SUSTAINABILITY OF POVERTY RELIEF PROJECTS: AN EVALUATIVE CASE STUDY OF MADUMELENG COMMUNITY BREAD MAKING PROJECT IN GREATER LETABA MUNICIPALITY IN LIMPOPO PROVINCE

BY

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DECLARATION

I declare that the **SUSTAINABILITY OF POVERTY RELIEF PROJECTS: AN EVALUATIVE CASE STUDY OF MADUMELENG COMMUNITY BREAD MAKING PROJECT IN GREATER LETABA MUNICIPALITY IN LIMPOPO PROVINCE** mini-dissertation hereby submitted to the University of Limpopo, for degree of **Master of Development**, has not previously been submitted by me for a degree at this or any other university; that is my work in design and in execution, and that all material contained herein has been duly acknowledged.

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Mr ------------------------------   Date

Student Number: --------------------------------------

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Abstract: Sustainability of poverty relief projects: an evaluative case study of Madumeleng community bread making project in Greater Letaba Municipality in Limpopo Province

This mini-dissertation was conducted on a community poverty alleviation project that was implemented by government through the Department of Social Development at Madumeleng village. Madumeleng is a village in Bolobedu(Modjadji) under the Greater Letaba Municipality in Mopani District. The Greater Letaba Municipality is one of the rural municipalities in the district of Mopani. The project was identified by the community members as a flagship towards addressing poverty within the village and eventually in the municipal area.

The project was initiated by a group of women who started as volunteers. Their objective was to make the project big and viable within the society. The women had wishes also that the project should eventually create more jobs for the community members and thereby contribute in alleviating poverty and unemployment. The above resonates well with the objective of government and in particular the Department of Social Development in funding these projects.

The study was ignited by the fact that after all the efforts by government to provide funding and ensure that the project members are capacitated, still the project collapsed. The project could not last longer than it was expected and this was the main reason for the study. The study should contribute in surmounting some factors which might have contributed into the collapse of the project. Government should also be able to draw lessons from the study to improve on the approach when they fund future projects.

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Chapter one

1. Introduction

Government is encouraging citizens to establish their own community projects as a way of fighting unemployment; poverty and thereby improving their own wellbeing. Government departments are major role players in the process of establishing these projects. Processes are spelt out by the departments on behalf of government on how projects are acquired and most importantly on how these projects are managed.

Community projects are expected to be run and managed at the community level and the funding departments will give continuous support for the sustainability of those projects. Communities are allowed a wide range of projects to choose from, and make their own commitment to manage the project given all what it takes to run the selected project. Training programmes are arranged by the funding department for the project managers to be trained on how to sustain projects.

Madumeleng community was afforded an opportunity by the Department of Social Development to start a community bread making project. The project identification was done through processes provided for by the said department for people to take part in the development matters that affect them. There were women volunteers who were working on the project and they established a managing structure among themselves. The managing structure received some level of training to enable them to run the project.

Madumeleng village is situated within the Modjadji area which is under the Greater Letaba Municipality in Mopani District of Limpopo Province. The municipality is pure rural with three townships namely: Senwamokgope; Kgapane; and Modjadjiskloof formerly Duiwelskloof.

The countries of the world have diverse population developmental challenges and this makes them to develop ways and criteria of catering for the needs and aspirations of all their people. The state is expected to shoulder responsibility for the welfare of its entire citizenry. This therefore calls for the state to develop laws to regulate economic policies in order that market forces should not dictate terms as this will render the country and its poor population dependent and permanently vulnerable. According to the Marxist view all societies are divided into two groups: the rulers and the ruled. The rulers or the rich possess more political resources than the poor in that they can finance election campaigns, bribe supporters and opponents, and purchase other political advantages such as good education (Van Niekerk, Van der Waldt & Jonker, 2002:146). The concept of poverty will divide communities to an extent that the rich and the poor will be clearly visible.

Within each state there are three categories of people, namely, the first category of those that are very poor, these people can not even afford their daily meal or if they can afford the morning meal they are not sure of where the next meal will come from: these people live in abject poverty. Second are those in the middle class, they are neither poor nor rich; these people can afford their daily meal and the other related daily expenses. They live through hand to mouth scenarios and they are able to sustain themselves. The third category is those that are rich. They have a variety of choices on what and where to enjoy their meal. They have all resources that are needed to keep societies active and alive. They do not have challenges of resources to sustain themselves but instead they are challenged by who can be entrusted with their wealth or who can be their book keeper. These people can afford a luxurious life and they can even afford to subsidize government on other developmental programmes. The above scenario is ruled by the two types of economies, namely the first and second economies (Limpopo Growth and Development Strategy, 2004 – 2014:17). The first economy is for those that can afford to pay for all services even if they can be inflated everyday. They are less worried about the economic recess.

In order to bridge the inequality gap in terms of material living conditions of people, and in full view of the fact that there are huge statistics on both poverty and unemployment, government is encouraging citizens to establish their own community projects as a way of fighting unemployment; poverty and thereby improving their own wellbeing. The above process should be supported by policies that government develops to realize its objectives. The role players that are identified in the process should be guided and be forced to comply with the regulatory provisions. Policy agenda is a specific societal challenge or problem that should receive the serious attention of policy matters. In this phase government agencies should consider appropriate actions to address this challenge (Van Niekerk, Van der Waldt & Jonker, 2002:93).

In other words the development of policies is premised on the identified challenges or problems and the policy content should speak to the resolutions and how the situation should be improved. Government departments are major role players in the process of establishing these projects. Processes are spelt out by the departments on behalf of government on how projects are acquired and most importantly on how these projects are managed.

1.1 Problem statement

The Department of Health and Social Development has funded a bread making community project at Madumeleng village for the community volunteers to work on it as part of both job creation and poverty alleviation. The project was started in 1994 by women volunteers who were thirty in number. It is alleged that these women started off with different expectations from the project because the number gradually reduced as those women who expected instant remuneration from the project withdrew from participating when the same was not forthcoming. It is said that in 2004 the remaining number was eight and the project also collapsed. The community members that were trained to manage the project are now scattered and the intentions and objectives of the Department of Health and Social Development are shattered.

1.2 Aim of the study

The aim of the study is to evaluate and establish the sustainability of poverty relief projects that government is providing to organized communities with particular reference to the Madumeleng community bread making project.

This entails to evaluate programme accountability with regard to the following:

- Financial accountability: to find out how the funding department intervenes and thereby ensure that allocated funds are used as per the set rules and procedures.
- Management accountability: to find out whether management has contingency measures to intervene appropriately in cases where projects are not well managed.

1.3 Objectives

The key objective is to establish the level of project sustainability with particular reference to the following:

- To determine the level of community involvement during the project inception;
- To determine the level of support that the department gives to community projects;
- To determine if there were training programmes provided for the project managers;
- To explore if content/syllabus of the training programme was relevant to the project;
- To determine the competitiveness of the project in the market; and
- To determine if proper marketing for the produce was done.

1.4. Research questions

- What was the level of community involvement during the project inception?

- What is the level of support that the department gives to community projects?
- Were there training programmes provided for project managers?
- Was the content/syllabus of the training programme relevant to the project?
- What was the competitive level of project in the market?
- Was there proper marketing for the produce?

1.5 Definition of concepts

Sustainability: it refers to durability of service of a required quantity and at a required level of quality over an extended period (Du plessis, 1999:13)

Evaluate: look at the system or results with an intention to compare if the expected results are yielded and also if whether the system is still relevant for a particular course.

Dysfunctional: this refers to a situation where the subject is no longer operating as per the initial intentions although it still exists.

Empowerment: the process of giving authority to acquire economic resources

1.6. The global developmental perspective

Countries of the world are experiencing more or less similar developmental challenges and this eventually has an impact on the larger population. The differing developmental levels of these countries have also contributed to categorizing them. For example, there are developing countries; the developed countries and the less developed countries. Other countries have grouped themselves according to how they share particular aspirations and how they would want to help one another grow their economies. The growth of the country effectively means the improvement of lives of people. The growth of a neighbouring country effectively might mean positive impact on the other. This therefore calls for the international relations to be reinforced and sustained. Trade ministers have

renewed their commitment to continued work with national and international agencies to help the poor countries mainstream trade into their national strategies for economic development and poverty reduction (Organization for Economic Cooperation and Development, 2005:45).

The challenge though with the categorization of countries according to levels of development means that on continuous basis there will be differing developmental levels for generations to come and these might be indications that poverty and dependency will forever be there. The levels at which assistance or interventions take place on the poorer countries will be minimal and therefore render them forever dependent.
In declaring their support, OECD Ministers recalled in 2002 that, "Contributing to global development is a key objective of the OECD. Its founding Convention calls upon the OECD to promote policies designed to contribute to sound economic expansion in member as well as non-member countries in the process of economic development" (Organization for Economic Cooperation and Development,2005:12). The less developed or poor countries whether as members or as non-members should be allowed to participate in the global initiatives of growing economies of the world.

1.7 Economic exclusion

The government of the Republic of South Africa has a constitutional mandate of ensuring that the welfare of its citizenry is improved. There are government sectors that are responsible for a variety of services and in this case the Department of Social Development is responsible.

It is estimated that in Malawi, about 25 per cent of the urban workforce will die by 2009 as a result of rapid spread of HIV/AIDS (World Public Sector report, 2005:47). Not only is the capacity of government to provide health related services to those affected

stretched to its limit, but organizations also have to deal with the serious impact of this pandemic on the human resources in the public service (World Public Sector report, 2005:47). It is a belief of the researcher that the majority of the developing countries have developed poverty alleviation programmes. The only area which might still be a challenge though is the implementation part. If there is satisfactory implementation then it could be that the impact is still an area that should be looked at very closely.

