

**FACTORS CONTRIBUTING TO THE FAILURE OF COMMUNITY INCOME
GENERATING PROJECTS IN THE MANKWENG CLUSTER OF POLOKWANE
MUNICIPALITY, LIMPOPO PROVINCE**

By

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MINI-DISSERTATION

Submitted in partial fulfillment of the requirements for the degree of

MASTER OF DEVELOPMENT IN PLANNING AND MANAGEMENT

in the

FACULTY OF MANAGEMENT AND LAW

(Turfloop Graduate School of Leadership)

at the

UNIVERSITY OF LIMPOPO

SUPERVISOR: PROF T MOYO

2023

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DECLARATION

I, Phathutshedzo Priscilla Raedani hereby declare that the dissertation submitted to the University of Limpopo, for the degree of Master of Development in Planning and Management 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 herein has been duly acknowledged.

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26/08/2022

Surname, Initials (title)

Date

DEDICATION

This dissertation is dedicated to the memory of my late grandmother (Winne Raedani) who always encourages me in all my early school years. She taught me to be focused, dedicated and put education first. I know you have been there for me as a pillar of strength to my education. My mother who helped me in my educational career. To my son (Maano), and lastly, my little sisters and partner for believing in me.

ACKNOWLEDGEMENT

I wish to express my sincere gratitude and appreciation to people who tirelessly assisted, supported and motivated me throughout this study. I would like to give special thanks to my supervisor, Professor Theresa Moyo for helping me through this study, her patience, commitment and the helping spirit that God has given her. I really appreciate the care and dedication she has given me.

I also acknowledge and appreciate all the projects and the participants who allowed me to collect data.

Lastly, I would like to thank the Almighty, my creator, my strong pillar, my source of inspiration, wisdom, and knowledge for guiding me through this study.

ABSTRACT

The prevalence of poverty, unemployment and low economic growth are some of the reasons programmes for poverty alleviation have been introduced. The study sought to examine the factors that contribute to the failure of community income generating projects in the Mankweng area of Polokwane Municipality in Limpopo Province of South Africa. The main objectives for the study were to examine the nature and operations of the community projects, to determine the factors which have contributed to the failure of the projects and to find out what participants propose as solutions. The research questions which were answered addressed the nature and operations of the community projects, factors which have contributed to the failure of the projects as well as the solutions for sustainability of community projects. The methodological approach was a mixed method research approach where both qualitative and quantitative methods were utilized. The cumulative number of participants in these projects is 290. The study employed both probability and non-probability sampling to select participants since it was mixed methods research. Data in the qualitative component was collected through interview guides whereas on the quantitative part, questionnaires were utilized. Data was analysed using Descriptive statistics for the quantitative phase whilst manual coding was utilized for the qualitative data. Key findings revealed that different projects are implemented in the study area and categorized as farming, material and poverty alleviation projects. There are also challenges which affect the income generation projects such as electricity, politics, interference, financial constraints and monitoring and evaluation. The study concluded that community income generation projects have a positive impact on the livelihoods of people in rural areas. Recommendations for further research include financial management in the implementation of income generation projects in rural communities.

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

The prevalence of poverty, unemployment and low economic growth are some of the reasons why programmes for poverty alleviation are introduced (Han & Huang, 2019:395). Some of the programmes are guided by the National Development Plan (NDP 2030) as well as Integrated Development Plans of district and local municipalities. Polokwane Municipality which the study falls, is part the four local municipalities in Capricorn District. The district is situated at the southern hemisphere of the Limpopo Province in South Africa. The municipality is also striving to implement one of the goals of the National Development Plan (NDP) which is to promote socio-economic development and service delivery to its communities in a sustainable manner (IDP 2018/2019).

Han and Huang (2019:391) assert that community development is outlined as a process where community members come together, and take collective actions that will generate solutions to their problems. Consequently, community development seeks to improve the quality of life of local people. As a result, community members group themselves and establish projects within their communities to address social ills such as poverty and to facilitate the economic growth. These projects include income generating projects which the study was based on. Swanepoel and De Beer (2012:23) argue that income generating projects encourage members into creating their own jobs to reduce and improve the level of poverty and to boost the economic development of their communities and their country and hence the development of their communities.

Adedokun (2019:367) highlights that South African Government has introduced a number of policies that address unemployment and poor standard of living since the advent of democracy in 1994. Mbambo (2010:5) notes that the Expanded Public Works Programme (EPWP) is a nation-wide government programme aimed at drawing significant numbers of unemployed citizens into productive work, so that they increase their capacity to earn an income. The EPWP was initiated in 2004 with the primary goal of reducing unemployment across South Africa. The EPWP provides labour intensive employment created through the infrastructure sector, social sector, environment sector as well as the non-state sector. The sectors under

the EPWP have a dual purpose of job creation and upgrading of infrastructure wherein project management is implemented. From this brief background, the study sought to examine the factors that contribute to the failure of community income generating projects in the Mankweng cluster of Polokwane Municipality of Limpopo Province.

1.2 PROBLEM STATEMENT

Baloyi and Geyer (2019:33) indicate that when the African National Congress (ANC) gained power in 1994, the country was faced many challenges that called for development of strategies to promote socio-economic development. As a result, the government then established social development programmes which are directly linked to both social and economic development. These programmes were with the jurisdiction of the Department of Social Development. Additional funds were allocated annually to the department by the South African legislature with the aim of promoting poverty alleviation programmes across the country (Baloyi and Geyer, 2019:14). All programmes funded were put in line with the mandate of social development as a key social sector.

Bimha (2019:16) indicates that government community projects failure in developing countries are as a result of poor monitoring and lack of continuity. Baloyi and Geyer (2019:21) further reinforce this statement when they alluded to the fact that lack of project management and cultural trap leads to income generation project failure. Projects in their nature have not been tailored to the cultural context of people on the ground hence failure. Bimha (2019:17) adds that lack of community involvement, finance availability, project management practices, accountability and transparency can influence the sustainability of the community income generating projects.

The study area which is the Mankweng cluster, falls under the Polokwane Municipality and is one of the clusters that has a number of projects supported by the Department of Social Development Capricorn District. The projects amount to 260 of which amongst them only 104 are funded by the Department of Social Development while the rest are receiving support in the form of capacity building (Annual Report: 2020-2021). From this the background of community income generating projects

around developing countries, this study sought to highlight factors contributing to failure of income generating projects.

1.3 MOTIVATION OF THE STUDY

The intention of this study is to determine factors which have contributed to the failure of community income generating projects. Damoah, Akweik and Mouzig (2015:21) found that “income generating projects cease to operate after the unavailability of funds. The researcher as an employee in the Department of Social Development has observed the failure of many of these projects despite receiving government funding”. They are not able to sustain themselves beyond the funding cycles. However, there is no documented information on the failure of these projects even though officials working with these projects including the researcher are aware of the problems. The researcher was also motivated by the fact that income generating projects failure has resulted in white elephant structures in communities which have become sources of criminal activities. To support these claims, Bimha (2019:19) pointed to the fact “that community projects failure has led to abandoned structures which have become drug dens.”

1.4 AIM OF THE STUDY

The aim of this study is to determine factors contributing to the failure of community income generating projects.

1.5 RESEARCH OBJECTIVES

The study was guided by the following objectives;

- To examine the nature and operations of the community projects.
- To determine factors which have contributed to the failure of the projects.
- To find out what participants propose as solutions.

1.6 RESEARCH QUESTIONS

The study was informed by the following research questions;

- What is the nature and operations of the community projects?

- What are the factors which have contributed to the failure of the projects?
- What are the solutions for sustainability of community projects?

1.7 SIGNIFICANCE OF THE STUDY

Significance of this study constitutes a basis for further improvement in the management and sustainability of income generating projects within rural communities. Most of the projects are stagnating and failing instead of growing and becoming sustainable. The findings of the study may assist the Department of Social Development and the Department of Agriculture to make income generating projects successful and sustainable. This will particularly improve the socio-economic status of the communities by reducing poverty and unemployment. The study will assist relevant stakeholders (governmental and non-governmental) who would want to work with community projects to improve their conditions.

1.8 DEFINITION OF KEY CONCEPTS

The following concepts will guide the study.

1.9.1 Community

Morfaw (2014:2) defined community as a group of people whose association is defined by a common residential location, shared common interests and beliefs, and common identity. Flo and Smith (2018:31) share a similar view when they define 'community' as a city, town or village where people live and these people share common culture, language, beliefs and interests. Community in the study is defined as a geographical location where income generating projects operate.

1.9.2 Community Development

Morfaw (2014:7) defines community development as a process where community members come together and take collective actions that generate solutions to their common problems. Van der Waldt (2019:4) further explains community development as a process that involves different methods to build communities, the capacity to solve their problems and help to respond to their own needs.

1.9.3 Income generating projects

Florida (2019:13) defines income-generating projects as activities focussed on creating opportunities for communities to productively use locally-available resources in order to develop less state dependent and more self-reliant households and communities that are able to take care of themselves. Income-generating projects focus on productively using locally-available resources as a means of benefitting the entire community.

1.9.4 Project Management

Knipe et al. (2010:41) explain project management as a way in which project should be implemented in time. It should also be within a set budget and to the satisfaction of people to receive the end product. Project Management Institute (PMI 2020:1) defined project management as an application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

1.9.5 Project Failure

Rohe, Bratt and Biswas (2003:2) defined project failure using the allegory of community development. They pointed out that it is a project corporation that goes out of business even though it may have accomplished its intended objectives and benefited the target population. In this study, project failure is defined as a project which did not meet its objective and ultimately had to close down its operations.

1.9.6 Project Evaluation

Aju and Beddewela (2019:45) outlined project evaluation as a process of assessing, verifying and documenting the outcome. Koskela and Howell (2016:29) add that, “project evaluation is a process that regulates the system and objectives of the project relevancy, effectiveness, efficiency, success and the impact of the activity on the light of the project focusing on the analysis of the progress made towards the achievement of the state of the project”. Evaluation in the study was seen as assessment of the community income generating projects.

1.9.7 Management

Mary et al. (2016:46) defined management as “a process whereby people, technology, job task, and any other relevant resources are combined and

coordinated in order to achieve organizational goals”. Koskela and Howell (2016:23) also defined management as a process that is used in order to reach organizational goals through working with people and other organizational resources. In the study, management was utilized in the coordination of income generation projects to sustainability.

1.9 LITERATURE REVIEW

Kumar (2014:374) defines literature review as a process whereby existing literature relating to the research problem is being used in order to develop theoretical and conceptual frameworks.” Literature is used for the purpose of the study and for integrating research findings. Review of literature for this study focuses on theoretical approaches, the success or failure of community development projects, as well as their sustainability. It also highlights the findings from existing studies on the subject both at local and international environments.

There are many types of income generating projects. There are agricultural projects. According to Mahlombe (2018:13), farming is the most important income-generating activity in Africa, and almost all households in the continent are in one way or another engaged in farming. There are also handicraft income projects. Wondirad, Bogale and Li (2021:41) claim that knitting and sewing development is firstly wanted to satisfy the household consumption. Consequently, these activities are within competencies of social services.

Income generating projects play a significant role in the lives of many people in rural areas. Munzhedzi and Makwembere (2019:662) argue that the role of income-generating activities presents a viable solution to employment creation and poverty alleviation. Phadi and Vale (2020:3) posit that income-generating activities are crucial to the economy, as they have the potential to contribute to the overall development of a country and play a vital socio-economic role. It can be said that income generating projects create employment opportunities for local people therefore boosting local economic development. A detailed literature review will be discussed in chapter 2 of the study.

1.10 RESEARCH METHODOLOGY

Bryman (2016:67) noted that a methodology refers to an operational framework within which facts are placed so that meaning is seen more clearly. 'A methodology describes how something will be done'. It encompasses a set of analytical procedures and techniques used to collect and analyse information for evaluation of a particular project or activity. The study adopted a Mixed Method Research (MMR) design. Since the researcher is interested in both quantifying as well as understanding from the perspective of participants (qualitative), the factors that determine the sustainability of the projects. Kumar (2014:44) defines this kind of design as "a social research method where two or more methods of collecting and analysing data pertaining to a research problem is combined". Roomaney and Coetzee (2018:1) agree with the above sentiments by highlighting that mixed methods is a process of research that uses both qualitative and quantitative methods of data collection and analysis.

The study was conducted in the Mankweng cluster which falls under the Polokwane Municipality of Capricorn district in Limpopo Province. The population of the study was made up of twenty-nine (29) community income generating projects from the Mankweng Cluster. These projects encompass poultry, vegetable gardens, bakery, youth development and early childhood development. The cumulative number of participants in these projects is 290. The study employed both probability and non-probability sampling to select participants since it was a mixed methods research. Data in the qualitative phase was collected through interview guides whereas on the quantitative phase, questionnaires were utilized. Data was analysed using descriptive statistics for the quantitative phase whilst manual coding was utilized for the qualitative phase. A detailed research methodology is discussed in chapter 3.

1.11 ETHICAL CONSIDERATIONS

Rubin and Babbie (2016:132) defined ethics as sets of moral principles which are suggested by the individual or group which then offers rules and behavioral expectations about correct conduct towards the subject and or respondents. Ethical conduct in research requires that researchers obtain permission from the institutions that are interested parties in the study. It also demands that they obtain informed

consent from the participants as well as protect them from any harm that might arise from the study. The study considered the following ethical issues which are described below:

1.12.1 Ethical clearance certificate

According to Emmerich (2016:17), researchers have to seek permission from relevant authorities before the research is conducted. In order to adhere to this aspect, the researcher asked permission to conduct the research from the University of Limpopo for ethical clearance. An ethical clearance certificate was provided in this regard.

1.12.2 Permission to conduct the study

Permission was obtained in writing, from the Department of Social Development because it is financing and coordinating the projects. Permission was also obtained from the headmen and chiefs of the villages where the income generating projects are located. Furthermore, the researcher has also sought permission from the community income generating projects. Letters were provided in this regard. Permission was also sought from the participants as they signed a consent form in this regard.

1.12.3 Voluntary participation

Emmerich (2016:17) posits that ethical research implies that participants must voluntarily participate in the study. The researcher has to explain what the research is all about to the respondents and, there shall be no remuneration for their participation and would make an informed voluntary choice.

The researcher also explained to the participants that participating in the study does not make them gain any advantage or benefit.

1.12.4 Informed consent

Rubin and Babbie (2017:61) defined informed consent as provision of all possible or adequate information regarding the purpose of the investigation and the procedures to be followed during the investigation. An informed consent form was signed by all research participants to partake in the study.

1.12.5 Confidentiality and anonymity

De Vos et al. (2011: 620) explained confidentiality as that, only the researcher together with a possibly of few members of her staff will be aware of the identity of the participants and that they will all make a commitment to respect confidentiality with respect to non-disclosure of names of participants in reporting on the study. Confidentiality in the study was achieved through the safe keeping of data collected from participants. Details pertaining to interviews conducted were kept discreet as a way of not giving identity to the study participants. Rubin and Babbie (2017: 61) explain anonymity as a principle of the researcher avoiding the linking of data or information obtained from the study, to any specific person. The researcher used codes to identify the participants to reinforce anonymity.

1.12.6 Do not harm

Kumar (2014:21) saw that, it is an ethical consideration that obligate the researcher to protect the subjects against any form of physical or psychological discomfort which may occur within a reasonable limit from the research project. The researcher therefore is responsible in protecting the respondents from any kinds of harm during the study.

1.12.7 Record keeping

Mooradian (2018:2) defined records keeping as, a system of storing data or notes after publication and include careful recording, clear documentation and proper management of records during and after research activities. The researcher negotiated with the department for safer record keeping at their archive.

1.13 LIMITATIONS

Data collection was a big challenge in the study since the study was both quantitative and qualitative. Most of the participants were usually busy and could not find time for the interviews. This was mainly due to time constraint which meant that the researcher could not be as comprehensive in scope as she might have wanted to be.

