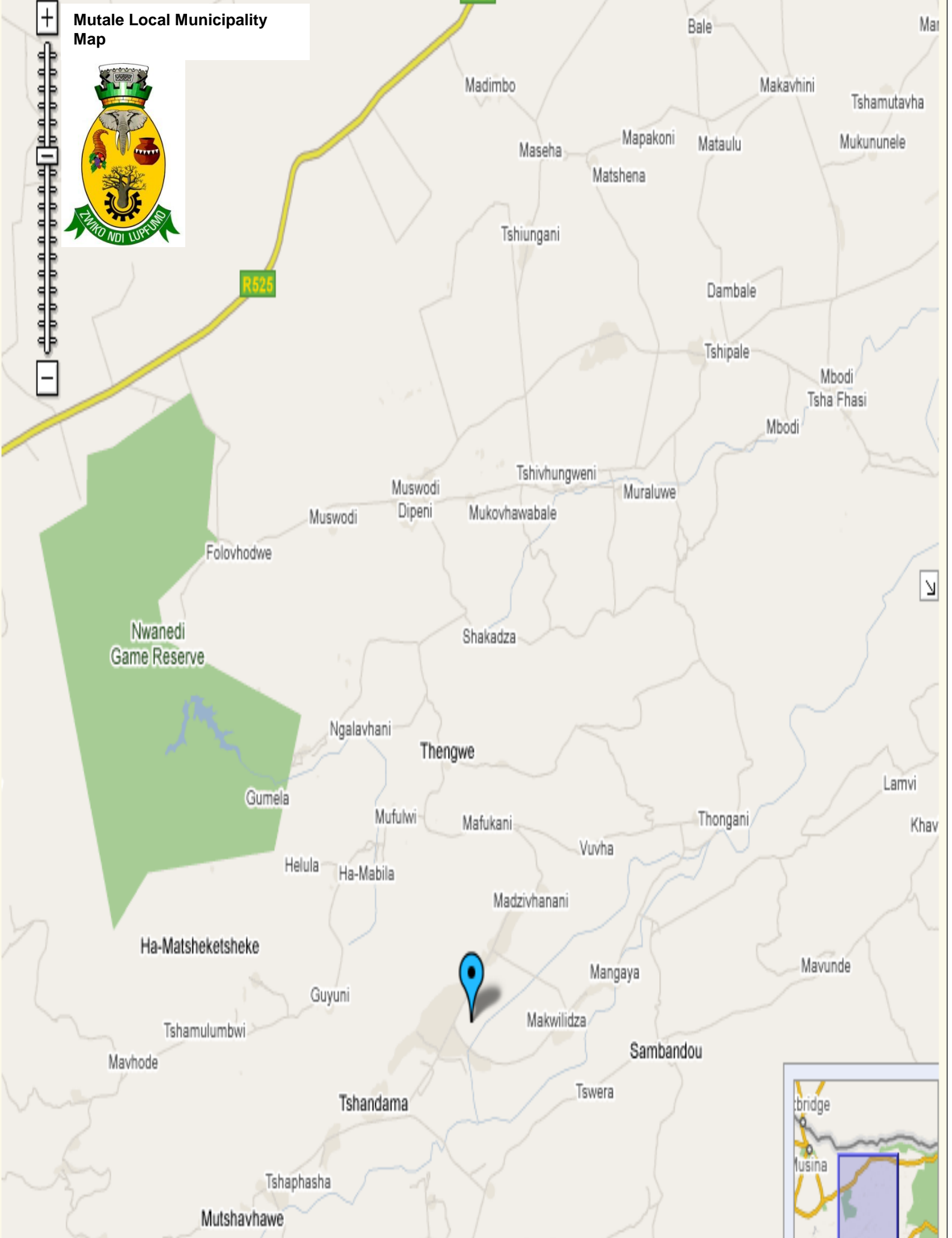
APPENDIX 1

MAP OF THE STUDY AREA

(MUTALE LOCAL MUNICIPALITY)

Mutale Local Municipality Map

APPENDIX 2

QUESTIONNAIRE FOR PROJECT LABOURERS

UNIVERSITY OF LIMPOPO

TURFLOOP GRADUATE SCHOOL OF LEADERSHIP
QUESTIONNAIRE ON MANAGEMENT STYLE FOR COMMUNITY DEVELOPMENT PROJECTS

FOR PROJECT LABOURERS

The purpose of this questionnaire is to solicit information about different types of management styles for community development projects. The result of the study will be used strictly for academic purposes. I therefore kindly request you to take few minutes of your time to respond to the questions below. Supply the following information by marking with an X on the appropriate box.