1.8 The South African employment and education levels

South African society is regularly depicted by President Mbeki and others as being the state of two nations: one black and poor; and the other white and rich (Venter, 2001:5). Other researchers and authors relate poverty to low levels of education which so far remains uncontested. The South African population is divided economically, those disadvantaged are living in abject poverty and their situation is not likely to improve anytime soon. South Africa also struggles with the problem of high unemployment. Formal employment ranges between at least 33% and 40%. Of the formally unemployed, approximately 50% are engaged in the informal sector. These are quite often marginal economic activities, like hawking fruit, which do not necessarily eliminate material poverty. Some commentators claim that South Africa's unemployment ratio is the highest recorded for an industrially based economy (Venter, 2001:5).

Unemployment is affecting all the categories within the society and in particular the vulnerable groups as follows: women; youth and the disabled. Half the South African population is under 24, with the largest group being children under 4 years (Venter, 2001:5). High unemployment, together with large youth dependency ratio, leads to a low revenue base for government. Consequently the government has fewer material resources at its disposal to create or encourage the creation of employment and to provide

a social security net for the poor (Venter, 2001:5). This then calls for deliberate programmes to respond to the situation.

The education levels have a huge contribution in the economic growth of the state. Therefore it will be expected of the state to develop education systems that will ensure that citizens are afforded opportunities to be educated in line with how government intends growing its economy. In the light of the changes in the employment figures and trends in work opportunities, it is evident that formal employment opportunities are declining in the labour intensive category and increasing in the service-related category. This trend and the demand for innovation and highly flexible and skilled labour markets highlight the challenge that the country and most provinces face with regard to lifting the levels of education (The Presidency.2006:33). It has to be the responsibility of the state to ensure that education policy is developed, implemented and evaluated in a manner that gives preference to investing in its citizens.

1.9 The contributing factors towards unemployment

The education employment gap needs to be filled by government through the creation of a conducive environment and thereby avoiding a lost generation in future. Governments of the world are having continuous engagements among themselves with the sole aim of finding solutions to the unemployment and poverty challenges. There seems to be the relationship between the types of education systems that governments provide to their citizenry which then should eventually contribute towards reducing unemployment. The best education system could be a guarantee that government is investing in its citizens and therefore there is a likelihood that employment will improve and effectively the economy will grow.

1.10 Women empowerment

The government of the Republic of South Africa has been facing huge challenges of reforming the country and its systems for the good of all citizens. There is an existing realization that a lot needs to be done in bridging the visible economic disparities. South Africa as a member of the United Nations has pledged to ensure delivery of the United Nations Millennium Goals. The Millennium Goals have specific targets to be attained by 2015. These are: eradicate hunger and poverty; achieve universal primary education; promote gender equity and empower women; and reduce child mortality (Department of Provincial and Local Government, 2008:10). The above is enough evidence that countries of the world are really experiencing similar challenges which adversely affect their citizens. Therefore it calls for similar approaches to be adopted in some cases though it will depend on the funding modalities. It is also true that interventions are done on a regular basis the challenge though is the sustainability and impact thereof. There must be ways of sustaining development so that assistance should cover other spaces which need similar assistance.

The area which needed total reformation is gender and in particular the vulnerable groups, namely: youth; women; and people with disability. These groups are categorized as vulnerable because they previously could not participate in the economic empowerment opportunities as these presented themselves. There was therefore a need to respond to the situation by correcting those imbalances of the past. This was to happen through principles set by government as the custodian of the rules and regulations, and

above all, by the Constitution. Government's approach was to situate black economic empowerment within the context of a broader national empowerment strategy that focuses on historically disadvantaged people, and particularly black people, women, youth, and the disabled and rural communities (Broad Based Black Economic Empowerment Act, 2003:10).

The focus is now on these mentioned groups and emphasis is on economic empowerment and capacity building. The above is supported by the provision in the Constitution of the Republic of South Africa through the establishment of institutions to support governance. Everyone has the right to have access to sufficient food and water; the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of each of these rights (Constitution of the Republic South Africa, 1996: 13).

There seems to be a shift and intensified programmes initiated by government to support women initiatives and thereby filling the gap. The government initiatives did not only target the support to women but also the entire citizenry. For example, community participation programmes are intensified so that people should participate in the matters of governance which have a bearing in the improvement of their wellbeing. Civil society organizations are effective vehicles for citizen participation. The Communiqué of the 1999 Commonwealth Heads of Government Meeting (CHGM) stated that: "…people must be directly involved in the decision making process and in the implementation of development plans and programs. They noted the significance of civil society in

empowering people to benefit from globalization, in contributing towards goals of poverty elimination, equal opportunity and fair distribution of resources, in helping to deal more effectively with ethnic, racial, and religious conflicts…"(Bryan & Joseph,2005:51).

When citizens are organized, their role and their voice in decision making processes are increased, especially by building strong public relationships between local community-based organizations and the public and private sector (Bryan & Joseph, 2005:103). Citizens should be afforded space to develop their understanding and eventually take part in the matters of governance; their understanding of matters of development will help them participate in the poverty alleviation initiatives. Their understanding will further contribute in the process of sustaining these particular programmes.

The literature seems to be clear in terms of what areas should be covered when there is to be a poverty alleviation programme. It remains to be the role of the executing authority to abide by the rules so that the project complies with the quality standards. Community projects are expected to be run and managed at the community level and the funding departments will give continuous support for the sustainability of those projects. Communities are allowed a wide range of projects to choose from, and make their own commitment to manage the project given all what it takes to run the selected project. It is expected of the project members to be skilled and capacitated so that they are able to run the project on their own once completed and when they are supposed to continue with it.

Capacity is interpreted in many different ways. In its simplest form, capacity can be regarded as the potential for something to happen (National Capacity Building Framework for Local Government, 2008 – 2011:26). Training programmes are arranged by the funding department for the project managers to be trained on how to sustain projects. Poverty can be dealt with once there is an understanding on what needs to be done to make the project sustainable and thereby make a long lasting impact.

1.11 Background of the Madumeleng bread making community project

Madumeleng is a rural village in the Greater Letaba Municipality, under Mopani District Municipality in the province of Limpopo, South Africa. The population of the province as per the Limpopo Growth and Development Strategy, 2009:6, is estimated at 5 238 286. The above number is a contribution by district municipalities. Mopani District Municipality has an estimated population of 1 068 568. The population of Mopani District Municipality is a contribution of local municipalities. The population for the Greater Letaba Municipality is 247 657(Limpopo Growth and Development Strategy, 2009:6).

The other countries of the world consider the South African economic situation as very strong despite the internal inflation challenges and wage protests. Poverty levels in the Northern (Limpopo) province are the highest in the country with the exception of the Eastern Cape. Within the province, the residents of Greater Letaba municipality slot into the lower half of the prosperity ladder, as the majority of residents live in abject poverty.

The most affected by poverty are women, the youth, the elderly, and the disabled (Draft Integrated Development Plan, 2009/10:105). It is by no mistake when the community of Greater Letaba Municipality approached government for assistance.

Madumeleng village is under the dynasty of Queen Modjadji in Bolobedu. It is a rural village with features of abject poverty. The village has been experiencing unemployment challenges like any other rural village. Some people are working far from their families. These people only come home when there is enough money to leave behind and to also spare until the end of next month when they get their next salaries. This situation is also negatively affecting the education of children because there is no hope that there will be financial resources to fund for their tuition. They end up dropping out of schools and they add up the statistics of unemployment. These youths are unemployable because they do not have a solid educational background to support their quest for improvement of living conditions.

Some women of the village grouped themselves and approached their ward councilor for assistance so that they start up a community project which would help alleviate poverty amongst them and in the village. Administrative processes were activated through the Department of Social and Development for funding. The women were advised to prepare some documentation for submission as required administratively; such requirements included developing a business plan. Even though there was no expertise in developing such documents, there was assistance from departmental officials after understanding what the women wanted to achieve with the project. The department eventually funded the project because it qualified for funding as per their requirements.

The project members were taken through some elementary training on project management. This training was conducted by the officials from both the departments of social development and agriculture. The objective was to make the project committee members run the business themselves and make the project survive long after the support by government. The local traditional leader was consulted as well to allocate space for development and both the department of local government and Greater Letaba Municipality were involved in the site demarcation process. Strategically the project was allocated space along the main road which would give them a business edge regarding marketing their produce. The project was started in 1994 and it had almost thirty women (30) as volunteers.

The Department of Health and Social Development kept a watchful eye on the project in the beginning and there was administrative support to the project in that even a Toyota Hillux was bought as part of the project package and it was managed by the project members. This assistance was enough to register a vote of confidence into the project to guarantee its existence.

It is alleged that these women started off with different expectations from the project because the number gradually reduced as those women who expected instant remuneration from the project withdrew from participating when the same was not forthcoming. It is said that in 2004 the remaining number was eight and it was a bit difficult for them to continue with the project because it was demanding a lot of their time and energy, and they were doing all these chores for free.

The officials from various sector departments came on board to render their various services in order to assist the project take off the ground. For example, Department of Water Affairs and Forestry supplied water; Environmental Affairs dealt with the environmental impact assessment to check if the project will not be harmful to both the environment and human life in future. The officials from the Department of Agriculture also participated in the project process because they had some skills to impart to the project members.