1.14 OUTLINE OF THE STUDY

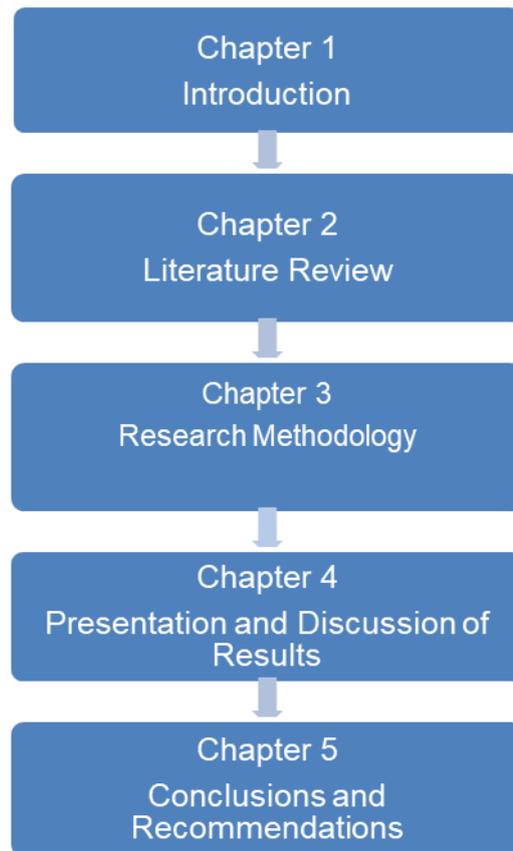


Fig 1 Outline of the research: Authors own work

Chapter 1

This chapter will cover the introduction and background of the study. The researcher will also present the purpose significance, and the outline of the study.

Chapter 2

This chapter will review relevant literature related to the implementation of community projects. Conceptual framework and definitions of terms will also be presented in this chapter.

Chapter 3

This chapter presented the description of research paradigm, approaches and techniques that were used to collect data.

Chapter 4

Data collection analysis and discussion of the results was presented in this chapter.

Chapter 5

In this chapter, the researcher summarized the findings, recommendations and the general conclusion of the study were given.

1.15 CONCLUSION

Chapter 1 gave a general orientation to the study. Different concepts which were utilized in the study were defined which include a community as well an income generating project. The objectives of the study were outlined as well the research questions. The next chapter will focus on literature review whereby different theoretical approaches which guided the study will be discussed. The next chapter will also discuss the evolution of income generating projects across the African continent.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter presented the background information on the topic of study, the general objective behind why communities at large are embarking on the establishments of community development income generating projects in majority. The reason why community income generating projects are being used is to improve and address individual communities social and economic needs. The aim of the study is to determine factors contributing to the failure of community income generating projects.

Bryman (2016:17) defines literature review as, a critical appraisal of the existing scholarship or available body of knowledge which helps the researcher to see how other scholars have investigated the research problem. Kumar (2014:374) concurs with Bryman (2016:17) that it is a process of searching for existing literature relating to the research problem to develop theoretical and conceptual frameworks for the purpose of study and integrate it in research findings with what the literature says about them. To further explain development of projects as the positive way towards developing community and encouraging self-reliant among community individuals, the chapter is structured as follows;

Section 2.2 presented the overview of community development income projects. Section 2.3 gave the characteristics of community income generation projects. Section 2.4 gave the role played by social development in income generation projects. Background of income generation projects is given in section 2.5. History of community development was given in section 2.6 and emerging issues from the literature is available on section 2.7.

2.2 COMMUNITY DEVELOPMENT INCOME PROJECTS

This section defines income generating projects and explains their key characteristics.

2.2.1 Definition of income generating project

There are many definitions of income generating projects which have been coined by different authors and authorities depending on the contexts. Florida (2019:13)

defines income-generating projects as activities focussed on creating opportunities for communities to productively use locally-available resources in order to develop less state dependent and more self-reliant households and communities that are able to take care of themselves. Income-generating projects focus on productively using locally-available resources as a means of benefitting the entire community'. Baloyi and Geyer (2019:13970) found that income generating activities provide additional benefits that reduce poverty, improve the wellbeing of communities; and promote empowerment, self-reliance and community development.

Schenk, Nel and Louw (2010:19) defined community income generating projects, in the parameters of poverty alleviation projects with the main focus places on the self-help of methods used by the communities to provide income or basic needs to sustain their lives. Florida (2019:13) further explains it as a voluntary self-help action carried by the group of people with the aim of providing for their collective social economic needs and aspirations.

It is also noted that the term income generating projects was original used by economists to explain the interactions of the national's economy. Today is being widely used to cover range of productivities by individuals in a given community. Thus, in the current situation referring to those activities that people in the community engaged in and is helping them to earn a living (Baloyi & Geyer, 2019:13974). For the purpose of the study, it can be said that income generation projects are driven by individuals at a local level who utilise resources at their disposal, to uplift their lives and those of the community at large.

In the study, it should be put into account that ' there are different income generating programmes undertaken by the governmental institutions which include those carried by the Department of Social Development and Polokwane municipality'. They have an element of poverty alleviation and addressing economic status of individual communities. Thus, income generating projects are one of the strategies the government uses to address inequalities. In the study, beneficiaries come together in a group combining their skills and ideas to improve their social economic needs through income generating projects.

Limpopo social development's income generating projects are food gardening, poultry farming, bakeries, old age centres, early childhood development centres and

youth development centres. Income-generating projects represent one strategy adopted by the Department of Social Development to alleviate poverty which is done through subsidy payment to different organisations.

2.3 CHARACTERISTICS OF INCOME GENERATION PROJECTS

Delgado and Siamwalla highlighted that there are different characteristics which define income generating projects. Firstly, income-generating projects do not always mean immediate monetary gain. Money is used to place a measurable value on the goods and services people produce. De Wet (2018:96) indicates that an example of an income-generating activity which does not lead to initial monetary gain would be a situation where a productive person produces enough food to feed him- or herself as well as his or her family and in such a case, skills would have been used to meet immediate needs and, thus, monetary savings have been achieved. Furthermore, a monetary value can be placed on the food produced and, in this way, the food can be viewed as an income.

“Vinaygathan and Pallegedara (2014:291) assert that a person can generate income by the astute investment of existing resources. An example of such income generation would be the development of a piece of land through planting a crop for sale. The money gained from selling the crop would be considered income. Uwandinda and Kamande (2021:39) posit that another example would be an indirect form of investment through bank savings or the purchase of part of ownership in a productive enterprise such as a business. Money generated from such investments is then deemed income.

Lastly, income generating projects are local driven. Lusambili et al. (2021:6) found that they are started by local people who see a desire to change their circumstances. External resources in the form of governments (subsidies) and the corporate world are often sort after they have been established. Montanari and Bergh (2019:412) posit that many development agencies and governments are increasing their emphasis on assisting people to secure income through their own efforts, rather than relying on state welfare and subsidies. Such approaches are often categorised as income-generating activities and cover initiatives as diverse as small job creation schemes, agriculture, livestock breeding, sewing circles and youth training programmes.

2.4 SOCIAL DEVELOPMENT AND INCOME GENERATION PROJECTS

Midgley (2017:28) alludes to the fact 'that the newly democratically elected government faced huge challenges in addressing unemployment, inequality, and poverty on various levels. The concept of social development has been considered as an emerging approach to social welfare. The approach is in line with the World Summit on Social Development in Copenhagen 1995 during which world leaders committed themselves to eradicating poverty'. Baloyi and Geyer (2019:16) alluded to the fact "that plans to the Millennium Development Goals (MDGs) of 2000 where in the development was not only concerned with the pursuit of rapid growth but also in the creation of a more equitable future and reduction of poverty". With the adoption of the White Paper, the social welfare sector responded to the realisation of South Africa's development outcomes through the adoption of a social development approach towards welfare.

Furthermore, The United Nation's (UN) Economic Commission for Africa (2018) indicates that social development involves the participation of the people in bringing about qualitative and quantitative changes in the social conditions of individuals, groups and communities through planned measures such as social policy, social welfare, social security, social work, social services and community development and institutional building (DSD, 2005:13)'. However, the DSD (2005) claims that social development aims at collective empowerment, facilitating processes that help the poor, vulnerable and marginalised to regain control over their lives. Midgley (2014) asserts that "social development is a process of planned social change designed to promote the well-being of the population as a whole within the context of a dynamic multifaceted development process". It can therefore be concluded that social development as a concept has an active role to place when it comes to community income generating projects.

2.5 BACKGROUND OF INCOME DEVELOPMENT PROJECTS

The issue of using community development model to develop individual communities and help individual within the community to realise their strength they have to towards improving their communities has started back in the time of apartheid in South Africa (Jongman, 2020:41). In trying to bring about the concept of community development, apartheid South Africa used the self-help model of development. The

self-help model is the model that focuses on bringing the community together to identify common or shared goals change (Wlokas, Westoby & Soal, 2017:36). The basic assumption under this model is that communities possess the potential for improving their quality of life with the help of community development worker.

The community development workers' role is to facilitate, organise community together, and facilitate the identification of strategies and facilitating the identification of the potential resources that can be used in the improvement of the communities (Swanepoel & De Beer, 2012:6). At that time, a number of community development initiative was developed such as the primary health group which was started in the area of Gazankulu region back in 1976 with the aim of raising the basic standard of people (Swanepoel & De Beer, 2012:7).

Maistry (2012:16) posits that the Zenzele Women Association took place in the KZN area, Eastern Cape and the Mpumalanga areas with the main focus on the home economic activities such as sewing, knitting, gardening and home making among its members. Then the black consciousness movement which was the most exponent of radical community development in South Africa during the time of apartheid (Luka & Maistry, 2012:17). The movement was focusing on empowering back people to be independent and self-silent. The summit paper work on progress further stresses that the action was tied on the struggle against apartheid people and Stive Biko was one of the people who was behind the movement.

The White Paper for Social Welfare (1997) further alluded that with the evolvement of community development in the post-apartheid where community development was used as a vehicle that will first deliver the relevant initiative to the communities, it was then used as strategy to translate broader social development policy into practice. This was said to have being done with the objective of building functioning communities to achieve social change as identified and driven by the communities themselves. However, this was said to have been supported through provisioning of resources and service which can serve holistic developmental needs of the people.

Koma (2010:27) mentions that chapter 2 of the constitution of the republic of South Africa has made provision that the human- rights of people of South Africa be meet through the creation of the polices and plans that help address the needs of the people. These polices and plans include RDP, GEAR, ASGISA, the White Paper for

Social Welfare and Local Government, ISRDP and URP, EPWP, WAR ON POVERTY and CRDP which were all developed to guide community development in South Africa. The White Paper on water together with the summit paper work on progress both outline that all the policies and programmes highlighted above were developed to address four community development initiatives which include the income, basic needs, social exclusion and sustainable livelihoods perspectives meant to improve lives of the South African citizens.

Luka (2013:44) states that the enormous pressure that was facing South Africa towards improving the standards of life from apartheid South Africa found itself creating dependency by initiating lots of projects to the communities and fund them with the aim of improving economic status. Hence lot of income generating projects are initiated everywhere with little knowledge on the subject.

2.6 TYPES OF COMMUNITY INCOME PROJECTS

There are different types of community income generating projects because the projects are designed to cater for the different interests, preferences and resource endowments of participating members. The most common type of projects are as follows:

a. Agriculture

According to Mahlombe (2018:13), farming is the most important income-generating activity in Africa, and almost all households in the continent are in one way or another engaged in farming. Mbatha (2019:44) states that agriculture is the basis for food production in Africa, as very few alternative livelihoods are available. This means that most of those living in the African continent rely solely on agriculture for income and survival. Mahlombe (2018:14) also agrees that agriculture is also considered to be the best vehicle to reduce rural poverty because in most developing countries, agriculture and agriculture-related activities provide most of the employment in rural areas.

Woolcock (2019:82) maintains that the poor and the elderly who may have money but lack transportation to stores offer communities a focus for volunteer projects. Twala (2014:153) notes that 'community food banks, food cooperatives and programs, such as the Meals on Wheels South Africa, use volunteers to provide

meals to seniors and the vulnerable'. The main goal of food related projects is to provide vulnerable households with food. Food and Agriculture Organization (2004:10) declares that agriculture contributes to poverty alleviation at rural, urban and national levels through provision of food, employment creation, increase of real wages and improvement of farm income.

Mmopelwa and Mackencie (2019:28) highlighted that results of studies conducted in several countries have indicated that the pro-poor role of agricultural growth can be dramatic and much more effective than other sectors at reducing poverty and hunger in both urban and rural areas. Food and Agriculture Organization (2004:12) claims that growth has a strong and positive impact on poverty that is often significantly greater than that of other economic sectors. Irz et al (2001:45), "analysed the relationship between agricultural growth and rural poverty. The results show that the poverty-alleviation effects of agricultural growth can be strong and that a one-third increase could be expected to reduce the number of poor people by a quarter or more. According to Woolcock (2019:78), studies have concluded that growing the agricultural sector is the primary channel for achieving household food security and that unless agriculture reaches some degree of commercialisation, the impact of agricultural growth on food insecurity and poverty alleviation is limited.

b. Handicrafts

Mmopelwa and Mackencie (2019:33) indicate that support to develop handicrafts at village level is the priority request of young women in Southern Africa and concern carpet manufacturing, knitting and sewing. These activities are traditional and integrated in the cultural context. Wondirad, Bogale and Li (2021:41) claim that knitting and sewing development is firstly wanted to satisfy the household consumption. Consequently, these activities are within competencies of social services. In this study, it falls under the auspices of the Department of Social Development Capricorn District of Limpopo Province. Mmopelwa and Mackencie (2019:34) opined that in Zimbabwe, development of small carpet units at village level is a viable strategy and would allow women to share their time between economically productive activities and domestic responsibilities. Handicrafts as an income generating activity in communities can therefore play a role in uplifting the livelihoods of people.

c. Group Projects

Woolcock (2019:81) opined that group projects build community goodwill and a spirit of togetherness for all who participate. The efforts also have practical applications by helping with work on the local level that may not be completed due to lack of funding or interest by municipalities. Twala (2014:151) notes that some projects have concrete results, such as helping community members to improve educational skills or providing goods and services directly to local families who may not qualify for state assistance programs. It can therefore be concluded that group projects are small and focus on a tight knit community.

2.7 ROLE OF COMMUNITY INCOME PROJECTS

Munzhedzi and Makwembere (2019:662) argue that the role of income-generating activities presents a viable solution to employment creation and poverty alleviation. Phadi and Vale (2020:3) posit that income-generating activities are crucial to the economy, as they have the potential to contribute to the overall development of a country and play a vital socio-economic role. In essence, these activities create a social safety net by providing income and employment, particularly to the underemployed or those who cannot find jobs in the formal sector. Munzhedzi and Makwembere (2019:664) found that small businesses are an efficient vehicle for such income generation. Indeed, small businesses are probably the most effective way to address unemployment and improve the health of an economy.

2.8 THEORETICAL FRAMEWORK

Studies showed so many different theories around community development. The community can be able to use to develop their communities which according to many scholars the application part of it depends on the approach and the kind of the community in which the projects operate. To bring about the community development issues, the researcher is interested in participatory theory, the top-down model theory, and the theory of change as viewed as the most curtail theories in the study.

2.8.1 Community Driven Development (CDD) theory

Wong (2012:14) noted that community-based theory is a robust approach in understanding changes in individuals and households within a community. It applies

the definition of community development as the employment of community structures to address social needs and empower a group of people. Ndlovu (2013:44) notes that in essence, it seeks to employ the community structures and makes sure that people are appropriately engaged and empowered. Since the aim of the study is to understand the contributions towards the failure of community income projects, the approach affords control of development decisions and resources to community members.

Bennett and D'Onofrio (2015:16) indicate that in a way, communities get funding on their use, plan and execute the chosen local income generation projects, and monitor the implementation of those projects. What is implicit in the theory is the importance of empowering communities. In other words, community income projects should provide material benefits like income, but they should empower people, because disempowerment is seen as a symptom of poverty. In essence, the community driven theory puts community participation at the forefront.

Wong (2012:15) highlights that the community driven development came as a response to the failures of earlier approaches to target poverty reduction, such as integrated development programs for a geographical area and the sustainable livelihoods approach. According to Labonne and Chase (2011:348), community driven development (CDD) gives control of decisions and resources to community groups. These groups often work in partnership with demand-responsive support organization and service providers including elected local governments, the private sector, NGOs, and central government agencies. Since the study area is a rural area where poverty is rife, the CDD approach was seen ideal.

Wong (2012:16) states that CDD is a way to provide social and infrastructure services, to organize economic activity and resource management, to empower poor people, improve governance, and enhance security of the poorest. Bennett and D'Onofrio (2015:26) further note that unlike many approaches that merely treat communities and poor people as targets for programmes, the CDD in contrast, treats people and their institutions as assets and partners in the development process. It puts trust in communities and people to effectively organise, and provide goods and services that meet their immediate priorities.