1. How old are you?

Below 19	
19 – 36	
37 – 54	
55 and above	
37 – 54	
55 and above	

2. What is your gender?

Male	
Female	

3. Which highest standard did you pass?

No formal qualification	
Primary School education	
Secondary school education	
Matric education	
Diploma & Degree	
Others (Specify)	

4. How much do you get from the project as an income in average per month?

No income	
Less than R 800.00	
More than R 900.00	

5. With the earning you receive from the project, which basic needs are you able to satisfy?

Education	
Water	
Food	
Housing	
Clothes	
Electricity	

6. How many people in your family are depending on your income in each age group?

Children	0 – 16	
Youth	17 – 34	
Adults	35 – 52	
Total Number		

7. Do you have any other sources of income for your household except from the project?

Sources	
Farming	
Child grant	
Pensioners	
Selling vegetables & fruits	
Others (Specify)	

8. How is the project labourers committed to the project?

Committed	
Not committed	
Not committed at all	

9. How do you evaluate the socio- economic impact of the project on your household?

Good	
Little	
No impact	

10. Does the project have a budget for labourers' remuneration?

Project have a budget	
Project does not have a budget	

11. Does the project make profit?

The project make profit	
The project does not make profit	

I thank you for your contribution

APPENDIX 3

QUESTIONNAIRE FOR BOTH COMMUNITY

LEADERS AND

GOVERNMENT OFFICERS

UNIVERSITY OF LIMPOPO
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP
QUESTIONNAIRE ON MANAGEMENT STYLE FOR COMMUNITY DEVELOPMENT PROJECTS
(CDP'S)

FOR COMMUNITY LEADERS AND GOVERNMENT OFFICERS

The purpose of this questionnaire is to solicit information about management style for community development projects. The result of the study will be used strictly for academic purposes. I therefore kindly request you to take few minutes of your time to respond to the questions below. Supply the following information by marking with an X on the appropriate box.

1. Does the community development project have budget to pay labourers remuneration?

Have a budget for labourers	
No budget for labourers	

2. Is the project management effective?

Effective Management	
Ineffective Management	

3. Is the project able to make income on monthly basis?

Project makes income on monthly basis	
Project unable to make income on a monthly basis	

4. How is the monitoring of the project?

Effective monitoring	
Ineffective monitoring	

5. Does the project have an effective marketing strategy?

Project has an effective marketing strategy	
Project does not has effective marketing strategy	

6. Is there any security to look after the project property?

Project has security	
Project does not have security	

7. Were the community leaders and project labourers capacitated and empowered enough to make project sustainable?

They are capacitated and empowered	
They are not capacitated and empowered	

8. Was the feasibility study conducted before the project was started?

Feasibility study was conducted	
Feasibility study was not conducted	

9. Is the project location suitable for the sustainability of the project?

Suitable project location	
Not suitable for project location	

10. What are the chances of regeneration for the collapsed project?

Good chances	
Little chances	

11. What can be done to insure good management style?

12. What are the reasons that lead to un-sustainability of community development projects?

I thank you for your contribution.

APPENDIX 4

SITE- SPECIFIC PHOTOGRAPHS

COMMUNITY BAKERY

TSHANDAMA VILLAGE

Tshandama Community Bakery picture 1

Tshandama Community Bakery picture 2

APPENDIX 5

SITE- SPECIFIC PHOTOGRAPHS

EGG-LAYING

THENGWE VILLAGE

Thengwe Egg- Laying Project   Picture 1

Thengwe Egg- Laying Project   Picture 2

APPENDIX 6

SITE- SPECIFIC PHOTOGRAPHS

CATERING & DECORATION

TSHIDONGOLOLWE VILLAGE

Mveledziso Catering & Decoration   Picture 1

Mveledziso Catering & Decoration   Picture 2

APPENDIX 7

SITE- SPECIFIC PHOTOGRAPHS

CRUSHED STONES

TSHITHUTHUNI VILLAGE

Matomboni Crushed Stones   Picture 1

Matomboni Crushed Stones   Picture 2

APPENDIX 8

SITE- SPECIFIC PHOTOGRAPHS

COMMUNITY GARDEN

BALE VILLAGE

Bale Community Garden   Picture 1

Bale Community Garden   Picture 2