The households at Madumeleng village are estimated at 727 and it is said that they saw the project as something that was to rescue their economic situation. The community is currently relying on bread supplied by the bakery company based in Tzaneen which is 56 kilometers away from the village. It is alleged also that there are a number of other institutions within the community which were relying on the produces from the project. Across the street there is a nursery plant which is an institution of the department of economic, environment and tourism. There is a filling station which is about 700 meters from the project site. Within the same industrial site there are other businesses which also were relying on the project. There is a primary school which is about 1.7 kilometers away from the project and this was a potential market for the project. There are community churches and community members themselves who were the main pillars of ensuring that there is project support. The fortunate part with the site demarcation was that the land was not under any claim like it is the case with other sites earmarked for development.

1.12 Conclusion

It is mandatory for government to better the wellbeing of its entire populace. There are services that government departments are supposed to deliver to the people and these are services that community members on their own cannot do. The Constitution of the Republic of South Africa has clearly spelt out on what the three spheres of government should do and how they need to relate to one another to avoid contradictions and confusion. The same constitution also spells out the role of community members on matters of governance.

Community members should take advantage of what government brings and exploit it for their own benefit. It needs to be indicated also, that community projects are once off services that government will provide and thereafter it is up to the people themselves to sustain those services.

Chapter Two

2. Introduction

This chapter will try and consolidate various views that were expressed by researchers and authors as the phenomenon of poverty was unpacked. The previous studies done to surmount the phenomenon of poverty are believed to have brought recommendations for implementation. However it remains to be seen as to how far the implementation did go and what the impact was. This study therefore should closely look at the recommendations comparatively to gauge if those recommendations had been implemented would the situation still remain unchanged as it is now. This will enable the researcher to also draw his own conclusions at some of the areas previously attended to. The other relevant concept or phenomenon related to poverty is development; the two are dealt with simultaneously because the moment there is an absence of one then the other takes charge.

Countries of the world are also experiencing similar challenges and their communities are adversely affected by unemployment and poverty. As a result this made them to group themselves so that it becomes a concerted effort to address the scourge. From the point of view of the researcher, poverty will seem to be a permanent condition. There are always classes within societies where poverty eradication will remain a dream for all their lives. This argument is based on the premise that there have been efforts of addressing poverty from time immemorial by countries of the world. However, up to this point there does not seem to be a hard solution to deal with this challenge. The periodic international and

intercontinental engagements by these countries does not seem to bring instant solution, but a process towards finding solutions, which then leaves a question: is poverty eradication feasible? Poverty will need to be measured through tracking progress and the human development of a particular household on intervals in a given period.

2.1 International perspective on the Millennium Development Goals

The millennium development goals are set internationally but they must be realised locally to benefit communities within a particular country. In other words all the member countries have got a task to ensure that they contribute towards improving their people's lives. A review of integrated development plans (IDP) indicates that the expectation of citizens often fall beyond the scope of local government's competencies(Local Government Bulleting, 2007:4) Good governance could be taken to refer to the efficient and effective management of public resources and problems, and to dealing with the critical needs of the society (van Wyk, 2008:35).

It is expected that when development starts the focus must be on the needy areas. People should be developed first before focus is turned on the space. The understanding is that once people are capacitated they will be able to contribute their united intelligence in developing the space. In light of this binary perspective to development of people and space, the IDP can play a meaningful role in mainstreaming gender in the policies and implementation plans of municipalities, as well as the importance of introducing key

people, strucutures and monitoring and evaluation mechanism (Local Government Bulleting, 2010:22)

According to du Plessis (1999:61) 'developmental local government is government committed to working with citizens and groups within the community to find sustainable ways to meet the social, economic, and material needs and improve the quality of their lives'. The development process should be owned by all the interested parties for it to bring positive results because it will take their combined wisdom to bring changes to the lives of people.

Bryan & Joseph, (2005:64) note that the inclusive government will guarantee the rights of every citizen and at the same time guarantee the provision of services to better the lives of its entire nation. Inclusion means building public policy on the principle of non-discrimination, creating equality of opportunity and equity of outcome. It means ensuring that the benefits of economic growth reach down to the poorest, strengthening social protection systems, tackling social exclusion and protecting people from violence and abuse particularly women and children. The citizens have got a responsibility as well to ensure that they know and put to the test what is legislated so that government should come to their rescue in case there is a need for such. For example, people should initiate and participate in the programmes of ensuring economic growth where the assistance of government might be minimal depending on the commitment of the initiators.

There is so much emphasis from government on empowering the previously

marginalized. A central principle of the Reconstruction and Development Programme

(RDP) is the empowerment of poor and marginalized communities. The majority of the

poor and marginalized are women, and empowerment strategies which focus on women

are likely to prove the most effective and inclusive (White Paper on Local Government,

1998:21).

The programmes are fundamentally important for development and in the process there

must be some evaluation of those activities that have already been done so that corrective

and improvement measures are applied in time for future projects. It is expected of

government and its support structures to practice good governance in order to continue

providing services to the citizens in a sustainable manner. Even if good governance might

pose administrative challenges, it has to be practiced.

From the above statement it is clear that there is understanding of what is expected of

government on matters of meeting the needs of people, however there is a challenge on

the conversion from theory to practice. There is a need for continuous interactions

amongst countries of the world for purposes of engaging one another so that eventually

poverty levels are indeed dealt with.

2.2 International approach by Civil Society Organization

The international community is meeting every time to embark on intensive engagements

to finding workable solutions on the challenges of underdevelopment. The countries of

the world have grouped themselves as per their levels of development and the financial

assistance pattern follows that arrangement. There are developing countries; the

developed countries; and the underdeveloped countries. For example there is a group of

7(G7); a group of 8(G8); a group of 20(G20). All these groups meet periodically to share

experiences on how to develop themselves. Some countries have inter-membership into

the groups. In Africa there is the African Union which came up with a programme called

New Economic Partnership for Africa's Development (NEPAD). NEPAD attained

international status when it was endorsed by the United Nations General Assembly in

2002. Among other things, the United Nations' Resolution recognizes the link between

the priorities of the NEPAD and United Nations Millenium Declaration, in which the

international community commits itself to addressing the conditions of poverty in Africa

through the achievement of the internationally agreed development goals, the so-called

Millenium Development Goals (Department of Social Development, 2007:3).

Specifically, the NEPAD is a pledge by African leaders, based on common vision and a

firm conviction that they have a pressing duty to eradicate poverty and to place their

countries, both individually and collectively, on a path of growth and sustainable

livelihoods. Empowerment of women is one of the stated objectives of NEPAD. It is

based on the conclusion by the 1995 Beijing Summit that poverty is wearing a female

face and therefore human progress will depend on gender equality (Department of Social

Development, 2007:9). The previously disadvantaged special groups should now take a

center stage on matters of development. From the point of view of the researcher, both

the youth and people with disability should also be afforded equal status so that they

compete and contribute economically towards the improvement of both their skills and development holistically.

The consensus reached at the March 2002 International Conference of Financing for Development in Monterrey, Mexico, and reaffirmed at the World Summit on Sustainable Development in Johannesburg, South Africa in August 2002, marked an important milestone in the process of global development (Commonwealth Foundation, 2008:9). There have been resolutions taken at all the above mentioned summits and all of them are aimed at achieving developmental goals. All the developmental goals are aimed at improving the lives of ordinary people so that they are able to be independent economically. In areas where people are fully dependent on the state or government for their provision, government will be forced to apportion huge funds to address the challenge. On the other hand, development on areas of services delivery will suffer and government will have to secure financial loans and repaying will therefore remain a permanent challenge. In 1960, the International Development Association was established to provide capital to poor countries at rates more favourable than those of the World Bank (van Niekerk, van der Waldt & Jonker, 2002:285).

2.3 The role of civil society organizations

The Commonwealth Foundation has since come to the realization that civil society has an interest in the matters of both development and poverty alleviation. There was a

conviction on the part of the Commonwealth that the civil society organizations are experienced and therefore can contribute in a manner beneficial to government. There are several elements that have given meaning and substance to the process thus far in a relatively open and collaborative process in which CSOs have been participants, resource people and sources of technical research and papers.

It is upon the government of the day to seek to identify all civil society organizations with a view to instill skills on them so that they are able to assist their communities on matters of development. There is a generally accepted notion that civil society organizations are playing a vital role in coordinating developmental programmes in their communities, hence the deliberate initiation by the commonwealth to recognize and capacitate them.

The role of civil society formations in the fight against poverty and in promoting sustainable livelihoods has been recognized in NEPAD. It is understood that governments alone would be inadequate in eradicating underdevelopment and poverty. So, the thinking within NEPAD is for a better partnership between the state and social partners in pursuit of sustainable livelihoods in their own development. In this sense, there is room left for community development as a holistic approach to human progress (Department of Social Development, 2007:4). It would have a long lasting impact if the civil society organization were in existence in the majority if not all the communities so that both the NEPAD and Commonwealth objectives are realized.

The understanding on the part of beneficiaries which are communities should not be that these civil society structures are needed by either NEPAD or the Commonwealth. Instead communities should establish structures and make them be recognized for support as committed internationally. Someone may argue that some civil society organizations have just been turned into industries to make money for the leadership, and this might as well be a question for debate in the process.

2.4 National Spatial Development Perspective

According to Chapter 2 of the Constitution of the Republic of South Africa: 13, everyone has the right to have access to health care, food, water and social security. The Act stipulates rules and principles in order for service delivery sectors to ensure that there is provision of what is legislated. Legislative provisions should not be narrowly defined; otherwise initiative provisions would hardly ever be used and could cause confusion rather than offering opportunities (Beramendi etal, 2008:197). The citizens should also take part in assisting government towards the realization of their needs. The provision also takes into cognizance the role that is played by women in the society.