For instance, if a community has poverty challenges as the case in the study, the community needs to initiate something to alleviate the problem of poverty through income generating projects. Wong (2012:21) further postulates that since, the process is in the hands of the communities, they know they have a lot to gain from making good use of resources, to tackle challenges affecting them. Wong and Guggenheim (2018:6) opine “that CDD is an effective mechanism for poverty reduction and for the achieving immediate and lasting results at grassroots levels”. It makes interventions more demand responsive and can enhance sustainability. They further posit that CDD has been shown to increase the efficiency and effectiveness of numerous interventions.

According to Labonne and Chase (2011:352), across the world because of the need for improved transparency and performance, many local government institutions, NGOs, donors are investing substantially in community driven projects. A peculiar example is that of the South African government which gives the income generating projects a governmental subsidy to assist them in running their affairs. The subsidy could be utilized to buy inputs for instance for agricultural projects. The inputs could include farming materials such as fertilizers, organic manure, irrigation equipment and pesticides.

According to Wong and Guggenheim (2018:13), community driven development has become a key strategy for development. The popularity of the CDD approach has been propelled by its potential to develop projects and programs that are sustainable and responsive to local priorities, empower local communities to manage and govern their own development programs, and more effectively target poor and vulnerable groups. Labonne and Chase (2011:352) claim that the poor and vulnerable group consists of the rural poor women, girls, the youth and the elderly. These vulnerable groups stay in rural areas where agriculture is the mainstay of the economy. This is the case of the study area since mostly agriculture forms part of income generating projects.

It can be concluded that Community Driven Development theory provides impetus that the communities are responsible in their development. This is maintained in the fact that their participation is key in income generating projects. According to the CDD theory, governmental departments such as Social Development come in as

partners to fulfil the needs of the communities in community income generating projects. The Community Development Theory has many features namely participatory, top down, as well as change which are discussed below:

The Participatory theory

Labonne and Chase (2011:359) found that participatory theory has variety of things to tell around community income generating projects. The theory shows that effective participation of key stakeholders in the community can provide related energy to the projects to enhance enduring project impact. Mrangu (2018:13) defined participation as 'an overall involvement of local community members and relevant stakeholders in the creation and delivery of the project that can change those lives of the people. He further indicated that it builds the belief to the citizen that they can be able to shape their future through enhancement of their perception about their future. Labonne and Chase (2011:361) concluded that participatory theory encourages mutual involvement of all stakeholders, more especially the use of local communities in decision making. It is also believed that it has the capacity to guide and define that nature of the intervention.

The Top-Down Model Theory

This is one of the theories that appreciate participation on both levels of development. Wong and Guggenheim (2018:13) highlight that the theory of top-down stresses the participation of all involved in the projects and those who are going to be affected by the projects which is one of the good thing among the community income generating projects. As for this reason, the project will be able to get more market and sustain itself and move away from depending on the state. Applying a balance in this theory and shay away from the top-down approach to development will also help move from a source of disempowerment that must be challenged into the management of community development processes (Wong, 2012:21). 'This top-down model theory helped the researcher to also understand how communities are involved in designing and implementation of community development projects. The top-down approach provides valuable link and what to be considered to issue sustainability of the projects.

The theory of change

Labonne and Chase (2011:348) provided a definition of theory of change as, expression of important strategies that are crucial for bringing outcome and improvement needed guided by service delivery strategies. Wong (2012:15) notes that the theory represents the needs of expected project beneficiaries and strategies that facilitate those needs. Labone and Chase (2011:351) posit that these strategies establish frameworks for bringing connections between an organisation's mission and vision, project strategies and actual results, while providing relationship among the project implementers, not for getting implementing their own strategies and projects end results. The theory directs the basics of project sustainability because of its element of having defined action and desired project outcome through its roots of moving with change that forces the projects to always move with relevant change necessary for its continued development. Wong (2012:16) highlighted "that applying the theory of change in executing community-based projects allows the opportunity to ensure that project beneficiaries, community and other stakeholders share common understanding on the expected outcomes that are expected to occur and their contribution in change".

2.8.2 The basic needs approach

Swanepoel and De Beer (2012:19) noted that the needs-based approach is based on Maslow's hierarchy of needs, which is of the view that basic needs are of pivotal role to people. Weyer and Geyer (2011:17) further alluded that the approach is based on the notion that people living in poverty deserve help and support, no matter who provides it and for how long they will provide it. It is a traditional need - based problem solving which focuses on identifying needs in a failing community and creating external inputs to meet those needs. Services should be designed to target and meet the needs of the most vulnerable in society mainly the marginalised groups who include women and the elderly.

Focus is on providing basic necessities such as food, water, shelter and security. Thus, the government and non-governmental organisations are only concerned with giving what they think are needs of the people. It focuses on giving assistance, individuals are objects of development, and focuses on immediate causes of problems. The needs-based approach could have been useful in the study in that

traditionally persons with disabilities are seen from a welfare point of view as requiring assistance in most of their lives. Thus, they would require assistance from institutions such as government departments and non-governmental organizations in providing materials to people in income generating projects. Since the aim of the study is to ascertain the factors that contribute to the failures of the projects, the basic needs approach was useful since it puts emphasis on outside help which will lead to sustainability.

Weaknesses

The Needs Based Approach creates a cycle of dependency since people are only recipients of services. The government and its partners are not held accountable in this regard (Weyer & Geyer 2011:18). The approach does not put the people at the centre of development since there is no participation. A top-down approach is utilised. It does not formulate sustainable solutions to poverty alleviation and development of communities and individuals. In short, the approach looks at communities having problems and in need of external help.

2.9 LEGISLATIVE FRAMEWORK

There are different legislative and policy frameworks which have been developed in post-apartheid South Africa which have a link to community income generation projects in communities. The legislative framework provides good governance through efficient management of projects (Koma, 2010:121). To begin with, Section 153 of the South African Constitution of 1996 requires that “a state department or municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”. This entails that municipalities and government departments should promote and foster project management for the delivery of income projects in their area of operation. This would lead to the reduction of poverty and employment creation. In case of municipalities funding the income generating projects, Section 152 of the Constitution of the Republic of South Africa of 1996 states that emphasis should be at community development at a local level in terms of ensuring the provision of services to communities in a sustainable manner, promoting social and economic development, promoting a safe and healthy environment and encouraging the involvement of

communities and community organisations in the matters of local government. Koma (2010:122) noted that for all of these to be a success, there is need for good project management of all service delivery projects of municipalities. Furthermore, the Constitution of the Republic of South Africa Section 10 set out democratic principles in service provision set to be utilized both at national, provincial and local sphere of government. Koma (2010:127) summarizes them as, a high standard of professional ethics must be promoted, public administration must be development oriented, effective, efficient and economic use of resources must be promoted, service must be provided impartially, fairly, equitably and without bias and lastly, public service must be represented by all citizens of the republic.

From this constitutional point of view, it can therefore be suggested that management of the community income projects is of paramount importance. If followed successfully, completion of developmental projects which improves the livelihoods of people will be sustained. It is obvious that the crafters of the constitution acknowledged the significance of an effective systems of service delivery through use of grassroots structures such as community income generation projects. Therefore, maintenance of community income developmental projects in South Africa is a legal requirement enshrined in the constitution and as such professionalism has to be adhered to promote poverty alleviation.

The White Paper on Local Government of 1998 is another policy framework which tries to deal with income generating projects. The White Paper on Local Government (1998:23) states that “the functions of local government include utilising human resources effectively, cooperatively connecting every state resource behind mutual areas, developing a multi – sectorial perspective to service delivery and respecting national goals, policies and operating principles as well as maximising social development and economic growth.” From this policy framework, it can be concluded that the White Paper on Local Government is also of the view that proper management of income generating projects is paramount to development of communities.

Since the dawn of democracy, there has been numerous policies crafted by the government to aid development of previously disadvantaged populations. From the Reconstruction Development Plan to the National Development Plan of 2030, these

policies are all aimed with uplifting the livelihoods of people especially the previously disadvantaged. The NDP 2030 also prioritises the establishment of community based, people driven income generating projects which meet the local needs.

2.10 HISTORY OF COMMUNITY DEVELOPMENT IN SOUTH AFRICA

The history of community development in South Africa has evolved in a number of ways. Taylor and Roberts (2013:41) alluded to the fact that in apartheid South Africa, institutional community development was clearly apparent by its absence. When social work officially emerged in the 1930s as a profession of social welfare, it was only in 1984 after two conferences in the latter part of the 1970s that the Population Development Programme was launched with the task of stimulating community development activities and improving the quality of the lives of the people. Lorenzo, van Pletzen and Booyens (2015:13) concluded that, it was indicated that prior to this community development in South Africa was viewed with mistrust and scepticism in government circles because of its potential for political change. Community work and none community development was viewed as a method of social work.

In the case of South Africa, Taylor and Roberts (2013:46) pointed out that the struggle against apartheid regime was taken up by a very wide range of progressive organizational structures and individuals both within the country and beyond the need to remove an oppressive and racist regime and the need to provide services and resources to communities came together. Lorenzo, van Pletzen and Booyens (2015:15) highlighted that " was further indicated that the prioritization of community development in a contemporary South Africa highlights referential framework for community development both from civil society (non-government) and institutional (government) perspective with community development's emergence as a significant human service profession in South Africa post 1994 to address poverty and past inequalities.

Pawar (2014:47) asserts that the adoption of the social development framework not only for social welfare but broader development of a democratic South African Society had critical implications for the way in which community development is conceptualised and implemented in South Africa". Lorenzo, van Pletzen and Booyens (2015:18) state that the unitary approach to social development as the original conceptualization of social development is hence offered to achieve full

social and economic development. The development of social development framework was instrumental with shaping the perception of community individuals within the communities to refrain from being dependent to be self-reliant. The development of community income generating projects was to assist in improving socio-economic status, alleviate poverty and reducing unemployment. For the idea to become possible, the Department of Social Development together with the current government came up with the idea of using community development practitioners to envisage the dream. Community development has been professionalised to assist in the establishment and running of community income generating projects.

2.11 THE KEY ROLE PLAYERS IN COMMUNITY DEVELOPMENT

Community development as found to be the supreme paradigm under the discussion of rural development to address the inequalities. According to Sapkota and Tharu (2016:13), it involves changing the relationship between ordinary people and people in position of power so that everyone can take part in the issues that affect their lives and that from the principle that within any community there is a wealth of knowledge and skills that if well managed can improve community needs and goals. That from the unique oriental history of community development in a global south particularly these poor countries like African countries and Asian community development was seen as helping people improve their lives with indirect assistance (Midgley, 2017:39). Community development practitioners were found to be the key role players in making the community realise their potential, needs, assets and their strength to develop their communities.

Luka (2012:13) further reinforces this by pointing out “that in the context of South Africa that community development was institutionalised in the department of social development through the white paper for social Welfare of 1997”. The professionalization of community development practitioners was meant to drive the approach of community development which was believed to be holistic. The community development practitioners were aimed at working as a catalyst between the community and the authority to balance the power issues. Making sure that the balance between the two major approaches of community development which is the top-down and the bottom-up approach of development (Midgley, 2017:33).

2.12 THE ROLES AND RESPONSIBILITIES OF COMMUNITY DEVELOPMENT PRACTITIONERS

The practice of community development in our community is expected to be conducted by the community development practitioners (Singh & Chudasama, 2020:37). Sapkota and Tharu (2015:12) have highlighted the roles of community development practitioners which include:

- To facilitate the development process
- To organise community-based programmes
- Facilitation of capacity building and economic empowerment programmes to promote independency and self-reliance.
- Encouraging and facilitating voluntary participation on social and community development programs
- Facilitation of self -help groups and mutual aid support programs when needed
- The promotion of advocacy programmes.

Sapkota and Tharu (2015:13) further argued that because of the pressing challenges of poverty, inequalities and unemployment in our communities, community development practitioners have found themselves in the situation wherein some of the roles are being abandoned rather shifted to focus on the projects, mainly the income generating projects, food security and social relief projects. Singh and Chudasama (2020:46) had a different opinion by saying that the approach is not empowering as almost all projects are state –led and funded and therefore assist as non-profit organisations. Dependency led them in a situation that they are unable to survive without continued state funds. It undermines the role of community development of not just about growth but also the capacity building of communities to make informed choices, to increase the network and make change relevant to their development. Singh and Chudasama (2020:14) also indicated that the perspective of practitioners being the tool for service delivery to meet needs of the poor and vulnerable was also taken away by the dependency created. Merwe and Langa (2019:39) also argue that the need-based and service delivery approach to community development did not empower communities to rethink issues, to improve their network and the overall capacity to mobilize existing skills and put innovation ideas in to action.

2.13 CHALLENGES OF COMMUNITY DEVELOPMENT IN SOUTH AFRICA

Merwe and Langa (2019:44) argue that the slow pace of community demand driven approach has not yielded results in order to address the multi-dimensional nature of poverty alleviation which in the situation in South Africa. Luka and Mainstay (2013:44) further indicated that these challenges are within the practice while others are in the external environment are burdensome to the state. Luka and Mainstay (2013:44) further highlighted that 'challenges such as lack of shared understanding of community development, poor coordination across the sector and alignment at national, provincial and local levels contribute to a failure in implementation of community development projects.

2.14 FACTORS LEADING TO SUCCESSES OF COMMUNITY INCOME GENERATING PROJECTS

Luka and Mainstay (2013:51) indicated that the following factors are one of the critical areas in the success of community development projects. The funding factor, management of funds, community participation institutional capacity and effective monitoring. Each of these factors is discussed below;

a. Community participation and project implementation

Higashida (2017:33) argued that participation is regarded as one of the critical factors in the success of community development. Active participation process is where beneficiaries are empowered in the execution of development projects instead of just receiving the share of projects benefits. Lombard (2014:41) highlighted that "participation aid equitable share of power between the higher level and the weaker group, which in turn provide fruits for development and create political awareness and strength". Han and Huang (2019:312) noted that if a community is empowered, they are able to evaluate their needs in line with resources which are readily available. It makes it easy for them to decide on the type of a project which they can pursue. Local community participation is emphasised to be the very key weapon to guarantee the success and survival of the projects.

b. Management of funds and projects implementation

Koma (2010:17) has pointed out that planning, budgeting, accountability and financial reporting is among the other key areas that projects have to conform to in order to be successful. Income generating projects beneficiaries have to have good communication and reporting patterns guided by their goal as well as knowing their roles and responsibilities in order to be successful. Mokoena and Moeti (2017:6) argued that financial management is crucial element of the success of any projects. Comprehensive project financial management provides necessary skills to run the income generation projects.

c. Institutional capacity and project implementation

Josephine (2014:13) has alluded that staff training on project management influence the project success and capital in the projects. This is in agreement with Akwei and Domoah (2020:16) who indicated that organisation has to be mindful of who to put in the project management pool and ensure that all those people have relevant skills, training and experience relevant to their position for it to be a success. Project managers should have a strong, active conscious interest in coaching, training and developing their subordinates for successful community income generation projects. Koma (2010:15) alluded that income generating projects have the responsibility to market themselves within the community so that they can be known and be supported by the members of the communities.

d. Monitoring and evaluation

Mrangu (2018:32) has explained that project monitoring is stakeholders continuous process of tracking performance indicators on community project initiatives and that the process ensures that the project implement processes as anticipated and modify the designs and plans which are effected on the basis of arising need for change based on the external and internal policy environment. Koma (2010:11) highlighted that evaluation and control on the other hand involve systematic assessment of effectiveness and efficiency on community project achievement while determining the gaps for remedial policy formulations. These processes assess the utilization of resources providing a basis for improving community projects to sustainability. Bimha (2019:47) has further emphasised the importance of monitoring and evaluation as it

is the most vital role in the success of the projects. Consistent monitoring and evaluation provides indication of the quality and needs of the projects. They indicate that consistent frequently give the project what is in need or lacking.

2.15 FACTORS LEADING TO FAILURES OF COMMUNITY INCOME GENERATING PROJECTS

Bimha (2019:51) indicated that the cessation of state funds and donor funds contributes in the failure of many projects to survive. There are a number of issues which impact negatively income generating projects which will be discussed briefly which include lack of management skills, lack of project sustainability as well as the operational trap and cultural trap.

a. Lack of Management Skills

According Bimha (2019:52), lack of management skills leads to deficiency in management. Koma (2010:34) argue that low productivity may go unnoticed for long periods if management does not have the skills or ability to detect it. What is not known cannot be managed by the manager which then means that lack of skills affect negatively the community income generating projects. This will lead to demotivation on the staff members, lack of team effort, and the ultimate closure of the project.

b. Lack of Project Sustainability

Mrangu (2018:37) explains that project failure is a consequence of failure to implement the community generation projects on time within a budget time frame and in line with the plan. This failure also happens when implementation has been completed, but fails to achieve the intended outcome. Bimha (2019:37) also found that community development projects are far much below their potential.

c. Operational trap

Bimha (2019:62) highlighted that the operational trap is also referred to as the day to day running of the community income generating projects. If the day-to-day operation of the projects is not well managed and implemented, it could lead to disastrous consequences. There is a need of accountability, following of procedures and guidelines for successful income generating project implementation.

d. The cultural trap

Bimha (2019:33) urged that most projects have not been tailored to the cultural context of the African environment. The African culture usually encourages ubuntu which is team work which has an effect on income generation projects. Failure to address this concept of cultural trap can affect or pose threat on the implementation of the income projects.

International perspectives on income project failure

Different scholars showed that income generation project failure is a challenge that is mostly experienced by a lot of African countries. Bimha (2019:45) outlined that the Kingdom of Eswatini is experiencing same challenges when it comes to community income projects. It is similar to South African situation of dependency created by the government approach towards addressing inequalities. Most of the African countries are facing challenges which include implementation of community development projects. There is lack of skills in the implementation of income generating projects implementation. Mainstry (2012:39) pointed out that in Kenya, government policies and program implementation is rigid which is championed by the western countries. The policies do not focus much in equipping the people at grassroots level and culturally sensitive. The policies are not integrated and channelled towards community driven goal attainment and are failing the communities. Ackah, Bobio and Graham (2020:56) concurred with other scholars by indicating that most African countries are experiencing projects failure and even abandonment of government initiated projects (Ackah, Bobio & Graham, 2020:56). In Ghana, the issue of poor implementation of community driven community development and the abandonment of some of the projects is lack of funds. This gave the researcher an indication that failure of projects is common in African countries that are still developing. African countries are still at the periphery of community development income generating initiatives as compared to their western counterparts. The western world is now using other improved approaches that cover development of all spheres of the environment. For example, in Latin America, they have developed a new approach called development in transition which encompasses technology. Furthermore, the European countries include technology and robotics in community development (Ackah, 2020:58).

2.16 EMERGING ISSUES AND KNOWLEDGE GAPS

The literature review highlighted different studies which have shed different perspectives on community income generating projects. Some have highlighted successes of income generating projects being aided by financial management, as well as proper project management skills. Issues such as poor defined scope of the problem as well as inadequate skills seemed to be the core problems in most income generating projects. “Lack of proper mechanism of monitoring and evaluation is also being highlighted as one of the underlying factors which tend to affect sustainability of the income generating projects”. Lastly, reliance of the state has also led to income generating failure. From the above emerging issues, the researcher focused on income generating projects which are more localized in rural Limpopo Province to ascertain factors which contribute to their failures.

2.17 SUMMARY

The review has pointed most of the grey areas around community development projects in developing countries more especially the African continent. They are faced with different challenges which include disempowering their communities. The policies which are available to support income generating projects are not participatory hence they lead to failure. Participation is also lacking and the top-down approach is not addressing the needs of the income generating projects. The next chapter will focus on the methods which were utilized to collect and analyse data in the study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter reviewed the literature on the failure of projects in different parts of the world and in South Africa. It helped the researcher to find some of the factors that could be taken into account in developing the data collection instruments for the investigation. It also enabled the researcher to identify knowledge gaps with respect to the locality that was the focus of this study.

“Bryman (2016:67) noted that a methodology refers to an operational framework within which facts are placed so that meaning is seen more clearly. A methodology describes how something will be done. Rehman and Alharthi (2016:4) assert that “methodology encompasses a set of analytical procedures and techniques used to collect and analyses information appropriate for evaluation of a particular project or activity”. This chapter gives an outline of the research methodology used in the present study. It further describes the population, sample, sampling method, measuring instruments and the methodology used to gather data for this research. It goes on to provide information on how data was analysed.”

3.2 RESEARCH PARADIGM

Rehman and Alharthi (2016:2) assert a research paradigm is a set of frameworks that are derived from a belief system about the nature of knowledge, and the existence shared by a scientific community”. It is further explained as a guide on how a community of researchers act with regard to inquiry. The researcher was interested in finding out why income generating projects fail and provide recommendations. The study applied both positivist and interpretivist approach because it intended to identify factors that determine sustainability using quantitative methods. It also sought to understand from the perspectives of the participants, those factors that influence sustainability using qualitative methods. Rehman and Alharthi (2016:3) posit “that a positivist approach is defined as an approach that suggests that findings of someone’s study can be generalized on another study that is similar regardless of being conducted in a different environment and situation. Rahi (2017:2) reinforces this idea by defining it as an inquiry that focuses on the determination of the general trends of defined populations. Rehman and Alharthi (2016:3) explained interpretivism

as an approach that asks participant's in-depth understanding of concept and the world in which they live. Rahi (2017:4) also explains that interpretivism is anchored in the notion that reality is a multi-layered and complex phenomenon that can only be understood through a multiplicity of perceptions. In summary, the study was centred on both positivism and interpretivism.

3.3 RESEARCH DESIGN

Lune and Berg (2016:96) states that a research design provides a framework for the collection and analysis of data. It involves deciding how the research strategy and methods will be implemented in the context of a specific inquiry, indicating more precisely where, when and how data will be obtained and the method to be used to analyse and interpret that data. According to Creswell and Creswell (2017:34), designing a study ensures that the final report answers the initial research question. In addition, Bernard and Bernard (2013:34) argue that the aim of a research design is to plan and structure a given research project in such a manner that the eventual validity of the research findings is maximized. Therefore, the outcome of such a process according to Saldana (2015:20), is an operational plan detailing each activity and its expected duration.

The study adopted a Mixed Method Research (MMR) design. Since the researcher was interested in both quantifying as well as understanding from the perspective of participants (qualitative), the factors that determine the sustainability of the projects. Bernard and Bernard (2013:44) define this kind of design as a social research method where two or more methods of collecting and analysing data pertaining to a research problem is combined. Cresswell and Cresswell (2017:36) agree with the above sentiments by highlighting that, "mixed methods is a process of research that uses both qualitative and quantitative methods of data collection and data analysis.

The specific mixed method design to be used in the study is the explanatory sequential mixed method research design because the researcher is interested into getting a general understanding of why community income generating projects fail. From the data gathered, the researcher identified the areas which needed clarity. Cresswell and Cresswell (2017:36) define this as a method which is mainly quantitative because it seeks an explanation but also aims to understand in detail, some of the issues that might explain the outcomes in a quantitative study. An

exploratory sequential mixed method research design approach was appropriate for this research because the researcher's purpose was to determine factors contributing to the failure of community income generating projects in Mankweng area which falls under the Polokwane Local Municipality in Limpopo Province”.

3.4 POPULATION

Creswell and Creswell (2017: 53) define a research population as the group about whom the researcher wants to make conclusions, that is, “the total universe of the units from which the sample is to be selected”. Limpopo Department of Social Development, Capricorn District Municipality has a total number of 689 community income generating projects for which they are currently supporting, amongst them Mankweng Cluster which has a total of twenty-nine (29) projects (DSD annual report 2019/2020:23). The population of the study was made up of twenty-nine (29) community income generating projects from the Mankweng Cluster. These projects include poultry projects, vegetable garden, bakery, youth development projects and early childhood development projects. The cumulative number of participants in these projects is 290. This is based on information from the Department of Social Development, Capricorn District Data Base (DSD 2019/2020). The researcher utilized the above-mentioned projects since they all fall under income generating projects.

3.5 SAMPLING METHODS AND SAMPLING SIZE

Rahi (2017:3) defines sampling as a process that involves dividing a population in to units for the purpose of investigation. Saunders and Lewis (2017:1892) share a similar view by defining sampling as a technique by which a sample is drawn from the population. The researcher utilized both probability and non-probability sampling methods in the study since it is a mixed methods approach.

a. Sampling for the quantitative part of the study

For the quantitative part of the study, probability sampling was utilized. Rubin and Babbie (2016:316) defines this technique as a process of selecting a sample in the manner in which each element in the study population has an equal and independent chance of being selected. Stratified random sampling was employed to find the participants. Creswell (2014:31) defined it as, a method wherein the total study population is classified into different subgroups based on the classified variables that

make each group more similar. As a result, a sample is then randomly selected from each subgroup either by selecting an equal number of elements from each subgroup, or equal to its proportion in the total group. The method is further explained as ideal when working with a heterogeneous population because it ensures that there is representation of small subgroups in the sample. De Vos (2011:205) further indicated that, "stratification consists of a universe being divided into a number of strata that are mutually exclusive and homogeneous while taking into consideration characteristic such as gender, home language or age. Kumar (2014:137) went further to point out that this kind of sample is mainly used to ensure that the different groups or segments of population acquire sufficient representation in the sample.

Using a table by Krejcie and Morgan (1970), the sample size on the quantitative method included a population $N = 290$ and the sample (n) was 165. Since there are five project categories or strata, there were 33 participants from each. Of this number, 3 consisted of the manager, supervisor and administrator. They were automatically included and not randomly selected. That means that 30 participants from each project were selected using simple random sampling. Thus, the sample of 165 consisted of 150 project participants (30×5 project categories) plus 15 (3×5) from the management/supervisory level. Five (5) social workers working with the income generating projects were also included in the sample.

b. Qualitative phase part of the study

For the qualitative part, a non-probability sampling technique was used to select research participants. Non-probability sampling is defined by Creswell and Creswell (2017:55) as a sampling procedure in which there is no way to estimate the probability of each element's being included in the sample. Examples of non-probability techniques include purposive, convenience and snowball sampling. Kumar (2014:133) indicates that in purposive sampling, the researcher deliberately selects the subjects against one or more trait to give what is believed to be a representative sample. Wildermuth (2016:166) highlighted that selection of participants is done based on the researcher's own judgment and the purpose of the study.

The researcher purposively selected a sample of three participants from management (managers, supervisors and administrators) from each of the five project categories. The sample of the qualitative phase was inclusive of those who had not participated in the quantitative phase. Fifteen (15) participants from management and administrative level. Seven participants from each project category selected and this makes up 35 participants. Five (5) social workers working with the income generating projects were included. Thus, the total sample for the qualitative part of the study included 55 participants.

3.6 DATA COLLECTION

Since the study was both qualitative and quantitative, data collection was entirely based on the two methods as discussed below.

3.6.1. Quantitative data collection methods

For the quantitative part of the study, data was gathered using structured questionnaires. Kumar (2014:179) asserts that “a questionnaire as a written list of questions that the respondent has to read and apply their mind on what is expected from them in a written manner. It was translated into the language of participants and then self-administered after a detailed explanation by the researcher”. The questionnaire targeted the 165 (15 managerial level, 150 project participants and social workers). In terms of procedure, the researcher explained what the study was about and then asked the participants to sign the informed consent form. The researcher then clarified all the key questions before asking them to complete it. The questionnaire was constituted with closed-ended questions and few open-ended questions to gain understanding on the phenomenon. The questionnaire was used to collect the following information: the demographic profile of the participants (age, education, a number of years in the project, prior training and knowledge whilst in the project) and their views on the influence of community participation on sustainability of the projects.

3.6.2. Qualitative data collection methods

For the qualitative part of the study, the researcher conducted face-to-face interviews and focus group interviews using semi-structured interview guides. A semi-structured interview is defined as the type of instrument that a researcher uses when

needed to gain knowledge and understanding of a participants' beliefs, perceptions relating to the particular topic (De Vos et al., 2011:297). Face-to-face interviews were used on the management of the projects because the researcher wanted to get to understand the following:

- The training they have regarding to managing
- How they sustain their project, how they generate their income
- The relationship with their staff members and with other projects rendering similar service
- How they think it should be done to keep their project sustainable.

Neuman (2011:309) defined focus group as a form of group interview wherein an interviewer asks questions to the group and the group provides answers in an open discussion. He further indicated that focus group usually consists of six to ten participants. He also emphasised that a group of this size allows everyone to participate while still eliciting a range of responses. Each group comprised of seven members for the researcher to get information such as:

- The reasons why projects fail
- The kind of support they get from the management and the community
- The kind of training they have regarding the particular service they are rendering
- What they think should be done to sustain their projects

Face-to-face interview is defined as a data collection method wherein the interviewer gets the opportunity to directly interview respondents using a pre-arranged sets of questions (De Vos, 2011:302). The method gives the researcher an advantage of establishing rapport with potential participants. Rahi (2017:2) further highlighted that the method can provide high response rate in survey research while at the sometime allows the researcher to clarify ambiguous answers and make follow-up questions.

3.7 DATA ANALYSIS

Welman et al. (2013:210) defined data analysis as a process of analysing and interpreting information obtained during data collection. De Vos et al. (2011) further defined data analysis as a reasoning strategy that has an objective of breaking down

obtained information into meaningful component. Since the study was mixed (qualitative and quantitative), data was analysed two folds. It should also be highlighted from the beginning that the data was analysed qualitatively and that the quantitative phase used descriptive statistics such as tables, bar graphs as well as pie charts to explain the results.

a. Quantitative data analysis

Quantitative data analysis is described as a process whereby collected data is measured using statistical techniques, graphs, pie charts etc. In a quantitative data analysis, data is represented in the form of numbers which makes it easy to calculate records, read and understand the data (Welman, Kruger & Mitchell, 2013:212). The researcher utilized descriptive analysis to analyse the data. Rahi (2017:8) indicates that descriptive analysis helps to describe, show or summarize data points in a constructive way such as the patterns that might emerge to fulfill every condition. It should also be highlighted that descriptive analysis was used to describe the demographic of the participant, qualification the age, the frequency and income generation. Therefore, tables as well as pie charts were used. The data is presented in the next chapter of this report.

b. Qualitative data analysis

Bless et al. (2013:338) define qualitative data analysis as an analysis which involves an interest in the lives and personal experiences for individuals, groups or communities". Welman et al. (2013:211) argue that the approach uses text rather than numbers. In analysing the data obtained from both face-to-face and focus group interviews, the researcher employed three stages of data as recommended by Akinyode and Khan (2018:46). The first stage involved organising the data according to themes that emerged from the study, for example, on participants' perceptions of project failures, sustainability, agencies involved in supporting the projects and also the beneficiaries and the contribution of the agencies to the failure of the projects. The second stage involved the description of data. Finally, the third stage was about interpretation of the findings. A detailed analysis of the qualitative data is available in the next chapter.

3.8 ETHICAL CONSIDERATIONS

Rubin and Babbie (2016:132) defined ethics as sets of moral principles which are suggested by the individual or group which offers rules and behavioural expectations about correct conduct towards the subject and or respondents. Ethical conduct in research requires that researchers obtain permission from the institutions that are interested parties in the study. It also demands that they obtain informed consent from the participants as well as protect them from any harm that might arise from the study. The study considered the following ethical issues which are described below:

3.8.1 Ethical clearance certificate

According to Emmerich (2016:17), researchers have to seek permission from relevant authorities before the research is conducted. In order to adhere to those aspects, the researcher asked permission to conduct the research from the University of Limpopo for ethical clearance. An ethical clearance certificate was provided in this regard.”

3.8.2 Permission to conduct the study

Permission was obtained in writing from the Department of Social Development because it is financing and coordinating the projects. Permission was also obtained from the headmen and chiefs of the villages where the income generating projects are located. Furthermore, the researcher has also sought permission from the community income generating projects. Letters were provided in this regard. Permission was also sought from the participants as they signed a consent form in this regard.

3.8.3 Voluntary participation

De Vos (2011:618) indicates that “ethical research implies that participants must voluntarily participate in the study. The researcher has to explain what the research is all about to the respondents and, there shall be no remuneration for their participation and would make an informed voluntary choice”. The researcher also explained to the participants that participating in the study does not make them gain any advantage or benefit.

3.8.4 Informed consent

Rubin and Babbie (2016:61) highlighted that this implies provision of all possible or adequate information regarding the purpose of the investigation and the procedures to be followed during the investigation. An informed consent form was signed by all research participants to partake in the study.

3.8.5 Confidentiality and anonymity

De Vos (2011: 620) explained that confidentiality implies the notion that only the researcher together with few members of her staff will be aware of the identity of the participants and that they will all make a commitment to respect confidentiality with respect to non-disclosure of names of participants in reporting on the study. Confidentiality in the study was achieved through the safe keeping of data collected from participants. Details pertaining to interviews conducted were kept discreet as a way of not giving identity to the study participants. Rubin and Babbie (2016: 61) explain anonymity as a principle of the researcher avoiding the linking of data or information obtained from the study, to any specific person. The researcher used codes to identify the participants to reinforce anonymity.