The cabinet of South African government has mandated all its sectors to each develop policies and guidelines which will respond to issues of job creation, skills development, economic empowerment and poverty alleviation. This call has been heeded by all the government departments as a majority of them have programmes meant to alleviate both rural and urban poverty. In essence the intention of government is to alleviate and eventually eradicate poverty wherever it is prevalent within communities. Following the

recent 2009 provincial and national elections, there was a new Department for Rural Development and Land Reform which was established and whose mandate is to specifically deal with rural poverty and land matters. There is however, the Department of Social Development whose mandate is to provide social services to the populace. In terms of institutional arrangements in South Africa, the Department of Social Development is the pivotal player in the area of social policy, social protection, social security and community development (Department of Social Development, 2007:19).

The ideal attributes of successful public service delivery in a developing democratic society were formulated recently by an authoritative study of public service organization (Department of Social Development, 1999:86). The public service will need to be supported by policies. The policy is therefore intended to facilitate the achievement of priorities of the department through a developmental service to vulnerable groups and those with special needs such as children, youth, older persons, persons with disabilities, women, victims of violence and abuse, persons affected by substance abuse, and those infected and affected by HIV/AIDS (Department of Social Development, 2009:6).

The lessons learned from the "lost decade' of the 1980s in many developing countries, particularly in Africa and Latin America, with its emphasis on downsizing and structural adjustment policies, demonstrate that the promotion of economic growth and poverty reduction is not associated with the weakening of government institutions, but quite the contrary(World Public Sector Report,2005:25). Development can still take place in the midst of weak government institutions. The argument being fielded here is that as long as

there is understanding on what needs to be done, it has to be done irrespective of the strength of a particular government department mandated for such. Government departments and other service delivery sectors should take it upon themselves to afford space for skills development. Infrastructure alone as a sign of service delivery will not do.

2.5 Provincial Growth and Development Strategy

The role of provincial government in service delivery is to coordinate provincial administration as represented by sector departments to ensure compliance on legislative requirements. This level of government is led by the Premier as the face of the province who also reports to the State President as the face of the state. The Premier is able to make decisions and has legislative power on the matters that are dealt with in the provincial context. Examples of functions performed at provincial government level include community development, nature conversation, roads, hospitals, and provincial health issues. This sphere of government, therefore, deals with matters that affect people in a specific province (van Niekerk, van der Waldt & Jonker, 2002:68).

In South Africa there are nine provinces which all have similar developmental challenges just like other countries of the world. At a global level there are ways in which funds to address developmental challenges can be accessed. At the 1996 G-7 summit in Lyon, the heads of state requested that major international economic institutions (UN, IMF, World Bank, and WTO) devote special attention to Africa (van Niekerk, van der

Waldt & Jonker,2002:288). The challenge with countries borrowing money is on how to spend, refund and eventually ensure that there is a positive long lasting impact.

2.6 Capacity to govern

The national government has developed all the required legislations, regulations and policies to guide provinces in their quest to address developmental challenges. Recruitment processes have also been conducted to ensure that suitably qualified people are deployed to implement government plans and thereby realize the strategic objective which is to improve the societal well-being.

The legislation provides for the skills development of the workforce so that they have knowledge and be able to perform as expected. Capacity building, as defined by Bolger, (2002), refers to approaches, strategies and methodologies used by developing countries and/or stakeholders to improve performance at the individual, organizational level or broader system level (Department of Local Government and Housing, 2006:4).

Capacity is needed for all the structures that are aimed at bringing about development to the communities. Community- based organizations have a role to play in ensuring that there is local capacity for development purposes. Community-based organizations provide a basis for development in so far as they are building an organization and bringing the community together around mutual concerns and needs (de Beer & Swanepoel. 2010:41).

Fundamentally, humans are the key to all problems, not money. Funds are valuable only when used by trained, experienced and devoted men and women. Such people, on the other hand, can work miracles even with small resources and draw wealth out of barren land (World Public Sector Report, 2005:25). Training and capacity building has to occupy the center stage on matters of development because it is about improving the current situation to another including sustenance. The beneficiaries of every programme or project have got to be capacitated in some way so that they have knowledge and understanding of delivering on what is expected of them. If they are given land, for example, they should have knowledge of how they need to maintain it. It has got to be the knowledge on how to manage the available resources.

2.7 Integrated Development Planning (IDP)

Integrated Development Planning is a process through which a municipality establishes a development plan for the short, medium, and long term. Municipalities face immense challenges in developing sustainable settlements which meet the needs and improve the quality of life of local communities (White Paper on Local Government, 1998:27). Municipalities are expected to know and analyse the area in which they operate so that the plans they develop should respond and address the identified challenges. The process of developing an integrated plan involves a variety of players who are having a stake in service delivery.

Section 152 of Constitution of the Republic of South Africa states the following objectives of local government: to provide democratic and accountable government for local communities; to ensure the provision of services to communities in a sustainable manner and to encourage the involvement of communities and community organizations in the matters of local government. Municipalities are expected to take a leading and coordinating role on matters of developmental local government. The South African local government situation is considered developmental, meaning that it still has a lot of development work to do in order to improve the lives of people as a whole.

Local government is expected to coordinate all service delivery sectors so that development is realized at a community level in a decentralized fashion. In other words it is local government which must identify a need and be able to mobilize resources to address those needs. For example, decentralization may well be an effective means of ensuring government and services are delivered and are brought closer to the people, but if not properly managed, and without a strong policy centre it may lead to serious fragmentation of government decision making and lack of national cohesion around development goals (du Plessis, 1999:47). In other words there must be a way in which sectors are engaged to come and render their mandatory services in a given locality and there needs to be proper coordination of activities so that community members are informed of developmental programmes(Local Government Bulleting.2007:13).

An Integrated Development Plan is a process through which a municipality can establish a development plan for the short, medium, and long term. It enables a municipality to

assess the current reality in the municipal area, including economic, social and environmental trends, available resources, skills and capacities (du Plessis, 1999:77). Development should be accompanied by a particular level of skill and knowledge in order for sustainability to be realized. The introduction of Sustainable Development and Poverty Reduction Programme made the local government to emerge as an autonomous unit with a mandate of bringing government closer to the people, empowering communities and delivering the most needed services to the community thereby tackling poverty directly at the grassroots level(University of Western Cape.2007:26)

Coordination will be in the form of creating a conducive environment for both job creation and infrastructure development to take place. Coordination again involves bringing on board the traditional leadership as the custodian of land so that they avail it for developmental purposes when requested. Section 6 of the Land Use Management Bill states the following … "public involvement in spatial planning, land use management and land development processes and decisions should be inclusive of all persons and communities with an interest in the matter being decided". Planning authorities and land use regulators should ensure that previously disadvantaged communities and areas share in the benefits and opportunities flowing from the land development.

2.8 Public participation

Municipalities should develop strategies and mechanisms (including, but not limited to, participative planning) to continuously engage with citizens, business and community

groups (White Paper on Local Government, 1998:33). Involving community members in the planning process will afford them enough space to assist government and to also own it because the output will benefit them. Building local democracy is a central role of local government and all government institutions should assist in the realization of such. It becomes very easy for a government organ to execute programmes where community members were engaged because knowing that they are part of development makes community members raise and engage with issues without any fear of contradiction.

Municipalities require active participation by citizens at four levels: as voters, as citizens from various stakeholder associations, as consumers and end-users, and as organized partners (White paper on Local Government, 1998:33). Community members need not just participate in matters of development because there is a legislative provision for such, there should be capacity building mechanisms to instill skills to them so that they add value to the processes instead of adding numbers. According to Section 16 of Municipal System Act, a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose – contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality. To this stage community members are seen taking part in the activities of government and they contribute positively as expected.

Much has been said about public participation or community involvement which needs a closer look to gauge the level of participation of community members on matters that

affect them directly. According to recent public opinion surveys in OECD countries, only six to ten percent of citizens on average have even heard of the MDGs, with higher awareness in countries where concerted MDG communications have taken place. This therefore implies that a lot is still to be done to afford people space to participate on governance matters.

2.9 Poverty alleviation projects by government

In order to address the challenge of sustainable livelihoods, government has embarked on a number of programmes that focus on a number of income, human capital and asset strategies with the aim to close the divide between the "first" and "second economies". Government seeks to address this problem by focusing on a number of mechanisms which include, among others, state grants in the form of pensions, disabilities, child care, an Expanded Public Works Programme, the Land Reform Programme, Developmental Micro-finance, and Micro-credit for micro enterprises(Department of Social Development,2007:17).

Government departments have identified and budgeted for poverty alleviation projects which are related to their mandates. There is a centre for coordination in terms of activities of government departments. This is done to enable the centre to have a wide and representative view of development in the provincial space. Each department and each municipality in the country and Limpopo province is expected to indicate in their strategic plans and in their annual performance reports how and to what extent they are

applying phase two of the Expanded Public Works Programme (Limpopo Growth and Development Strategy, 2009:37).

There are programmes initiated by government and all are aimed at alleviating poverty and unemployment. However it remains to be proven if these programmes and projects will be long lasting both in quality and quantity. The difference that some of these poverty alleviation programmes bring is that some are solely dependent on government and some depend on the efforts of beneficiaries. For example, the departments will budget for these programmes and they become permanent items which must be budgeted for in all the financial years, like child support grants, whereas some are once-off like funding for projects.

2.10 Conclusion

The above arguments have sharply brought under spotlight the fact that poverty is a relative concept. There are levels of poverty and the people seem to be permanently trapped in those situations and it looks like on their own they have no means of advancing. The countries of the world are incessantly experiencing challenges with regards to improving the wellbeing of their general citizenry. The poverty challenge is so huge to an extent that countries and their continents are in concerted efforts to fight this scourge. These countries have grouped themselves in terms of their levels of development, for example, a group of 77; a group of 21; and a group of 7. There is also a structure established called United Nations where nations have registered and they share experiences related to development and of course politics plays an upper hand. The

World Bank is also designed to finance developmental programmes globally. The countries are loaned money to address their developmental challenges although it happens that they are unable to repay to the bank at the agreed time and when the interests hike.