3.8.6 Do not harm

Kumar (2014:48) indicates that it is an ethical consideration that obligate the researcher to protect the subjects against any form of physical or psychological discomfort which may occur within a reasonable limit, from the research project. The researcher made sure at all-time abide by and responsible in protecting the respondents from any kinds of harm during the study.

3.8.7 Record keeping

Mooradian (2018:2) defined records keeping as, a system of storing data or notes after publication and that record keeping includes careful recording, clear documentation and proper management of records during and after research activities. The researcher negotiated with the department for safer record keeping at their archive.

3.8.9 Limitations of the study

The major limitation of the study was time factor. As a mixed method research design, it required the researcher to undertake both quantitative and qualitative study because of the merits that were achieved. This required a lot of time and effort. Collection of data and its analysis therefore took a lot of time. Another limitation was data collection for the qualitative phase. Some of the participants were reluctant to be interviewed physically due to the ongoing Covid -19 pandemic.

3.9 CONCLUSION

The chapter dealt with the way in which the research was planned, data gathered and analysed. A mixed research approach was adopted for the study. Stratified random sampling was employed in the quantitative phase of the study to select participants. Data was analysed through the use of Statistical Package for Social Science (SPSS). Purposive sampling technique was used to draw samples for the study for the qualitative phase. Data was analysed manually by the researcher. The next chapter will present the findings as well as their discussion.

CHAPTER 4

PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 INTRODUCTION

This chapter presents the findings of the study. As explained in Chapter 3 on methodology, a Mixed Methods Research Design was adopted. Thus, basic descriptive statistics was used on some aspects of the study. Qualitative methods were applied to gain more in depth understanding of the factors that led to failure of the projects in question. The findings are responses to the objectives of the study and a quest to answer the research questions which were presented in Chapter 1. The chapter is structured as follows:

Section 4.2 Research objectives and research questions.

Section 4.3. Presentation and interpretation of the research findings based on application of both quantitative and qualitative methods.

Section 4.4. Concludes the chapter.

4.2. RESEARCH OBJECTIVES AND RESEARCH QUESTIONS

The presentation of findings is within the framework of the objectives and research questions which were set at the beginning of the study in Chapter 1. The first objective was to examine the nature and operations of the community projects. The second was to determine the factors which have contributed to the failure of the projects. The last objective was to find out what participants propose as solutions.

The study had three research questions. The first question was: What is the nature and operations of the community projects'? The second question was 'What are the factors which have contributed to the failure of the projects? The last was 'What are the solutions for sustainability of community projects?

4.3. PRESENTATION AND INTERPRETATION OF FINDINGS

In this section, the findings of the study are presented.

4.3.1 The demographic participants in the study

In line with the sampling procedure of a mixed method study, the qualitative phase employed a different sample from the quantitative phase. The quantitative results that are presented for each variable indicate the total number of participants who responded to a particular variable. The variables are gender of the participants, age as well as educational levels.

Gender of the participants in the study

The sample included 150 project participants to take part in the study. The demographic information is detailed below.

Table 1: The gender of project participants (n=150)

	Project 1 (N=30)	%	Project 2 (N=30)	%	Project 3 (N=30)	%	Project 4 (N=30)	%	Project 5 (N=30)	%
Male	3	10%	2	3.3%	5	16.3%	7	23.3%	4	13.3%
Female	27	90%	28	96.7%	25	83.7%	23	76.7%	26	86.7%
Total	30	100%	30	100%	30	100%	30	100%	30	100%

Table 1 gender demographics

The above table highlights the gender balance in the study. The majority of members in the income generation projects are women who constitute 86.7 per cent. This points to the fact that women are more interested in the income generation projects as compared to men. On the other hand, men average 13.3 per cent. This also points to the fact that men are not that interested in participating in income generating projects. The above table highlights that women play an important role in poverty alleviation initiatives. Thus, women are mainly responsible for food and income production within their households. Agarwal (2018:26) asserts that, “women contribute to between 60-80 percent of food production in developing countries such as South Africa”. Doss, Summerfield and Tsikata (2014:19) concur with Agarwal (2018:26) that women no matter how segregated they are in the formal economy, play a crucial role in income generation projects than what men do.

Age of the project participants

Age	Frequency	Percentage (%)
Age (Years) Below 18	0	0
19 – 30	6	4
31 - 40	11	7
41 – 50	32	22
51 – 60	101	67
Total	150	100

Table 2 age of the participants

The above table indicates that the '50 years' category constitutes the majority with 67 per cent. It shows that older people are the ones taking part in the income generation projects. On the other hand, the youth that is from 19 years to 40 years have a total of 11 per cent. Jili and Mthethwa (2016:39) note that the majority of the youth have migrated from rural to urban areas to look for employment instead of participating in income generation activities. Mujuru and Obi (2020:39) also argue that, the youth do not favour income generating projects such as farming since they require patience before financial gains are achieved. Thus, the youth want employment which is rewarding on a monthly basis in terms of finances.

Income project members

Education	Frequency	Percentage (%)
Primary School	113	74
High school grade 12 incomplete	24	16
High school grade 12 complete	4	3
Certificate	7	6
Diploma	2	1
Degree	0	100
Total	150	100

Table 3 education

The above table shows that educational levels are very low amongst the participants. Those who have reached primary education were 74 per cent of the participants.

This might have an effect on the income generation projects. Sixteen percent did not complete grade 12. Only a meagre 3 per cent completed grade 12. Hamusunse (2015:59) highlighted that there is a general belief that people in rural areas are not educated due to past imbalances and lack of educational facilities. The study also confirms this assumption that income generation projects members are not well educated and less skilled. Hamusunse (2015:60) indicates that skill development is crucial in the running of income generation projects. Therefore, income generation projects sustainability is centred on skill development.

Social workers

Education	Frequency	Percentage (%)
Bachelor's degree	15	100
Post graduate courses in any subject	2	3
Post graduate in finances or related fields	0	0

Table 4 education of social workers

The above table shows that the majority of social work practitioners who participated in the study are holders of a bachelor's degree. It is also worth noting that they did not have any monitoring and evaluation specific post graduate qualification. This raises the point that they do not have any skills in monitoring and evaluation of income generation projects hence it impacts negatively on their sustainability.

4.4 Objective 1: To examine the nature and operations of the community projects

This section will begin by highlighting the types of community projects which are found in the study area. It will then focus on the initiators of the community projects and lastly look at the financial backers.

Types of community income projects implemented

Types of projects

Farming	Material
---------	----------

Poultry	Bakery
Vegetable Gardening	Sewing
Animal husbandry	Flower arrangement
Cuniculture	Wood work

Table 5 types of projects

The table above illustrates that material projects are taking place in the study area. These include bakery, sewing, flower arrangement, wood work and welding. Farming income generating activities are also done in the study area which include poultry (chicken rearing and egg production), vegetable gardening, animal husbandry and cuniculture.

The participants interviewed in the study indicated that most income projects focus on employment and poverty eradication. The projects in the study include gardening, bakery, sewing, flower arrangement, chicken farming as well as welding. The participants highlighted the follow:

“Most of the income generating projects involve mostly gardening and poultry which are of poverty alleviation nature.” Social worker participant 1.

“We are mostly involved in baking and gardening since it brings quick financial returns” Participant 13

According to the Polokwane Municipality Annual report (2018:44), income generating projects within the municipality form the bulk of the income projects. A larger percentage focus on vegetable gardening and poultry production as they do have quick financial returns and they are prioritized especially in the rural areas of the municipality. Hamusunse (2015:67) also gave similar conclusions by indicating that the rural areas are characterized by poverty income generating projects.

Some of the income projects illustrated in the pictures below:

Fig 2 Poultry



Fig 3 vegetable garden

4.4.1 Poverty alleviation projects

Poverty alleviation projects form part of the Department of Social Development mandate. The study respondents highlighted that these projects are mainly of a social nature which try to uplift the standards of living for the vulnerable within the municipality. Some of the projects include programmes to eradicate drug abuse, HIV/AIDS, social relief of distress, support to persons living with disabilities and the elderly as well as support to income generating initiatives such as gardens, bakeries and poultry centers. These projects aim to foster sustainability amongst community members. Some participants in the study highlighted the following:

“We implement the poverty alleviation projects with the aim to uplift the social standards of the community members. We have the drug programme where we offer

direct financial support to organizations within the community which are working in the drug and rehabilitation sector". (Social Worker Participant 3)

"Our community gardens assist us a lot in alleviating poverty. The communities sell the produce such as spinach, tomatoes, and onions to generate income for the households." (Participant 41)

"Poverty alleviation projects assist us immensely in minimizing crime in the community" (Participant 29)

"We strive to implement and support income generating projects to empower families and boost self-sustenance within different households." (Social worker participant 6)

The above statements show that the Department of Social Development is implementing poverty alleviation projects which impact positively on people within the community. These findings answer the research question which was posed to see if the community's own contribution to the income projects influence sustainability. Thus, the poverty alleviation projects impact positively on the lives of people within the study area as they reduce poverty. Some participants also noted that the way the poverty alleviation projects are done is a duplication of services between the Department of Social Development and Polokwane Local Municipality. They noted that the services are mainly a financial injection and evaluation on the impact is not done. Some of the participants noted the follow:

"The Department of Social Development provides financial resources to a lot of organizations which try to improve the livelihoods of people. However, corruption is common since management of these funds is not done". (Social worker participant 3)

"A financial injection can be done in a community to improve the standard of living of people but they will not be a clear accountability on how the money was used." (Social work participant 9)

This shows that lack of project management on poverty alleviation projects leads to failure of these initiatives. Lack of proper management and monitoring leads to corruption and ineffective management of these projects. Munzhedzi and Makwembere (2019:661) are in support of these findings by highlighting that community developmental projects are not realized due to governance

shortcomings. “This has a negative effect on the sustainability of the income generation projects.”

4.4.2 Income generation projects initiators

The pie chart below shows the initiators of the community income generation projects.

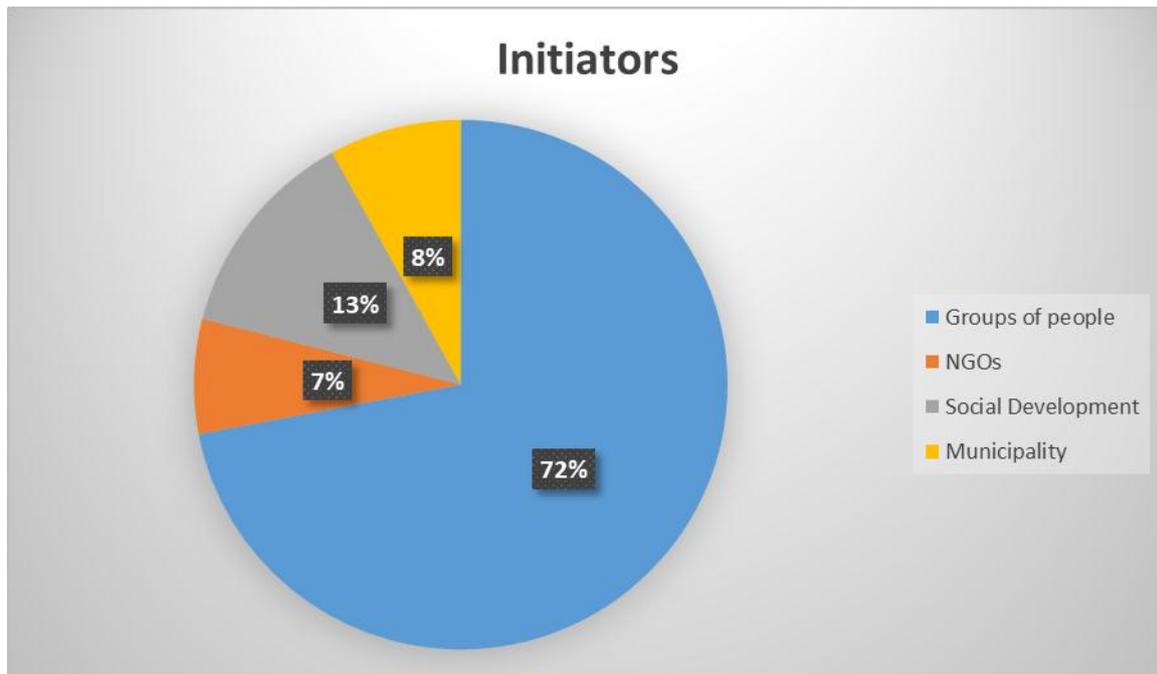


Fig 2 Income generation initiators

The pie chart above highlights how the income generation projects were formed. The majority of them were formed by groups of people who had a common interest as seen in the pie chart. The findings highlighted that this could be a factor towards sustainability since the income generation projects do not have the backing of community members. The Department of Social Development, municipality and Non – Governmental Organizations are involved in the formation of the income generation projects. This shows that income generation projects should be started by the communities they are in with a need to address their challenges.

4.4.3 Income generation projects as sources of finance

Pie chart on the next page highlights the sources of income

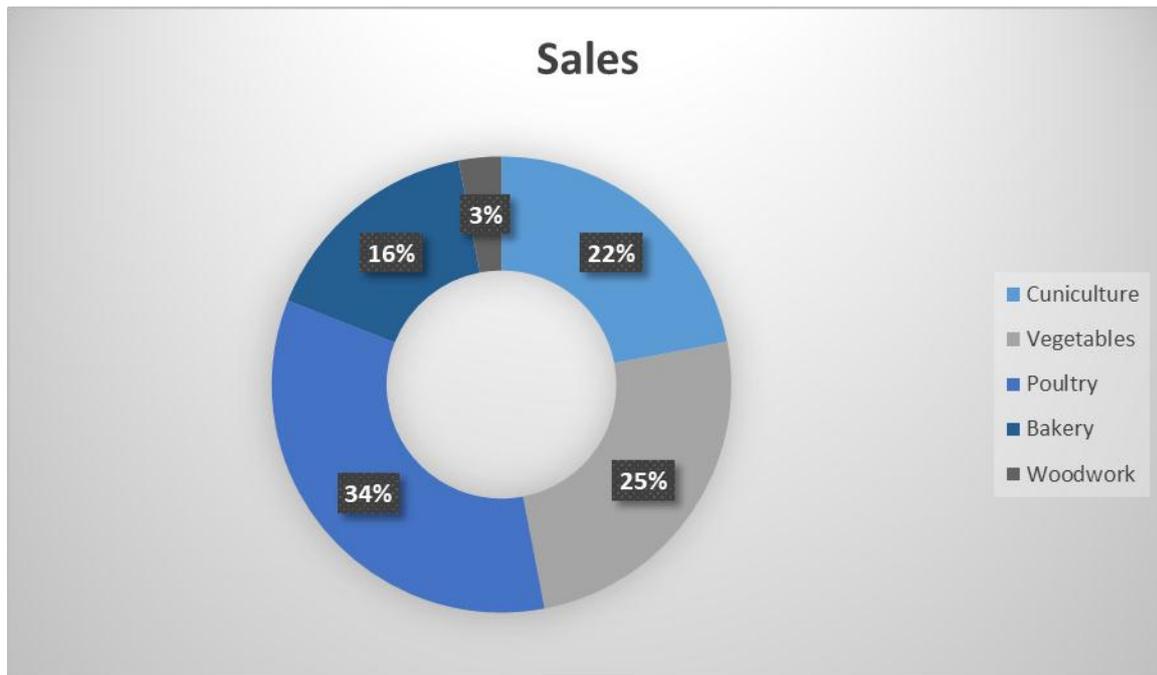


Fig 3 sources of finance

The above illustration shows that poultry as an income generation project is better in terms of financial gains. Cuniculture which is also part of animal husbandry is also doing well. Wood work is at 3 per cent and this points to the fact that sustainability achievement is very low.

4.5 Objective 2: To determine the factors which have contributed to the failure of the projects.

a. Financial issue constraints

The pie chart below indicates the constraint faced by the income generation projects.