Issues of underdevelopment and poverty alleviation need reinforced energies because they are about the strengths of countries and eventually about the world itself. Nationally there are efforts to engage other countries so that the united intelligence could held address the scourge.

Despite all these interventions in the rural areas as that is where poverty is visible, there are still areas which would render assistance by government null if not revisited. Projects are funded by government and they do not live to realize their objectives. These projects would operate for a short period and then become dysfunctional. Madumeleng bread making community project is one under spotlight.

Chapter 3

3. Introduction

This chapter gives an account of the method used to collect data from respondents, and it also gives an exposition on the area of study.

3.1 Area of study

The research was conducted in Madumeleng village of Greater Letaba Municipality in Mopani District Municipality, Limpopo Province in South Africa. The village is 120 kilometers east of of Polokwane, the capital city of the province and about 19 kilometers east of Modjadjiskloof town, former Duiwelskloof. Madumeleng village is also about 2 kilometers away from the Rain Queen Modjadji. The village is purely rural with some characteristics of the dual South African economy, in other words the well to do who are in the minority and the poor who are dominating. The village is also about 42 kilometers north of the Tzaneen town.

Economically there are 5% of people who commute by buses and taxis everyday to both Modjadjiskloof and Tzaneen towns for work. The major employers there are firms; shops and farms. There is also a sizeable amount of people who work for the government, and this makes 8% whereas 15% are those in the reefs and they visit home monthly after they get paid. Two percent are self employed; 25% are pensioners; 20% accounts for those still at schools and unemployment accounts for 30% (Greater Letaba Municipality. 2009/10 IDP: 22- 24). The reason for the above statistical information resonates well with what the community poverty alleviation project was aiming to achieve within the community. This information also highlights the employment situation and elements of underdevelopment in the village.

3. 2 Population of the village

Madumeleng village is under the traditional chieftaincy of Modjadji and it has got an estimated population of 1350 with 370 households. The population of the study was the following: project members were the first target (although this was affected by the inaccessibility of some members), traditional leaders from Madumeleng, Koope and Rakhoana villages, ward committee members had responded, members of the community, members of the civic organizations, officials from the Department of Social Development (which is the project funder), officials from the Department of Agriculture who were also giving support to the project, ward councilors, officials from the Greater Letaba Municipality – the Integrated and Development Plan (IDP) manager, and members from the business community.

The reason for selecting the above population was because they have both a direct and indirect role to play in their various capacities in the project.

3.3 Sample size

Purposive sampling was used as the method for selecting the participants from the business community; project members, civic organization, the Department of Social Development, and the Department of Agriculture. This method was relevant for the study because it targets key informants, those with knowledge of a particular discipline as it relates to this project.

Thirty (30) respondents were targeted however; the actual number of respondents was thirty one (31). The respondents were selected as follows: six project members, three traditional leaders from Madumeleng, Koope and Rakhoana villages, three ward committee members, eight members of the community, three member of the civic organizations, one official from the Department of Social Development, one official from the Department of Agriculture, three ward councilors, one official from the Greater

Letaba Municipality – the Integrated and Development Plan (IDP) manager, and two members from the business community.

The feasibility of carrying out the study, time and cost informed the sample size of thirty one.

3.4 Data collection methods

The following methods were used for collecting data for the study:

3.4.1 Focus group

The focus group interview method was used where the researcher collected data from the project members, officials from both the Departments of Social Development and Agriculture. Eight people took part in the focus group discussion. These people were the key informants, in other words they had a lot of information to share regarding the study. Their selection was informed by their closeness to the project.

3.4.2 Questionnaire guide

A questionnaire guide was designed and utilized to collect data from participants in face to face interviews. The guide was mainly consisting of both the closed and open ended questions. The researcher was recording the responses as given by the respondents.

3.4.3 Observation

The researcher was applying the non-participative observation since this study is evaluative and it involves collecting data on a project which took place five years ago. The project had a site demarcated by the traditional leadership and the Department of Local Government and Housing for the operation. Throughout the interaction with participants, the researcher observed that the project came as a rescue to the project

members and the local community. There were no clear channels of communication between role players, for example, the ward councilor and officials from the funding department. There was also a concern that government did not do enough in supporting the project.

3.4.4 Data analysis method

Coding was used as a precursor to analysis and in particular the thematic pattern method because it is very relevant to the qualitative research conducted. Tables were drawn and interpreted to analyse the data collected. The next chapter will deal with the tables and responses given by the participants. The participants were afforded opportunity to express their views in the open ended questions.

3.4.5 Conclusion

This chapter was dealing with the process which the researcher went through when collecting data from the respondents - the research methodology. The chapter also dealt with the categories of respondents. The focus group was used for the identification of key informants, those people with information regarding the subject matter. The population of the research was as follows: project members, Department of Social Development, Department of Agriculture, Business community, Traditional Leaders, community members, civic members, ward committee members, ward councilors, and IDP manager from the Greater Letaba Municipality.

A sample of 31 respondents was informed by the feasibility of the study, time and manageability. The data that was collected is analysed in the next chapter.

Chapter Four

4. Introduction

This chapter will focus on the interpretation of the responses flowing from the previous chapter on data collected from the respondents. There were 31 respondents who participated in the study. The researcher will attach meaning to the responses given in relation to the project. The responses are presented in a tabular form.

4.1 Demographic profile of participants

4.1.1 Gender distribution of respondents

The table below is a representation of gender distribution of the respondents. This distribution showing the preponderance of females over men is depicted in the form of a table

Table 1: Gender distribution of participants

Gender	Frequency	%
Male	11	35.5
Female	20	64.5
Total	31	100

The above table indicates the total number of respondents by gender.

4.1.2. Marital status of respondents

The data in Table 2 represents the marital status of the respondents which is divided into four categories. The data show that the married category accounts for many respondents as compared to the other three categories.

Table. 2 Marital status of respondents

Matital status	Category	Number	%
	Never married	07	23
	Married	13	42
	Divorced	09	29
	Widowed	02	6
	Total	31	100

4.1.3   Age interval of the respondents

The Table below show the ages of the respondents. The data shows that the middle age (41 – 50 year olds) dominates with a total of twelve whereas the young and old are only represented by one respondent each.

Table.3 Age interval of respondents

Age interval	Frequency	Number	%
	15 - 19	01	3
	20 - 30	05	16

	31 - 40	08	26
	41 - 50	12	39
	51 - 60	04	13
	61+	01	3
	Total	31	100

4.1.4 Highest educational qualifications of the respondents

Table 4 shows the educational qualifications of the respondents. There are three

categories and respondents within the range of grades 1 to 7 are in the majority with fifty

eight percent and those with vocational studies are standing at thirteen percent.

Table 4. Highest educational qualifications of the respondents

Highest education of respondents	Number	%
Grades 1 - 7	18	58
Form 1 – 5 (Std 6 – 10)	9	29
Vocational training after primary	04	13
Total	31	100

4.1.5 Main economic activities of respondents

Table 5 below shows economic activities of the respondents. The table shows that there

were more housewives at twenty nine percent in the study than any other category of

respondents followed by the unemployed at twenty six percent. The lowest category

consists of those with formal education who are standing at six percent. The implication

in this case is that there were many housewives as compared to other categories. The

project had people who were committed to work. The majority had devoted their time

and energy to working for the project.

Table 5: Main economic activities of the respondents

Main economic activity	Number	%
Regular employment	4	13
Casual employment	3	10
Self-employed	5	16
Housewife/child rearing	9	29
Unemployed	8	26
Formal education/school	2	6
Total	31	100

4.2. Perceptions of respondents regarding the project

4.2.1 Perceptions on project initiation

Participants were asked questions according to their perceived role in the project.

However, they were also asked questions to assess their knowledge on the project and on

some areas where they were observing the project from a distance, such as project

initiation and community support. Their view regarding community support is that the

project was getting a popular support. The participants were asked who they felt was the initiator of the project between government, the community itself or any other agency. There was unanimity in their responses as all the respondents (100%) are of the view that the project is an initiative of the community.

4.2.2 Perceptions of respondents on the aims of the project

According to the respondents, the project was aimed at achieving the status of being a very big community project where government institutions would invest their expertise in order to ensure that poverty is alleviated and eventually eradicated.

The respondents claim that the project did unfortunately not exist long enough to achieve the set objectives because of challenges experienced during implementation. According to the respondents, the understanding however, was that the business plan might have been clear on the objectives, unfortunately implementation, monitoring and evaluation could not respond to those set objectives. The project implementation was no longer coordinated by people who initiated the project. Project coordination was also tempered with by the ward councilor. Project members started to lose direction and there was no intervention from outside.

4.2.3 Perceptions on the appropriateness of the project

All of the respondents (100%) are of the view that the project is appropriate for their community. There is understanding among respondents that despite the challenges

experienced this was the right project for the community and also that it was meant to improve the lives of the people.

4.2.4 Existence of a business plan

Data in Table 6 below shows that only 3 (10%) respondents knew about the existence of a business plan and another 3 (10%) respondents did not know anything about its existence. Twenty five (80%) of the respondents did not answer the question. This implies that a majority of the respondents did not know about the business plan which is an indication that the project had management challenges from the beginning.

Table 6. Knowledge about the existence of business plan

Response	Number	%
Yes	3	10
No comment	25	80
Do not know	3	10
Total	31	100

4.2.5 Conforming to the business plan

According to data in Table 7 below, a total of 3 (10%) respondents indicate that the business plan was not conformed with. Their view expressed during discussions is that the business plan was done to comply with the departmental procedures of granting

project funding. The other 3 (10%) did not know of any conformity with the business plan whereas 25(80%) of the respondents did not answer the question. This therefore implies that there were no information sharing or formal sessions to discuss or remind each other of the project vision and mission.

Table 7. Conforming with the business plan

Response	Number	%
Yes	3	10
No comment	25	80
Not sure	3	10
Total	31	100

4.2.6 Level of community support for the project

According to the views of respondents, 31 (100%) had strong conviction that the project had support from the community. The community members had big expectations from the project, they were just disappointed that it could not last longer. They claim that the support was overwhelming and they were happy for the project.

4.2.7 Adequacy of budget

According to Table 8 below 19 (62%) respondents did not answer the question whereas 6 (19%) did not know if the budget was adequate; and another 6 (19%) have registered that the budget was adequate. The view of the 6 respondents that expressed an opinion on budget adequacy is that they were able to put together the structure to work with and the project began running immediately after.

Table 8. Adequacy of budget

Response	Number	%
Yes	6	19
No	6	19
Not sure	19	62
Total	31	100

4.2.8 Impact of the project on livelihoods

Table 9 below indicates that all 31 (100%) respondents were convinced that the project had a positive impact towards improving people's lives. The people were no longer waiting for shops to open and they were no longer walking long distances to buy soft and fresh bread. According to the respondents, the project members were able to sustain their families and there were signs that living conditions would change for the better.

Table 9. Impact on people's lives

Response	Number	%
Yes	31	100
No	0	
Not sure	0	
Total	31	100

4.2.9 Perceptions on project sustainability

According to table below, all 31(100%) respondents are agreeing that in future similar projects should be brought to the villages. The respondents further indicate that they will ensure that such projects do not suffer similar consequences of abrupt stoppage when so much is still expected developmentally. There is a strong believe that community involvement in development contributes positively to ensuring that there is clarity on project ownership and role clarification eventually. Most importantly, planning has shifted focus away from communities waiting patiently for government to deliver, towards a set of actions that communities themselves can participate in, in partnership with the Municipality and other stakeholders. As such, it creates a cooperative governance framework where citizens, councilors and officials take collective responsibility for development at the local level (Goldman, 2002:7)

Table. 10 Perceptions on project sustainability

Response	Number	%
Yes	31	100
No	0	0
Not sure	0	0
Total	31	100

4.2.10 Community appreciation of the project

There is an expression that all 31 (100%) respondents were convinced of the community appreciation of the project. This was evidenced by instances where community members would place orders for products when they had family or social events.

4.2.11 Government support for the project

Table 11 below indicates that 6(19%) respondents were satisfied with the support provided by government for the project. According to the respondents, the government was able to provide funding. The project got off the ground although it did not last long as one would have hoped. These respondents also claim that officials from both Departments of Social Development and Agriculture used to visit the project to provide support. The other 15 (49%) respondents did not have comments to the question and 10 (32%) did not know. One can infer that government support to the project was not visible, as it should have been to all project members through technical and other related support.

Table. 11 Government support for the project

Response	Number	%
Yes	6	19
Do not know	10	32
Not sure	15	49
Total	31	100

4.2.12 Perceptions of respondents on bank account

According to respondents on the question of bank account, only 6 (19%) respondents knew that there was an account opened, 5(16%) were not sure if the bank account ever existed and 20(65%) did not answer the question. The respondents claim that everybody would keep their daily takings from selling and would sometimes hand it to the treasurer. This therefore implies that there was no management of finances in the project. It also suggests that the members were not trained on how to manage the finances. This then contradicts the notion that there was training provided on issues of managing projects. Not all money was going to the central coffers, which dealt a blow on the sustainability of the project if members used their discretion to hand over the takings to treasury.

Table: 12. Perceptions of respondents on bank account

Response	Number	%
Yes	6	19
Do not know	5	16
No comment	20	65
Total	31	100

4.2.13 Existence of records on project information

Thirty two percent of respondents do not know of any records regarding project information whereas 68% had no comments to make. The 32% who responded claim that the project was just running on its own as people would come and do their work without

recording anything and this left everything to chance. This implies that there was no way the project could run on its own. It came as no surprise to project members when the project was no longer functional. On the other, the shutting down of the project was a surprise for community members.

Table. 13. Existence of records on project information

Response	Number	%
Yes	0	0
Do not know	10	32
No comment	21	68
Total	31	100

4.2.14 Holding of project meetings

Respondents had different views on the question of project meetings. Thirty two percent of respondents indicated that there were weekly meetings; 36% of them indicated that there were monthly meetings; 23% indicated there were occasional meetings, whereas 10% had no comments to make. These differing views from respondents make the researcher to conclude that there were no formal project meetings. Meetings are very important because that is where members are supposed to share ideas, views, experiences and thereby charting the way forward regarding the matters at hand.

Table 14. Holding of project meetings

Response	Number	%

Weekly	10	32
Monthly	11	36
Occasional	7	23
No comment	3	10
Total	31	100

4.2.15 Keeping of records for meetings

Table 15 below reflects how respondents have reacted to the question of records keeping for the project. Thirty two percent of respondents do not know if there are records for any meeting which might have taken place at the project site. Sixty eight percent of respondents did not answer the question. This situation suggests that it will be difficult if not impossible for anyone to access records for the project. Corporate governance requires that there must be record keeping of every activity and correspondence for future reference. There must also be accounting officials to shoulder responsibility on corporate performance.

Table 15. Keeping of records for meetings

Response	Number	%
Yes	0	0
Do not know	10	32
No comment	21	68
Total	31	100

4.2.16 Existence of financial records

All respondents (100%) claim that there is no financial record of any project activity that might have taken place.

4.2.17 Proximity of the project

Hundred percent of respondents have indicated that the project was a walking distance for them. They also claim that every time they would get fresh supply of produce for family usage.

Table 16. Proximity of the project

Respondents	Number	%
Yes	31	100
No	0	0
Not sure	0	0
Total	31	100

According to community members the view on future improvements regarding community projects is that the relevant stakeholders should be identified from the beginning, roles for each participant should also be clarified to avoid role extension by others.

4.3 Views of the Department of Social Development which funded the project

Regarding funding of projects, the department claims that there were other community based poverty alleviation projects which they funded in terms of the preparations of business plans.

With respect to training of community members, the department claims that they provided training to the project members which is something they do in such projects to ensure that members are able to run the project on their own. Views regarding the relevance of the training modules were also posed to the departmental officials, and the department claims that the modules were relevant to the project.

According to the view of the Department of Social Development on the challenges experienced by the project, there were no clearly defined coordinating roles between the former councilor and officials from the department. The department claims that their officials were not always on site and this made project members to start doing things their own way. This situation calls for the department to sort out their internal processes and systems to respond to issues of community development with extra diligence, caution and care. The department is now seen to have contributed in rendering the project a failure.

On the view of project marketing, the department claims that the project was well marketed and also that there were institutions that were relying on the products from the project. The department further indicated that they had bought the car specifically for the project.

The department was also engaged on a matter of funding similar projects in future. The view of the department is that people working for the project should be committed

before the department or government could commit funds for the projects to get started.

The department also suggests that community leaders should be brought on board to

register their commitment as well.

The department indicates that similar projects will be funded in future and they will

always refer to challenges experienced with other projects to improve and thereby ensure

that poverty alleviation projects are sustainable.

On rating the project, the view of the department is that the project was good despite the

challenges experienced. The department was satisfied that there were signs that the

project would improve the lives of local people.

4.4 Views of the Department of Agriculture

Regarding the Department's observation on the community's response towards the

project, the department claims that the community was very positive towards the project

and they were optimistic that the project will improve the socio-economic conditions of

their area.

With regards to the relationship between project members and the department, the view

of the department is that even if they were not contributing financially to the project, they

had a healthy relationship with the project members. They claim that they were giving

technical support to the project by visiting and providing some training to the project members.

In terms of monitoring and evaluation of the project, the department claims that their officials were visiting the project to monitor implementation. However the bulk of the work was left to project members to do as per the training they received. The department was satisfied with the support they were giving because that is how they also support other poverty alleviation projects in the municipal area.

4.5 Views of the ward councilors about the project

Regarding community involvement in project identification, the three ward councilors have responded that it is democratic to involve community members in the identification of projects. They further claim that this is according to council procedures because these processes should be community driven and the final product is community owned. The same approach was used in the identification of the project under study.

With regards to community gatherings, the views of councilors are that issues of projects are supposed to be reported to community members during mass meetings because these are their projects and they are entitled to the information. In this case, the community gatherings where general issues are discussed did not have an item on the project.

In terms of the roles of councilors in community poverty alleviation projects,

their views are that councilors are supposed to manage community projects on behalf of both the government and the funding institutions. There is a crucial role which councilors can play in community poverty alleviation and development projects. They further claim that in this way community members will be afforded opportunities to have information about projects and to take ownership.

4.6 Views of the ward committee about the project

On giving advice to project members, the respondents giving views on ward committee participation indicated that it was not easy for them to give advice to the project members because there was not a clearly spelt-out chain of command. The ward committee members claim that they were ready to give advice to the project members but this was not possible because there was no platform to do this. They further claim that the reason for the lack of a platform was because there has never been a forum to discuss the roles that stakeholders can play in the project.

4.7 Views of traditional leaders about the project

A question was asked regarding the level of satisfaction with the project identification. The traditional leaders showed satisfaction with the way the community poverty alleviation projects were identified in their villages. They also claimed that they were satisfied with the fact that these projects were showing signs of huge growth but were now disappointed that the situation has gone back to where it was before the project started.