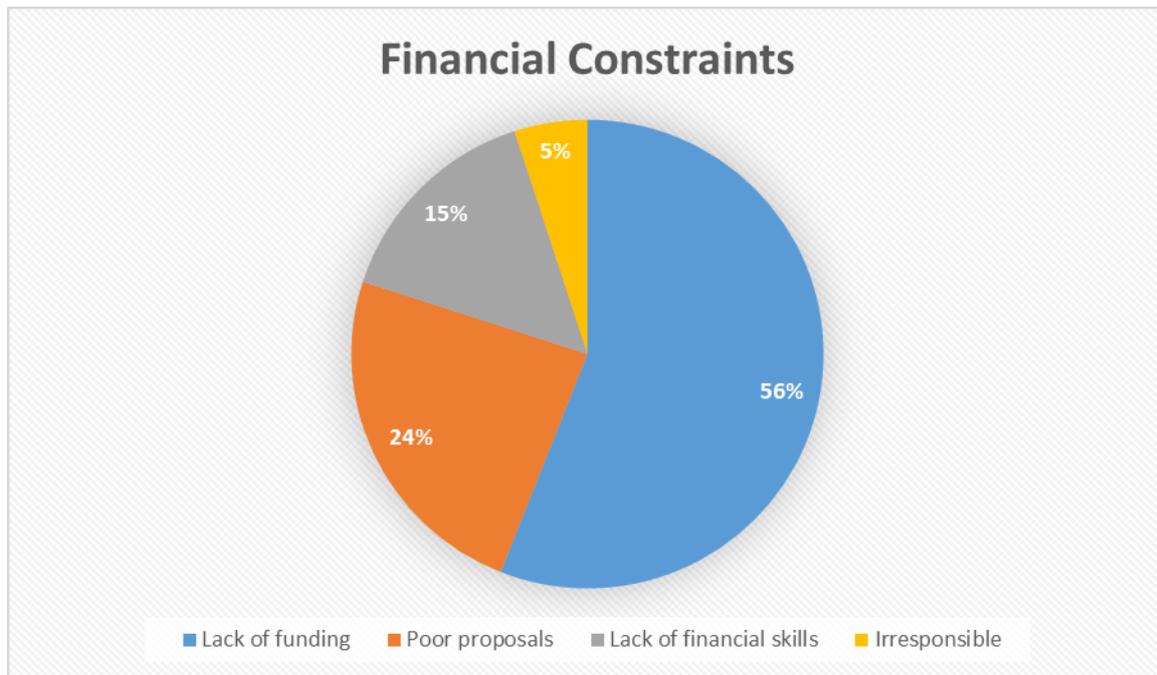


Fig 4 Financial constraints

The findings of this research have shown that income generation projects have different financial constraints. Lack of funding and poor proposal writing contributed to financial constraints of income generation projects. The findings also revealed that poor handling of finances within the income projects contribute negatively to their sustainability.

b. Electricity installation

Electricity is a source of lighting, cooking, as well as essential for small businesses within the community. Thus, it can be said to be at the core of local economic development. Electricity installation was seen as a problem for the income generating projects. The majority of respondents highlighted that their centres do not have electricity to sustain their activities as indicated below:

[Our garden requires constant watering and use of an electric pump for irrigation. At the moment we are utilizing a solar pump which is not very active] (Participant 9)

[Unavailability of electricity is a big concern. We rely on illegal connections and pay a lot more than the normal rate. This affects our profitability greatly]. (Participant 48)

[We do have electricity however the billing is very huge for us. We are billed as business entity and pay a lot of money for that. Eskom does not know that we are a small income project] (Participant 18)

The above responses show that electricity is a big challenge to the majority of income generating projects. Most of the projects rely on electricity for their activities. Installation of electricity has been a challenge because of the unfavorable billing system. The Polokwane municipality and Eskom billing system is based on a business model as they are seen as small-scale businesses. As such, an independent transformer is installed which attracts monthly payments which are huge. Since their activities do not generate a huge income, they are not able to pay frequently for electricity which results into disconnections. On the other hand, the majority of the income generating projects are skeptical to connect electricity due to the high costs involved. However, they resort to illegal connections which are not safe and reliable. This shows that there are serious discrepancies in electricity installation. There are many issues which need proper planning such as the billing system which affects the welfare projects is delivering the electricity service to the satisfactory of community members. One participant also noted that small businesses have a satisfactory access to electricity since they are able to do their activities and contribute to local economic development of their community. Munzhedzi and Makwembere (2019:662) concur with the findings of this study that electricity installation by municipalities has aided in the growth of small and medium business enterprises which has led to growth in local economies of municipalities

d. Participation of community members in income generation projects

The study noted that the starting point within income project generation begins with the participation of community members. Communities usually know the problems which they encounter in their daily lives. In relation to the establishment of community income projects, the communities did not participate fully because lot of income generation projects have members of the older generation.

Some of the participants noted that:

[We started the income generating project on our own. We met as old women and men since the youth were not interested]. (Participant 20)

[The community members did not want to be part of us hence we forged ahead to start our own bakery]. (Participant 31)

[The community members decided on their own to start these projects. That is why there is lack of support from the community]. (Social worker participant 7)

Participation in the community income generation can be said to be done as silver coating since the needs of the community members are not met. These findings are in line with those of Dlamini and Reddy (2018:23) who noted that participation of the community members in income generating projects is not in good interests of the developmental needs of people. Thebe (2016:714) concurs by saying that income generation projects which are implemented in rural areas do not have the community participation hence the majority of them end up being unsustainable and failing.

e. Monitoring and evaluation

Department of Social Development's core mandate is to provide social and developmental activities to citizens of South Africa. One of the department's mandate is to eradicate poverty to disadvantaged groups in society through poverty alleviation programmes such as the income generating initiatives. These projects fall under the community work and community development wing of Capricorn District Department of Social Development in Limpopo Province. The community income generating projects are administered, monitored as well as evaluated by social workers. For the purposes of this study, it will be appropriate to understand the skills and techniques of the social workers who are mandated to provide financial monitoring as well as technical support. In brief, social workers in South Africa generally are holders of a four-year bachelor's degree from different social work schools in South Africa. Mostly if not all the social work schools in South Africa do not provide a course in either financial management, public financial management or monitoring and evaluation. It is strange that the same social workers who do not have any basic skills on financial matters are tasked to monitor the income generating projects on financial matters. Some would see it as a blind man leading another blind. Poor monitoring and evaluation lead to catastrophic financial mismanagement and unsustainability of the income projects.

The research participants who were social workers noted that they monitor all the income generation projects according to a pre-determined checklist. The income

generation projects are monitored in each stage of the way. The monitoring process is checking the implementation of project steps against performance indicators developed by the National Department of Social Development. This process ensures the alignment of community development project proceedings to set standards.

The participants highlighted the following:

[We use a predetermined form which we just tick the availability of paperwork in the income generation projects. It's more of a compliance procedure for instance if they do have a board, they do have quarterly meetings etc. (Social work participant 15)

We utilise a questionnaire sort of form for monitoring and evaluation which does not give us much information on the day-to-day runnings of the income generating projects]. (Social work participant 3)

The statements above highlight significantly that in theory monitoring and evaluation is done in principle but in reality, nothing much is done. In confirmation to these findings, Jili and Mthethwa (2016:36) highlighted that practical monitoring and evaluation standards in community development projects are done in theory which is evident by many failed projects. Maphunye (2014:71) also noted that skills development hinders effective monitoring and evaluation of projects which impacts negatively of successful completion of projects by the professionals.

f. Political interventions

Political interventions were also seen as problematic in the running of successful income generation projects within the study area. The study participants highlighted that power struggles within the community hinder sustainability of the income generation projects. Some of the participants of the study highlighted that:

[Difference in opinions in the political leadership causes a lot of income generation projects being stalled in this community and it affects us]. (Participant, 33)

[The local leadership which include the ward councilor has got serious problems with the traditional leadership hence they clash and this impact negatively on our projects as a community]. Participant 21)

It can be concluded that political intervention affects greatly income generation projects. This answers one of the research questions which highlighted this as a

factor which hinders the sustainability of projects in the study area. To support the above findings, Lavagnon (2012:29) argued that political wars within communities affect greatly community development projects. Munzhedzi and Makwembere (2019:672) are also in agreement by highlighting that political interference leads to corruption and the end result is unsustainable community projects within communities.

g. Interference by traditional authorities

The study found that traditional authorities interfere with any developmental community projects in their jurisdiction including income generation projects. It was highlighted that traditional authorities partly take over the day to day running of the income generation projects since they believe they are the custodians of the communities.

“Lavagnon (2012:28) highlighted that different political opinions and structures have an effect on the sustainability of the income generating projects. Most rural communities fall under the jurisdiction of traditional chiefs who are mostly responsible for their subjects. Thus, any development initiatives which take place in their communities are overseen by the local traditional councils. Munzhedzi and Makwembere (2019:677) also found that “local leadership in the form of ward councillors from the local municipality are usually at loggerheads and this negatively affects the sustainability of income generating projects”.”

“The findings from the study that the traditional leadership is mainly concerned with the preservation of life of the people within their communities. In this regard, some participants indicated that there were some income generation projects in the study area which did not get the blessing of the traditional council hence they were seen as operating illegally in their area. For one income generation project to be accepted by their traditional council, they have to give gifts in the form of finances or materials. This has a negative effect on sustainability of the income projects.”

Some of the participants highlighted the following:

[The traditional officials want to be part and parcel of the income generation projects runnings which complicates the whole process. They request reports on the progress]. (Participant 66)

[They make dubious demands that they should sit on the boards of the income generation projects] (Participant 71)

[It's a pity that they want to control all developmental initiatives that fall within their jurisdiction. It is right as leaders but they should leave the implementation part to professionals who have the necessary expertise]. (Social work participant 8)

The above assertion points to the fact that interference from traditional leadership affects greatly to the implementation of the community development projects. Traditional chiefs also have a tendency of asking for financial royalties which the struggling income generation projects cannot afford. This impacts negatively on the budgets of the income generation projects. Bimha (2019:60) is also in agreement by highlighting that, “traditional leaders are imposed as overseers of community development projects whilst they do not have the necessary skills. They have powers to interfere in projects being carried out in their areas but there are also intra-conflicts”.

h. Bureaucracy

Sustainability of income generation projects in the study area has been constrained largely to bureaucracy implications within the Department of Social Development. Resource mobilization was seen as hindering the process of service delivery implementation in income generation projects. The Department of Social Development which is responsible for income generation projects has a lot of red tape processes which hinder smooth and timeous implementation. The department has two directorates namely community development and community work services. These two directorates seem not to know their mandates when it comes to income generation projects. The community development directorate is staffed with community development workers. On the other hand, the community work directorate is manned by social workers. Their roles and responsibilities towards servicing income generating projects is very rigid. Some of the participants in the study highlighted that;

[There are two directorates on the ground. Those from community development and community work. They seem not to know their roles]. Social work participant 4

[The community development workers always overlap their roles. Us social workers we are responsible for funding and monitoring and they try to take the monitoring responsibility from us]. Social work participant 16

[We get a lot of officials from department of Social Development. They end up confusing us as we do not know what they want really]. Participant 37

In support of the findings of this study, Dziany (2011:31) asserts that “bureaucracy has effect on policies, practices and procedures within implementation of community development projects. It retards projects implementation and hence service delivery”. Bimha (2019:63) shares the same view in that bureaucratic effects also arise from political influence on projects which has a negative effect on service delivery in communities.

i. Money Financial

The income generating projects in the study area are funded by the Department of Social Development through a subsidy system. This system has funding cycles of three years. For the projects to access funding, they do have to be registered as a non-profit organization with a management board. As a startup, the organizations were given a once off payment of R50 000 to set up their structures and equipment to speed up their development processes. This created the bedrock of problems. For instance, the R50 000 payment was blanketed on all the above projects however their operational costs are different. Some participants had to say;

[We were given R50 000 as a startup. We as a bakery had to buy equipment and the money was not enough]. Participant 82

[As a vegetable garden, we needed to install a borehole and drip irrigation system. The R50 000 was very little]. Participant 85

From this background, the funding of the projects leaves a lot to be desired. For instance, the centres are paid in quarterly tranches after they have submitted the quarterly claims. That is to say, they do the work first and paid after. The quarterly claims are paid for staff salaries, administration costs as well as running costs. As of 30 March 2022, the quarterly payments were R23 000 per quarter to each income project. In terms of running the centres effectively, the quarterly payments are very little since the overhead cost are great. This compromises sustainability of the

projects. It can therefore be concluded that the Department of Social Development is not giving enough financial resources to sustain effectively the income generating projects.

j. Poor Planning

Poor planning can be said to be at the focus of little funding to the projects. All the projects are given a blanket amount of R23000 per quarter to cover their expenses in order for them to be sustainable. Since this amount is little, this can be attributed to poor planning from the Department of Social Development. Some of the participants pointed out that:

[We receive R23 000 in a quarter for expenses. For us we need to buy materials for the poultry project such as feeds which is expensive. We cannot wait for the quarter to end. It is better to get the money at the beginning of the quarter]. Participant 31

[Instead of getting the money at the beginning, we get it at the end. It is very ridiculous. What are we going to buy inputs with?] Participant 43

There were never been any financial costing done to determine a proper budget to run different income generating projects. For instance, inputs needed for a poultry project are very different that of bakery. Henceforth, proving the same financial budget to these two different projects will always be catastrophic.

k. Lack of skills and capacity building in both social workers and projects

The income generating projects office bearers have been seen as having little skills to run the income generating projects. I would refer to table 3 which highlighted that none of the sample as a graduate qualification. This proves beyond doubt that capacity building amongst the income generating projects personnel is very limited. Capacity building should not only be limited to income generating projects but also to social workers who are monitoring the projects. As indicated previously, the social workers are holders of a four-year bachelor's degree which is full on courses on human behaviour. This group lacks skills on the tasks at hand with the income generating projects. The participants pointed out that:

[This monitoring and evaluation especially of finances in the income generation projects require someone with finance knowledge. Us as social workers we lack that knowledge]. Social work participant 7

[Educationally we are low and some of the administration requirements are huge for us] Participant 51

“The above statements from the participants are proof that lack of skills from both the two groups leads to negative sustainability of the projects. Skill shortage has been seen in the study as a big hindrance to sustainability of the income generating projects. The results have shown that most of the members at the income generating projects do not have the necessary skills to participate in their activities. For instance, those involved in cuniculture (breeding of rabbits) lack any formal training in the trade. They are utilising general indigenous knowledge. Gardening farming has also been affected by lack of skills since they do not have any formal training. In line with the findings, Juma (2015:65) states that “skill transfer should be at the forefront of farming for the sake of sustainability”. In agreement, Zelinskaya et al. (2015: 167) asserts that “although traditional methods of farming are environmentally friendly, they affect production to a great extent, hence the unsustainability of agricultural activities. Rashid and Islam (2016:81) point out that “technology in agriculture now referred to as “e- agriculture” is of paramount in the 21st century for sustainable agricultural production”.”

I. Older persons

Table 2 in this section of study findings has shown that there are mostly older persons in most of the projects. It can be said that most of them lack the energy and skills to run effectively their income generating projects. By nature, older people are not generally having the energy levels required to run complex financial budgets and financial technically required. This results into mistakes and mismanagement. Mostly older people are old school when it comes to financial bookkeeping and administration. However, with complex financial systems, they require technological solutions such as financial software which are utilized on computers. The fourth industrial revolution has ushered in new financial management and budgetary methods which make running matters in income generating projects much simpler. Since the demographics of the income generating projects say otherwise,

sustainability would remain a challenge if they continue utilizing old ineffective administration methods.

m. Covid 19

The Covid – 19 pandemic reached the shores of South Africa in early 2020. The country was put on a hard lockdown whereby all services, organizations, and companies were closed except essential services. Work place stations even those at income generation projects in the study area were closed. This affected those who were in activities such as vegetable garden, poultry farming as well as baking. For them to operate during the lockdown, they had to require a special permit from government authorities. Due to red tape mechanisms as well as lack of business certificates, they had to remain closed. This had a very huge effect on operations as well as their quest to sustainability. Some of the participants highlighted that:

[Covid – 19 brought a closure of our project since we had to abide by the law and stay home. We had to halt all the activities]. Participant 73

[All our gardening activities had to come to a standstill since we were not allowed to go outside our homes. We could not get the special permits in time since there was a lot of red tape]. Participant 26

“Anakpo and Mishi (2021:47) confirm the above findings by indicating that the outbreak of Coronavirus disease 2019 (COVID-19) caused major economic shock and abnormalized business operation. Lockdown and movement restrictions resulted in small community business initiatives being hit hard (Ozili & Arun, 2020). This had a major impact on the sustainability of the income generation projects.”

n. Dependency syndrome / Welfarism

The study findings have shown that running of the income-based projects in the study area are bound by welfarism. A welfare model is utilized to run the projects. It emanates from the legislative and policy framework of the projects. They are registered under the Non-Profit Act of 1997. This in itself speaks a lot in that they are not profit oriented hence they are dependent on the Social Development Department for funding and survival. It also puts the point that by legislation, they are not required to make any profit in their work. They operate as welfare entities which should be providing welfare services to the communities.

Some of the participants noted that:

[The income generating projects are receivers of welfare from the state. They are so reliant on the funding which we provide that they do not want to be business minded]. Social work participant

[They are so dependent on the government. We fear that if the government stops the funding, they will just close down]. Social work participant

Since they are not business entities as from their registration requirements, it is difficult for them to operate on a profit hence to become sustainable. It can be concluded that income generating projects are for welfarism rather than business hence reaching sustainability remains a dream.

o. Markets

“Market availability and access remains a significant challenge to income generation projects. Findings from the study revealed that access to markets is affected by many factors such as quality, production and transport. In terms of quality, the researcher noted that the products are not of high value and therefore, do not attract market, hence they end up being consumed by the project members. For instance, agricultural practices such as application of fertilizers is not always done as there are no funds to purchase the materials. Another factor which the study discovered is lack of different crops in the production of the project. Only a few vegetables are grown which limit their market capabilities. Lastly, the study found that the market which has high returns is far and about 40 kilometres away to Polokwane. Due to transport challenges, they are not able to sell their produce to other parts of the district. Some of the participants highlighted that:”

“[We try our level best to produce crops but we face a daunting task of sending the produce to the market. Transport challenges are the major factors since we do not have a car for transport. The cars which we hire sometimes are costly hence we will not be able to have profit] (Participant 15).”

“[The produce is sometimes very small hence for us to go to distant markets will not be profitable. Due to the little produce, we end up selling locally and we do not realise much profits. We also do not have enough different crops for selling hence it’s difficult to expand our market] (Participant 6).”

“Corsi, Marchisio and Orsi (2017:39) confirm the research findings in stating that most small-scale income projects do not become sustainable because their availability to market remains a challenge due to a number of problems such as lack of exposure, transport and not growing a variety of crops. To support the above claims, Koppmair, Kassie and Qaim (2017: 326) found that most markets are designed in a capitalist system where large-scale corporates have better accessibility than small-scale projects who produce little and often products of poor quality. This entails that the location of the income generation projects has a significant effect on sustainability. This finding is in line with one set objective of the study which was to assess the extent in which project location influences sustainability of community income generating projects. Therefore, the location of the income generation projects prohibits them to access of the markets which affects their sustainability.”

p. Scarcity of water

Juma (2015:39) found that “Capricorn district, which is semi-arid and characterised by hot weather throughout the year with an average rainfall of 300 mm a year. The summer season, where most of the rainfall falls, is between October and March”. Ozili and Arun (2020:11) highlighted that due to global warming effects which have led to a change in weather patterns, rainy seasons have now become erratic with annual rainfalls averaging 200 mm. The climate change phenomenon has impacted negatively on the sustainability of the income generation projects especially those that are in crop production. The study participants highlighted the following: “

[Rain is very problematic for the garden and our crops. We have a well but it runs dry quickly]. Participant 31

[Drilling a borehole for water is a very expensive exercise. We limit ourselves to plant more crops due to this challenge]. Participant 33

The participants’ sentiments above prove that agricultural production is seriously compromised by the lack of water which is a challenge in the study. In availability of water affects negatively agricultural production. To support the above findings, Juma (2015:47) asserts that climate change has had devastating effects on agricultural production worldwide. Water innovation techniques are now critical for sustainable agricultural development due to erratic weather patterns. It can therefore be

concluded that water plays an important role in sustainability of agricultural income generation projects.

4.6 Objective 3: To find out what participants propose as solutions

a. Training and capacity building

Most of the study participants noted that they would benefit from proper training in both administration, financial management as well as bookkeeping. To add to that, they highlighted the need of specialized training in their fields of operation. The training should also be done by service providers who understand their levels of education and literacy. Some of the participants highlighted the following:

[Training is of paramount importance to us. It also need to be done by service providers who are at the same level with us. Those who understand that we are not highly educated]. Participant 37

[We go to training sometimes but are not specific to our needs. They are high level and makes us difficulty to understand]. Participant 47

[As of us who are into bakery, we need skills and training of confectionary and baking. It will be useful to us]. Participant 39

The above statements from the participants highlight the fact that training and capacity building is of importance in their community projects. Not only does training add skill development to the community projects, it also improves the productivity and financial income. To support these claims, Rashid and Islam (2016:81) point out that technology in agriculture is key for improved outputs and sustainability of farming projects. Juma (2015:66) is also in support by highlighting that capacity building in income generating projects is key in their survival. It can therefore be concluded that training and capacity building was indicated as one of the solutions to sustainability of community income generation projects.

b. Financing

Financing has been seen to be a big hindrance to the community projects. The participants highlighted that they are not given start up grants to finance their operations. They also pointed out that they were given once off identical R50 000 for all the projects. However, it was too little for some projects such as bakeries and

agricultural since their equipment is very expensive. Some of the study participants noted that:

[We need enough start up finances such that the projects can be kick started. Our bakery equipment is very expensive]. Participant 62

[Without proper funding at the beginning the project is doomed. If we had enough start-up capital at first, we could not have struggled]. Participant 71

The above statements from the participants highlight the need for adequate funding from the relevant government departments. It also highlights that different community projects have different start-up capital and should not be a one size fits all scenario. To support the above claims, Ajani et al. (2015:38) assert that, “lack of funding in agricultural projects hinders sustainability and that funding discrepancies in community projects hinder progress.

c. Local government intervention

The participants highlighted the need for the Polokwane Local Municipality to be involved in their projects. They have indicated that during integrated development plans (IDPs) done in their wards, they hear of budget allocation for community projects and small business but never see where it is spent. They also raised concerns on the Local Economic Development (LED) office which they know is available but is not visible. They also do not know how the LED office operates. Some of the participants highlighted that:

[We know of the Polokwane municipality having a budget for projects like ours. We have never had access to them. We do not have any information]. Participant 18

[There is the LED office which we know should be assisting us but there is nothing for us i guess]. Participant 21

To support the above claims, Ravhura (2010:81) found that, the importance of municipality involvement in community projects as the factor that will improve the sustainability of community-based projects. Ouma (2016:13) also indicated that municipalities should appoint Local Economic Development (LED) managers to run community development projects on behalf of the community, yet the community

should be allowed to own the project. Therefore, municipalities should play a key role in supporting community projects through running effective LED offices.

4.7 Summary

The chapter presented data which was collected from the study participants. The findings showed that sustainability of agricultural projects in the study is hindered by many factors ranging from administrative to financial constraints. The findings have proved that lack of skill development is hindering the sustainability of the income generation projects. They also highlighted administrative bureaucracy in the Department of Social Development. There are two directorates' names of community development and community work which are not working together for the betterment of the income generation projects. One of the set objectives of the study was to determine the factors which have contributed to the failure of the projects. This objective was met since the results showed that lack of training and skills development has led to unsustainability of the income generation projects. Furthermore, education and training does have an influence on the sustainability of the projects. The next chapter will give conclusions to the study as well as recommendations for further studies.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the study findings, conclusions as well as the recommendations drawn by the researcher. The findings are summarised according to the research objectives and questions presented in Chapter 1.

5.2.1 Objective 1: to examine the nature and operations of the community projects. The main research question under this objective was “what is the nature and operations of the community projects”? The findings on this question are discussed as follows:

a. Projects Implemented

The study found that different projects are implemented. They can be categorized as farming, material and poverty alleviation projects. Material projects include bakery, sewing, flower arrangement, wood work and welding. Farming income generating activities were seen as poultry (chicken rearing and egg production), vegetable gardening, animal husbandry and cuniculture. Hamusunse (2015:67) concludes that rural areas are characterized by poverty income generating projects. Poverty alleviation projects mainly of a social nature which try to uplift the standards of living for the vulnerable were also implemented in the study area. Some of the projects include programmes to eradicate drug abuse, HIV/AIDS, social relief of distress, support to persons living with disabilities and the elderly as well as support to income generating initiatives.

b. Development of income generation projects

The development of community income generation projects was primarily based on groups of people who had and shared a common interest. The Department of Social Development also had a hand in the formation income generation projects. The Polokwane Local Municipality through the directorate of social responsibility and contributed to the formation of the projects. Non – Governmental Organizations were also instrumental in the formation of projects. These organizations had an interest in a particular group for instance people living with HIV / AIDS

c. Demographic characteristics of the participants

The majority of the participants in the income generation projects are women which suggests that, as compared to men, women are more interested in the income generation projects. Agarwal (2018:26) asserts that women contribute to between 60-80 percent of food production in developing countries such as South Africa". Doss, Summerfield and Tsikata (2014:19) also share the same opinion that women play a crucial role in food production.

It was also observed that older persons constitute the majority of persons in most of the income generating projects. At the same time, most of them lack the energy and skills to run effectively their income generating projects. By nature, older people generally do not have the energy levels required to run complex financial budgets and financial technically required. For that reason, they tend to be more prone to mistakes and mismanagement. Mostly older people are old school when it comes to financial bookkeeping and administration. Therefore, with complex financial systems, they require technological solutions such as financial software which are utilized on computers. The fourth industrial revolution has ushered in new financial management and budgetary methods which makes running matters in income generating projects much simpler.

5.2.2 Objective 2: To determine the factors which have contributed to the failure of the projects. The research question was are what the factors which have contributed to the failure of the projects? Several factors emerged from the research. Some of the more pertinent ones include the following:

a. Electricity challenges

The income generating projects in the study area highlighted that they rely on electricity for their activities. Installation of electricity has been a challenge because of the unfavorable billing system. The Polokwane municipality and Eskom billing system is based on a business model as they are seen as small-scale businesses. As such, an independent transformer is installed which attracts monthly payments which are huge. Since their activities do not draw a huge income, they are not able to pay frequently for electricity hence disconnections. Munzhedzi and Makwembere (2019:662) assert that electricity installation by municipalities has aided in the growth

of small and medium business enterprises which led to growth in local economies of municipalities.

b. Social and business model contradictions

The social model is mainly practised by the income generation projects. The social model is more of welfare and not business mandated. Since it is welfare, the income generation projects are not therefore designed towards profit making and this greatly affects their sustainability. The income generation projects fall under the jurisdiction of Non – Profit Organizations and makes them welfare based.

b. Monitoring and evaluation

Monitoring and evaluation by the social workers is done in principle but in reality, nothing much is done. The social work professionals are not equipped to provide both financial and administrative monitoring since they do not have the qualifications or skills to do so. Jili and Mthethwa (2016:36) argue that practical monitoring and evaluation standards in community development projects are done in theory which is evident by many failed projects. Maphunye (2014:71) also notes that, skills development hinders effective monitoring and evaluation of projects which impacts negatively of successful completion of projects by the professionals.

c. Bureaucracy

Bureaucracy processes within Department of Social Development has been seen as a factor towards collapse of projects. The Department of Social Development which is responsible for income generation projects has a lot of red tape processes which hinder smooth and timeous implementation of programmes. The department has two directorates namely community development and community work services. These two directorates seem not to know their mandates when it comes to income generation projects. Dzianny (2011:31) makes a strong argument that, bureaucracy has effect on policies, practices and procedures within implementation of community development projects”. The community development directorate is staffed with community development workers. On the other hand, the community work directorate is manned by social workers. Their roles and responsibilities towards servicing income generating projects is very rigid.

d. Lack of skills

Skills shortages to both project office bearers and social workers is seen as being problematic. The income generating projects office bearers have little skills to run the income generating projects as they do not have educational qualifications required for that purpose. Capacity building amongst the income generating projects personnel is very limited. Social workers who are also supposed to provide guidance, monitoring and evaluation are holders of a four-year bachelor's degree which is full on courses on human behaviour. This group lacks skills on the tasks at hand with the income generating projects such as financial management.

e. Covid 19

Covid - 19 led to South Africa being put on a hard lockdown whereby all services, organizations, and companies were closed except essential services. Work place stations even those at income generation projects were closed. This affected those who were in activities such as vegetable garden, poultry farming as well as baking. For them to operate during the lockdown, they had to require a special permit from government authorities. Due to red tape mechanisms as well as lack of business certificates, they had to remain closed.

5.2.3 Objective 3: To find out what participants propose as solutions. The research question was what the solutions for the sustainability of community projects are. Participants offered a rich array of solutions as presented below:

a. Training and capacity building

The participants in the study highlighted that they would benefit from proper training in both administration, financial management as well as bookkeeping. They also indicated that there is a need of specialized training in their fields of operation. The training should also be done by service providers who understand their levels of education and literacy. To support these claims, Rashid and Islam (2016:81) indicate that technology in agriculture is key for improved outputs and sustainability of farming projects. Juma (2015:66) concurs with the findings of this study by indicating that capacity building in income generating projects is key in their survival.

b. Financing

The study found that financing of the income generating projects has been a hindrance. The participants highlighted that they are not given start up grants to finance their operations are left without operational costs. In support, Ajani et al. (2015:38) found that “lack of funding in agricultural projects hinders sustainability and that funding discrepancies in community projects hinder progress”. Therefore, income generating projects need financing from both the public and private sector.

c. Local government intervention

Findings from the study have indicated that there is a need for Polokwane Local Municipality to be involved in the income generating projects. Integrated Development Plans (IDPs) done in their communities, do not provide any budget allocations to their projects. The Local Economic Development (LED) office available in the municipality is not visible. Ravhura (2010:81) opine that, “the importance of municipality involvement in community projects is that it will improve sustainability of community-based projects”. Ouma (2016:13) proposes that municipalities should appoint Local Economic Development (LED) managers to run community development projects on behalf of the community.

5.3 Recommendations

Based on the empirical results, analysis and key conclusions drawn from the study, it is therefore recommended that there are strategies which the Department of Social Development can take for community income generation projects to be implemented successfully. The recommendations which can be followed are as follows:

5.3.1 Participation

Participation of the community is key in formation of the income generation projects. Since the community would be buying the services and goods from the community-based projects, they should be involved in their formation such that they do not fail in the long run. Therefore, people centred community income development projects should take priority of the need of the people / communities. Grassroot participation in formulating income generating projects is of paramount importance. Community development techniques such as matrix ranking should be utilized to choose the most important income generation projects which need to be implemented first within

the communities. Matrix ranking is a tool of choosing the most important need within a list of needs in a community.

5.3.2 Monitoring and evaluation

“Another borne of contention in this study was monitoring and evaluation of income generation projects by the Department of Social Development. Since most of the projects are failing and not sustainable. This raised a lot of questions on monitoring and evaluation within the directorate of community development. It was seen that the same directorate is responsible for programme implementation as well as monitoring and evaluation hence being a “player and referee” at the same time. It is therefore recommended that a separate independent monitoring and evaluation office be established within the Department of Social Development such that proper processes can be followed. This independent office of monitoring and evaluation would be able to independently evaluate the community income generation projects being implemented by the department.

5.3.3 Financing / resource mobilization

Financing has been seen to be a big hindrance to the income generation projects. The study highlighted that they are not given enough start up grants to finance their operations. It is therefore recommended that proper financing research and modelling be done on operational costs needed for the different income generation projects. Proper financial management practices guided by legislation such as the Public Financial Management Act be implemented to the income generation projects.

5.3.4 Training and capacity building

The study noted that most of the office bearers lack the necessary skills and education to manage the income generation projects. The study also found that the income generation projects would benefit from proper training in both administration, financial management as well as simple bookkeeping. It can be recommended that training be provided by service providers who understand the literacy and educational levels of the majority of project members.

5.3.5 Politics and interference

The study found that many political figures usually try to have a hand or influence on community project appointments. The political figures also try by all means to have a say in the implementation and running of the income generation projects which is not professional at all. It is therefore recommended that political institutions within the communities desist from interfering in community income generation projects.

5.4 Areas for future research

The study acts as a preamble in the field of community income generation projects sustainability. Further research needs to be done fully to understand the impact of project management in income generation projects. Some areas that can be recommended for further research include financial management in the implementation of income generation projects in rural communities. A second area is that of participation of community members in income community generation projects. Monitoring and evaluation of income generation projects within municipalities as well as the role of Department of Social Development in income generation projects implementation within rural areas can be researched further.

5.5 Discussion

The problem statement for the study was that community income generating projects fail due to a number of contributing factors. The aim of the study was to determine factors contributing to the failure of community income generating projects. The set objectives were to examine the nature and operations of the community projects, to determine the factors which have contributed to the failure of the projects and to propose as solutions. The study found that there are different projects implemented categorized as farming, material and poverty alleviation projects. The development of community income generation projects was primarily based on groups of people who had and shared a common interest. Factors which lead to project failure include financial constraints, electricity challenges, monitoring and evaluation, bureaucracy as well as lack of skills. Lastly, proposed solutions to address project failure included training and capacity building, funding as well as local government intervention. All the set objectives for the study were met. The research questions also set at the beginning of the study were answered.