On the role of traditional leadership in community projects, the traditional leadership regrets that they did not play the supportive role they were supposed to have played in the project because they thought there was progress. They further indicate that even if it was not going to be easy for them to push their way into participating in the project, they would still have called for the intervention of authorities to avoid shutting down the project.

4.8 Views of the business community concerning the project

With regards to project initiation, the view of business community was that the project was welcomed and in a way it was going to improve competition even though they were not trading similar products. All respondents were displaying knowledge of their projects and this was encouraging.

On the role of the business community in the projects, the respondents claim that they were ready to advise those entering into business for the first time. Their challenge though was that they felt it was not easy for them to render such advice because they were not invited. They further maintain that even though the products are not similar, the management principles are common, for example, project and financial management.

4.9 Views of the civic structure concerning the project

With regards to the role of civic formation in the project, the respondents indicate that theirs have been that of participating at a community level for project identification. They indicate that they now have regrets that they did not play their supportive role in the project and also to engage community members on the project details. They claim that they should have engaged project members to seek ways of calling for assistance from both government and non-governmental organizations.

4.10 Views of Integrated Development Planning Manager from the Municipality

In terms of the Municipality adopting community projects, the respondent indicated that the municipality did not adopt such projects because they are governed through an agreed process with the beneficiaries, and the municipality can not budget again for these projects. In other words government institutions cannot duplicate budgeting for community projects. Instead there must be integrated planning.

Furthermore, the manager claims that there are no plans currently to adopt community projects in future, instead the municipality would assist in ensuring that partnerships are established to manage and sustain those projects in which ward councilors will avail their services.

The question of economic growth, the municipality confirms that even if they were not hands-on the project has positively contributed to the economic growth in the municipal

area. The municipality further claims that there was positive impact that they can account for within the short space of time that the project operated.

4.11. Views of community members on the project

Some respondents have indicated that the project was a walking distance for them. They also claim that every time they would get fresh supply of products for family usage.

4.12 Conclusion

This chapter was focusing on the analysis of data collected by the researcher. The data was collected from the respondents as sampled by the researcher. The responses were analysed through the thematic approach in order to interpret the views of the respondents.

It was apparent that there were a number of areas that could not be covered during project identification, planning and implementation stages and as a result the project stopped functioning. There is also an acknowledgement on the part of the funding department that they will note all the challenges experienced on the project site and that they will use this as a build up for future projects and as a wake up episode on their learning curve.

Chapter Five: Conclusion and Recommendations

5. Introduction

Many countries of the world still have developmental challenges both in terms of infrastructure and societal wellbeing. There are ways of trying to avert this scourge where these countries have made concerted efforts to reciprocally assist each other financially either in the form of loans or donations. Some countries will end up struggling to repay the loan and thereby postponing addressing internal poverty, underdevelopment and economic inequalities. Poverty and underdevelopment take a centre stage.

South Africa is counted among countries with a high rate of unemployment and this poses challenges on the socio-economic front. The challenges will range from crime, brain drainage to high levels of illiteracy which may ultimately lead government to extend the years on which people retire because many are not employable. The majority of people is living in rural areas and they are dependent on grants from government. This situation will continuously put pressure on government to allocate more money to meet the growing demand for grants, and on the other hand there will be few resources to deploy and respond to issues of education and other social amenities.

In responding to the poverty levels in rural areas the government of the Republic of South Africa has established a department called 'Department of Rural Development and Land Reform'. This department is mandated to ensure that there is development in rural areas, both in terms of capacitating people and infrastructure development. Community members are expected to participate in the processes of developing their area. There is a provision in several pieces of legislation for community members to be actively involved in development matters that affect them directly. For example, the Integrated Development Plans of the municipalities propagate that communities should fully participate in the activities of local government. The White Paper on Local Government, March 1999 and Municipal Systems Act, 32 of 2003 also provide for community participation. This therefore calls for government institutions to capacitate community members to have a meaningful and qualitative participation.

Government is encouraging community members and in particular rural women to organize themselves in addressing their development. The majority of rural women have responded to this call and they have since started community projects where government is assisting them financially. The majority of these projects is for poverty alleviation and is contributing positively in growing the local economy. Poverty alleviation projects will need management support from government so that they sustain themselves and have a positive impact and reduce the rate of indigents in municipalities.

5.1 Observation and recommendations

It can be observed from this study that this was a project initiated by the community from where it derived overwhelming support. However, a number of issues were observed which might have led to the project failure. This in future, might call for any funding institution on community projects to take serious consideration.

The department did well to respond to the community's call by allocating money to fund poverty alleviation projects, which is one big challenge that other countries of the world are still battling with. However, they should have ensured that the business plan covers issues of project management, financial management and monitoring and evaluation. It means therefore, that, funding for similar projects should in future guard against the insufficient planning which is done to comply with the funding conditions only.

The fact that there are no project records neither financially nor administrative tells of an approach that needs to be closely looked at in future. It is again clear from the responses given that the project members were not trained on financial management and book keeping. Some members are not aware if there were project meetings that were going on. There are also no records of meetings, which were held to discuss project status and progress. In terms of administration protocol, it is also odd to continue without keeping any record of proceedings.

The local municipality should allow enough space for interested and relevant stakeholders to participate in these projects so that the resources available locally are

exhausted at all given times. This will also allow community members to have a say in the project and to also provide the necessary support. There should also be controlled means of engaging community members with the project. Their engagement should only be through their community leaders.

Project members should be allowed space to learn from others. It does not necessarily mean they will learn from similar projects, however, they will learn how to run and manage projects largely. The funding department should provide for such because it surely might be expecting too much from project members.

The traditional leadership, civic, ward committee and ward councilors should lead the selection process of project members to ensure that there is consistency and no empire building takes place. The leaders should also allow public interest to prevail over theirs so that the objectives of government are realised.

The funding department on community poverty alleviation projects should make known their intention so that other government institutions are able to bring their expertise and it becomes a government initiative to fight poverty in a given locality. This also calls for the coordinating department, for example, Office of the Premier, whose role is to coordinate government departments in a given province, to integrate their plans so that government is seen to be responding to the needs of the people. The district municipality will assume a similar role in a given district municipal space and coordinate both sector departments and municipalities.

Municipalities should also make provisions for money outside of what the funding department has allocated so that they build local capacity to produce goods and services out of community members. This will go a long way in lightening the load of having to provide grants to all the municipal residents because they are indigents. In turn, the residents will be able to pay for municipal services and the municipality will be able to focus on providing other services.

There should be a clearly defined chain of command in terms of accountability in the identified projects that are implemented by government. This is done to ensure that there is accountability both administratively and politically. The government sector should deploy their skilled personnel to assist in providing service delivery. This will assist project members in future to be able to monitor progress themselves without close supervision by government because it cannot be them alone who are served. The officials should also display some levels of commitments in order to ensure sustainable supply of poverty alleviation projects.

Government should also develop frameworks for the support and aftercare given to community projects. The frameworks should also spell out the period it will take for government to support similar projects before they move over to support others. The projects should also be able to support and learn from one another and share best practices.

Marketing of community projects should be prioritized by government. There should be regular engagements sessions between government and project members to familiarise them with the processes so that they know how important the customer is and what it means to disappoint customers.

Government and the non-governmental sector have a role to play in alleviating and eventually eradicating poverty in the communities and in particular rural areas. This is in line with the newly established Ministry of Rural Development and Land Reform in the South African cabinet. Rural areas are most hard hit with poverty, unemployment, and crime. Projects respond to issues of economic growth and development which attempt to address the economic disparities and poverty.

It is clear from the project under study that the project members were all alone in the project. There must be partnerships developed from the beginning of a project. This partnership should develop some terms of reference so that it is known as to what are the objectives of such arrangements.

Community members should also be provided space to participate in the projects process. There should also be frameworks to guide such engagements. The community representatives in the project should give feed- back to their constituencies so that the information flow is not broken and also that the misconceptions are managed in case they show up.

Government should enter into some service level agreements with agencies that bring development on its behalf specifically in rural areas. This will ensure accountability on the work done. Government should also be able to audit the roles of these agencies in the process. The business community should be given enough space to render free support services to the project members.

5.2 Conclusion

It is true that people's living conditions need to be improved at all times and in this case the major contributor is government. It is expected of government to recruit more experienced and committed personnel to take care of people's needs. Personnel should always remember that in their actions it is government that receives accolades and in turn government will reward them for their sterling performance. It needs to be noted that personnel need to be capacitated and instilled with knowledge for them to perform as expected, failing which they will be failing both government and the community who are the major beneficiary of government.

From the study conducted on community poverty alleviation projects, it is apparent that the committed and skilled employees will make development realized.

Development needs to happen at every level of government and for the people.

Development should be aimed at ensuring sustainability so that eventually people use that opportunity to improve their living conditions. The improved living conditions of the people will reduce pressure on government where people will graduate from permanently depending on government to a state of permanent self-reliance. The impact of poverty alleviation programmes should be easily observed by all participants in development.