5.5 Conclusions

In light to the above empirical findings from the study, the researcher makes a conclusion that community income generation projects have a positive impact on the livelihoods of people in rural areas. It was seen that there are different income projects found in the farming and material cohorts. The Department of Social Development through the directorate of community development is responsible for providing material and financial support to the income generation projects. However, there have been an avalanche of factors which has resulted in the failing of most of these projects. These factors are both from inadequacies from the income generation projects and the Department of Social Development.

Lack of skills from both the professional social workers in community development projects and the projects office bearers is very problematic. Dependency syndrome has also been seen to be playing a negative impact on the survival of projects within the study area. It was seen that grants and subsidy provided by the Department of Social Development relegates the projects to welfarism. Since they are registered under the NPO Act of 1997, as pointed by legislation, they are not required to make any profit in their work. They operate as welfare entities which should be providing welfare services to the communities. It can therefore be recommended that training and capacity building be implemented by Department of Social Development to skill the income generating projects. A business funding model be implemented to the income generating projects as a way of making them sustainable.

The chapter presented a summary of the findings, conclusions as well as recommendations which can be utilized. Areas of further research were put forward. The study highlighted a number of challenges which the income generation projects encounter in project implementation which led to the researcher proposing recommendations. Some of the recommendations included setting up an independent monitoring and evaluation office to foresee the processes of income generation projects implementation.

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APPENDIX A: INTERVIEW GUIDE FOR THE MANAGERS

INSTRUCTIONS:

The main purpose of this interview guide is to understand the capacity with which the managers have in the running of the income generation projects.

In conducting this research, the researcher followed ethical principles. The researcher informed the respondents that participation would be done voluntarily. A consent form was read to the participants to be signed by them to show their willingness to participate in the study. The researcher ensured that there was no harm to the participants. All the participants were treated with respect. Confidentiality of information was ensured and honesty was upheld. The participants were assured of the fact that they could withdraw from the study anytime they wished to do so. The researcher conducted herself in a professional manner throughout the study.

Topic: Factors contributing to the failure of community income generating projects in the Mankweng Cluster of Polokwane Municipality, Limpopo Province

QUESTIONS

1. Were you involved during the establishment of community-based projects?
2. What is your role in community-based projects?
3. What kind of knowledge and skills do you have related to the community project you're working with?
4. What kind of assistance do you offer community projects in mobilising funds?
5. How do you manage your finances to ensure sustainability?
6. Are plans in place for adequate financial support for the next financial year?
7. Do you get the necessary support you need from your fellow staff and beneficiaries?
8. How would you describe the relationship you have with other projects rendering similar services with you?
9. Does your project have a track record of the impact achieved over the last three years?
10. In your opinion what do you think should be done to keep your organisation running?
11. Are there any other issues of concern to you about the projects? If so, please explain.
12. Explain what you think should be done to resolve those concerns (if any)?

Thank you for your time and contribution in the study. Wish you the best in your work.

APPENDIX B: INTERVIEW GUIDE FOR THE BENEFICIARIES

The purpose of this interview guide is to get the opinion of beneficiaries on the failure or success of the income generating projects.

In conducting this research, the researcher followed ethical principles. The researcher informed the respondents that participation would be done voluntarily. A consent form was read to the participants to be signed by them to show their willingness to participate in the study. The researcher ensured that there was no harm to the participants. All the participants were treated with respect. Confidentiality of information was ensured and honesty was upheld. The participants were assured of the fact that they could withdraw from the study anytime they wished to do so. The researcher conducted herself in a professional manner throughout the study.

Topic: Factors contributing to the failure of community income generating projects in the Mankweng Cluster of Polokwane Municipality, Limpopo Province

QUESTIONS

1. What is your role in the community-based income generating project?
1. Have you ever trained for what you are doing?
2. Do you enjoy working under this project?
3. How do you view the management of the community project?
4. How often do you meet with your management?
5. Does your management give you the necessary support you need?
6. Is the community involved in the running of the project?
7. Do you think your project adds value to the community?
8. How do you view the contribution of community projects established in this area?
9. What do you think are the main challenges facing community projects in the area?
10. What do you think should be done to sustain community income generating projects in your area?

APPENDIX C: INTERVIEW GUIDE FOR SOCIAL WORKERS

The purpose of this interview guide is to get the opinion of Social Workers on the failure or success of the income generating projects.

In conducting this research, the researcher followed ethical principles. The researcher informed the respondents that participation would be done voluntarily. A consent form was read to the participants to be signed by them to show their willingness to participate in the study. The researcher ensured that there was no harm to the participants. All the participants were treated with respect. Confidentiality of information was ensured and honesty was upheld. The participants were assured of the fact that they could withdraw from the study anytime they wished to do so. The researcher conducted herself in a professional manner throughout the study.

Topic: Factors contributing to the failure of community income generating projects in the Mankweng Cluster of Polokwane Municipality, Limpopo Province

QUESTIONS

1. What is your role in the community-based income generating project as a Social Worker?
1. What level of training in Social Work have you reached?
2. Have you have had any other professional or skill development training after your Social Work qualification?
3. What services do you provide to the projects?
4. How do you provide monitoring and evaluation services?
5. How often do you provide these services?
6. What other social work services do you provide?
7. How do you view the contribution of community projects established in this area?
8. What do you think are the main challenges facing community projects in the area?
9. What do you think should be done to sustain community income generating projects in your area?
10. What services do you think should be implemented by the Department of Social Development?

APPENDIX C: QUESTIONNAIRE

CODE OF RESPONDENT:

INSTRUCTIONS:

The main purpose of this questionnaire is to collect information about the performance of projects in your area. The questions cover issues such as the profile of the organisation, community involvement in projects and performance of the projects and the underlying reasons. The information received from this questionnaire will be treated with confidentiality. Make a cross (X) next to the appropriate answer and where you are asked to elaborate feel free to do so:

QUESTIONNAIRE FOR PROJECT MEMBERS (MANAGEMENT AND BENEFICIARIES)

SECTION A: DEMOGRAPHIC INFORMATION

11. Gender/ Sex

Male male

2. Age

1. 18-28

2. 29-39

3. 40-50

4. 51-61

5. 62 and above

3. Marital Status

1. Single

2. Married

3. Divorced

4. Widowed/ widower

5. Never Married

4. Level of Education

Please specify the last grade attended on the dotted line provided

1. Primary.....

2. Secondary.....

3. Tertiary.....

4. Post-Graduate

5. Any other specify.....

6. Which qualification did you acquired?

Please specify.....

SECTION B: PROJECT DESCRIPTION AND PROFILE

7. What type of activity are you doing in this project?

1. Poultry farming

2. Bakery

3. Vegetable garden

4. Early childhood development

5. Youth development

6. Drop in centre

7. Older person services

8. When did the project start?

Please specify.....

9. How many were you when the project started?

.....

10. If you did no start with the project how did you become a member of the project?

.....

.....

11. Number of years working in the project

- 1. 0- 1year
- 2. 2-3years
- 3. 4-5years
- 4. 6-10 years
- 5 Above 10 years (specify).....

11. What is your position in the project?

.....

12 What are your roles and responsibilities in the project?

.....
.....

13. Do you have the necessary skills and knowledge to run the project?

- 1. Agree
- 2. Disagree

14. What other skills do you think you need to run the project?

.....
.....
.....

SECTION C: INCOME AND SUSTAINABILITY

14. Do you have an idea how much your project make per month? Yes No

If yes how much does it make per month?and the profit
.....

15. Does your organisation ask for donations? Yes No

If yes how likely do you get donations?

- 1. Most of the time

- 2. Really get donation
- 3. Never get donations
- 4. Other (specify).....

16. Do you see any improvements in your organisations? **Yes** **No**

If yes specify

.....

If no, what can be the problem

.....

17. Do you want to look for formal employment since you started working in the project? **Yes** **No**

18. Do you think your organisation has a clear role within the community?

Yes **No**

If yes please

specify.....

.....

SECTION D: COMMUNITY PARTICIPATION

19 In my opinion, community involvement in a project matters

- 1. Strongly disagree
- 2. Disagree
- 3. Not sure
- 4. Agree
- 5. Strongly Agree

20. Was the community involved during initiation of the project? **Yes** **No**

21. Were the needs of the community assessed during project initiation?

Yes **No**

22. Does the community have an opportunity to make inputs and suggestions over the running of the project? **Yes** **No**

If yes specify

.....
.....
.....
.....
.....
.....

If no, how do you feel about it.....

23. Does the community get reports on the progress of the project? **Yes** **No**

24. I am satisfied with the Government's involvement in community- based projects (tick your answer)

- 1. Strongly disagree
- 2. Disagree
- 3. Not sure
- 4. Agree
- 5. Strongly Agree

25. Are decisions taken communicated to all involved in the project? **Yes**
No

26. Is the flow of information in the project satisfactory? **Yes** **No**

27. Project members are given opportunity to give their views on the progress of the project? **Yes** **No**

28. Project meetings are held including all members and the community stakeholders? **Yes** **No**

29. The progress of the project is communicated to the community? **Yes** **No**

30. Overall, how satisfied are you with the project?

31. Explain any concerns that you may have about the project?

32. Explain what you think should be done to address the concerns (if any) that you mentioned in Q 31 above.

LENANEEO POTSISO

MOKGWA WA GO FETOLA

DITAELO

Maikemisetso a lenaneo potsiso le ke go hwetsa seemo sa mokgahlo, go hwetsa tsebo le kwesiso ya borakgwebo gore ba shoma jwang le mekgahlo ya sechaba. Dinhla kamoka di kgoboketswang lenaneong le di tla tsewa bjalo ka sephiri. Dira sefapano kgauswi le karabo ya gago, le eletswa go hlalosa go ya pele ka mo le kgonago ka gona.

LENANEEO POTSISO LA MALOKO (BALAODI LE BAPUTSWA)

KARALO A: MAEMO A TSEBO

12. Bong

Monna

Mqsadi

2. Ngwaga

1. 18-28

2. 31-42

3. 43-54

4. 55-66

5. 67 Le godimo

3. Maemo a lenyalo

1. Botee

2. Nyetswe

3. Hladile

4. Mohlolo/mohlologadi

5. Lefetwa

4. Maemo a gago a thoto

Ngwala thuto tsa gago tsa godimo, mo methalading ye latelago

- 1. Sekolo sa thuto tsa fase
 - 2. Sekolo se se phagameng
 - 3. Thuto ya godimo
 - 4. Mampuru wa thuto
 - 5. Ge o na le ye ngwe netefatsa
 - 6. Efa leina la dithuto tsa gago tsa godimo tse o ithutetseng tsona?
- Netefatsa

KAROLO B: HLALOSHO LE SEEMO SA PROJEKE

7. Le shoma go dira eng phorojekeng?

- 1. Polase ya dikgogo
- 2. Lepaka la marotho
- 3. Serapa sa merogo
- 4. Hlabologo ya bana
- 5. Hlabologo ya baswa
- 6. Bohlokomelo bja bana
- 7. Ditirelo tsa batsofe

8. Projeke e thomile neng

Netefatsa

9. Le be le le ba bakae ge projeke e thoma?

.....

10. Ge o se o thome le Projeke, o bile leloko bjang?

.....

11. Ke mengwaga e me kae le shoma projekeng ?

1. 0-1 ka fase ga ngwaga go ya go ngwaga o tee

2. 2-3 mengwaga e mebedi go ya go e meraro

3. 4-5 mengwaga e mene go ya go ye mehlano

4. 6-10 mengwaga ye tshela go ya go ye lesome

5 Godimo ga mengwaga ya legolo

Netefatsa.....
.....
.....

11. Maemo a gago projekeng ke afe?

.....
.....

12. Ke tema e fe yeo o e kgathang mo projekeng le maikarabelo?

.....
.....

13. Naa ona le bokgoni le tsebo go sepedisa projeke?

1. Dumela

2. Gana

KAROLO C: LETSENO LE SUSTAINABILITY

14. Naa ke bokgoni bofe bjo o bo hlokang go tswetsa mokgahlo?

.....
.....

15. Naa mokgahlo wa lena o kgopela thuso ya masheleng? Ee/Aowa

Ge o dumela, dikgonagalo tsa go hwetsa masheleng ke tse kaakang?

1. Ka nako tse ntshi

2. Go a hwetsa ka makgonthe

3. Ga se ra hwetsa dikabelo/meneelo

4. Tse dingwe

Netefatsa.....
.....
.....

16. Na le bona mokgahlo wa lena o kaonafala? Ee/Aowa

Ge o dumela, Netefatsa

.....
.....

Ge o re aowa, bothata e kaba bo fe?

.....
.....

17. Naa o kile wa nyaka go thwalwa go gongwe ga e sale o thoma ka projeke ye?
Ee/Aowa

18. Naa o nagana gore mokgahlo wa gago o na le tema ye e hlakilego mo
sechabeng sa geno? Ee/Aowa

Netefatsa

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.....
.....
.....

KAROLO D:COMMUNITY PARTICIPATION

19 Ka kakanyo ya gago, karolo ya sechaba mo projekeng e bohlokwa

1. Ke gana kudu kudu

2. Gana

3. A ke na kgonthishisho

4. Dumela

5. ke dumela Kudu kudu

20. Sechaba se tseere karolo mogo go hlomiwa ga projeke? Ee/Aowa

21. Dinyakwa tsa sechaba di nyakolotswe pele ga go hlomiwa ga projeke? Ee/Aowa

22. E kaba sechaba se kgona go fa dikakanyo tsa sona mabapi le tshipidisho ya projeke? Ee/Aowa

Ge o dumela, Netefatsa

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23. Sechaba se hwetsa riporoto ya tswelopele ya projeke? Ee/Aowa

24. Go tsenya ga Mmusho letsogo diprojekeng

- 1. ke gana kudu
- 2. Gana
- 3. A ke tsebe
- 4. Dumela
- 5. ke dumela Kudu

25. Naa diphetho tse di boledishwang di akaretsa maloko ka moka ? Ee/Aowa

26 Naa tshepidiso ya melaetsa e a le kgotsofatsa? Ee/Aowa

27 E kaba maloka a projeke a fiwa sebaka sa go ntsha sa mafahleng a bona?Ee/Aowa

28 Kopano e swarwa le maloko ka moka a projeke le sechaba ? Ee/Aowa

29. Riporoto ya tswelopele e tsebiswa sechaba? Ee/Aowa

30. Ka kakaretso, naa o a kgotsofala ka tshepidiso ya projeke.?

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.....

31.Hlalosha di tletlebo tseo o nang le tsona ka projeke?

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32. Hlalosa tseo o naganang gore di ka tshusha go fedisha mathata ao le a ngwadileng ko putsiso 31?

.....
.....
.....



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TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 10 December 2020

PROJECT NUMBER: TREC/432/2020: PG

PROJECT:

Title: Factors contributing to the failure of community income generating projects in the Mankweng cluster of Polokwane Municipality, Limpopo Province
Researcher: PP Raedani
Supervisor: Prof T Moyo
Co-Supervisor/s: N/A
School: Turfloop Graduate School of Leadership
Degree: Master of Development in Planning and Management

PROF P MASOKO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

Note:

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa



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07 September 2020

Raendani P.P (202059897) MDEV
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP
MASTERS OF DEVELOPMENT IN PLANNING AND MANAGEMENT (Course Work)

Dear Raendani P.P,

FACULTY APPROVAL OF PROPOSAL

I have pleasure in informing you that your Masters proposal served at the Faculty Higher Degrees Committee meeting on 05 August 2020 and your title was approved as follows:

"Factors contributing to the failure of community income-generating projects in the Mankweng Cluster of Polokwane Municipality, Limpopo Province."

Note the following: The study

Ethical Clearance	Tick One
Requires no ethical clearance Proceed with the study	
Requires ethical clearance (Human) (TREC) (apply online) Proceed with the study only after receipt of ethical clearance certificate	✓
Requires ethical clearance (Animal) (AREC) Proceed with the study only after receipt of ethical clearance certificate	

Yours faithfully,

Prof MP Sebola

Chairperson: Faculty Higher Degrees Committee

CC: Supervisor, Prof T Moyo, Acting Programme Manager, Mr M.B Njoko and Prof S.K Mokoena,
Acting Director of School.

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