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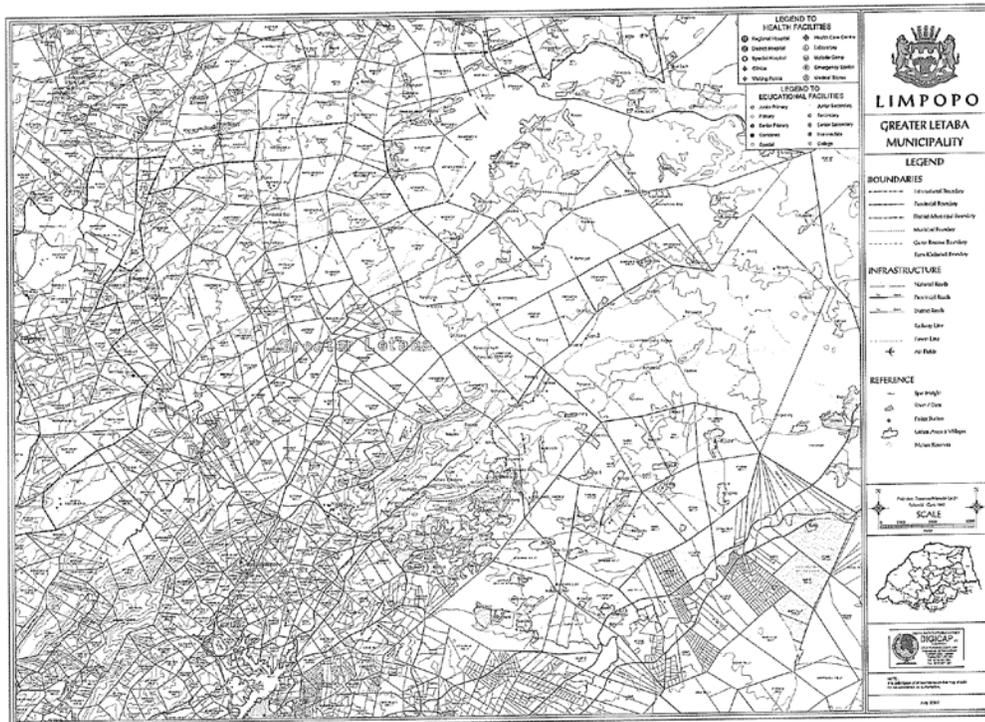
QUESTION 01

QUESTIONS TO PROJECT BENEFICIARIES

The questionnaire is developed for purposes of unearthing the underlying information regarding the research topic. It is also about knowing the project better on matters related to how it was started and how it got to a stage of dysfunctionality.

Demographic information

Name of participant	
Gender	
Age	
Highest standard passed	

1. SECTION A: BENEFICIARY INFORMATION

1.1 Who initiated the project? (Mark with an X)

Government	
Community	
Other	

1.2 What did the project want to achieve?

_____

_____

1.3 Do you think this was the right project for the community/village?

Yes	
No	
Not sure	

1.4 Did the project have a business plan?

Yes	
No	
Do not know	

1.5 If yes, do you think the project was done as per the business plan?

Yes	
No	
Not sure	

1.6 Did the community show some levels of supporting the project?

Yes	
No	
Do not know	

1.7 Do you think the project was allocated enough budget?

Yes	
No	
Not sure	

1.8 According to your observation did the project live to change the lives of people?

Yes	
No	
Not sure	

1.9 Would you recommend similar projects in future for your community?

Yes	
No	
Not sure	

1.10 According to your observation did the community show appreciation towards the project?

Yes	
No	
Not Sure	

1.11 Did government provide enough support for this project?

Yes	
No	
Not sure	

1.12 Did you open bank account for the project?

Yes	
No	
Not sure	

1.13 Do you still have records of project information?

Yes	
No	
Not sure	

1.14 How often were you convening project progress meetings?

Weekly	
Monthly	
Occasionally	

1.15 Do you still have roll calls of your previous meeting?

Yes	
No	
Not sure	

1.16 Do you have records of profit made in the last 12months of the project's life?

Yes	
No	
Not sure	

1.17 Was the Department of Health and Social Development attending your meetings?

Yes	
No	
Never invited	

Question 01: Demographic information

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No	
Not sure	

1.6 Did the community show some levels of supporting the project?

Yes	
No	
Do not know	

1.7 Do you think the project was allocated enough budget?

Yes	
No	
Not sure	

1.8 According to your observation did the project live to change the lives of people?

Yes	
No	
Not sure	

1.9 Would you recommend similar projects in future for your community?

Yes	
No	
Not sure	

1.10 According to your observation did the community show appreciation towards the project?

Yes	
No	
Not Sure	

1.11 Did government provide enough support for this project?

Yes	
No	
Not sure	

1.12 Did you open bank account for the project?

Yes	
No	
Not sure	

1.13 Do you still have records of project information?

Yes	
No	
Not sure	

1.14 How often were you convening project progress meetings?

Weekly	
Monthly	
Occasionally	

1.15 Do you still have roll calls of your previous meeting?

Yes	
No	
Not sure	

1.16 Do you have records of profit made in the last 12months of project's life?

Yes	
No	
Not sure	

1.17 Was the Department of Health and Social Development attending your meetings?

Yes	
No	
Never invited	

QUESTION 02

FUNDING DEPARTMENT

Name			
Gender			
Age			
Highest standard passed			

2.1 Did your department fund any other similar project in 1994?

Yes	
No	
Not sure	

2.2 Did your department prepare business plans for these projects?

Yes	
No	
Not sure	

2.3 Did the business plan include training for community project members?

Yes	
No	
Not sure	

2.4 If yes, was the training module relevant to the project?

Yes	
No	
Not sure	

2.5 According to your knowledge, what were the problems experienced on site?

_____

_____

2.6 Was the project well marketed?

Yes	
No	
Not sure	

2.5 What do you think the government should do to improve such projects in future?

_____

_____

2.7 Would you recommend similar projects in future for the department?

Yes	
No	
Not sure	

2.8 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

QUESTION 02

FUNDING DEPARTMENT

Name			
Gender			
Age			
Highest standard passed			

2.1 Did your department fund any other similar project in the same year as this one (1994)?

Yes	
No	
Not sure	

2.2 Did your department prepare business plans for these projects?

Yes	
No	
Not sure	

2.3 Did the business plan include training for community project members?

Yes	
No	
Not sure	

2.4 If yes, was the training module relevant to the project?

Yes	

No	
Not sure	

2.5 According to your knowledge, what were the problems experienced on site?

_____

_____

2.6 Was the project well marketed?

Yes	
No	
Not sure	

2.5 What do you think the government should do to improve such projects in future?

_____

_____

2.7 Would you recommend similar projects in future for the department?

Yes	
No	
Not sure	

2.8 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

QUESTION 02

FUNDING DEPARTMENT

Name			
Gender			
Age			
Highest standard passed			

2.1 Did your department fund any other similar project in the same year as this one?

Yes	
No	
Not sure	

2.2 Did your department prepare business plans for these projects?

Yes	
No	
Not sure	

2.3 Did the business plan include training for community project members?

Yes	
No	
Not sure	

2.4 If yes, was the training module relevant to the project?

Yes	
No	
Not sure	

2.5 According to your knowledge, what were the problems experienced on site?

_____

_____

2.6 Was the project well marketed?

Yes	
No	
Not sure	

2.5 What do you think the government should do to improve such projects in future?

_____

_____

2.7 Would you recommend similar projects in future for the department?

Yes	
No	
Not sure	

2.8 Is there record keeping of the project information?

Yes	
No	
Not sure	

2.9 Can the records be relied upon in tracking the project information?

Yes	
No	
Not sure	

2.10 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

QUESTION 3

Department of Agriculture

Demographic information

Name	
Gender	
Age	
Highest standard passed	

3.1 How did you observe community's response towards the project?

Positive	
Negative	
No idea	

3.2 How was the relationship between project members and your department?

Poor	
Good	
No comment	

3.3 Were there measures in place to address issues of monitoring and evaluation?

Yes	
No	
Not sure	

3.4 If yes are there reports kept on the project operation?

Yes	
No	

3.5 In your view was the support given by your department enough?

Yes	
No	
Not sure	

3.6 If no, what more could have been done by your department?

_____

QUESTION 04

WARD COUNCILLOR

Demographic information

Name	
Gender	
Age	

Highest standard passed	

4.1 Was the community involved in the identification of the project?

Yes	
No	
Not sure	

4.2 Were there regular community progress meetings on the project?

Yes	
No	
Not sure	

4.3 Did they invite you to their project meetings to discuss their project matters?

Yes	
No	

4.4 If no, did you communicate this to project members?

Yes	
No	

4.5 According to your observation are there records for project meetings?

Yes	
No	
Not sure	

4.6 Was the community supporting the project by buying from it?

Yes	
No	
Not sure	

4.7 What in your thinking were the problems for the project?

_____

_____

4.8 What should be done in future to make poverty alleviation projects sustain?

_____

QUESTION 5

WARD COMMITTEE MEMBERS

Demographic information

Name	
Gender	
Age	
Highest standard passed	

5.1 Did you ever attend any of the project meetings?

Yes	
No	

5.2 Did any of the community mass meetings discuss about the project?

Yes	
No	

5.3 If yes, did the community show signs of owning the project?

Yes	
No	
Not sure	

5.4 Were the community members able to give advice to the project members?

Yes	
No	

5.5 Were you able to assist the project members in the running of their project?

Yes	
No	
Not really	

5.6 Were the project members taking your advices?

Always	

Sometimes	
Not always	

5.7 How were the project members relating to the community?

Positive	
Negative	
Never observed	

5.8 What in your thinking could have led to the demise of the project?

_____

_____

WARD COMMITTEE MEMBERS

Demographic information

Name	
Gender	
Age	
Highest standard passed	

5.1 Did you ever attend any of the project meetings?

Yes	
No	

5.2 Did any of the community mass meeting discuss about the project?

Yes	
No	

5.3 If yes, did the community show signs of owning the project?

Yes	
No	
Not sure	

5.4 Were the community members able to give advice to the project members?

Yes	
No	

5.5 Were you able to assist the project members in the running of their project?

Yes	
No	
Not really	

5.6 Were the project members taking your advices?

Always	
Sometimes	
Not always	

5.7 How were the project members relating to the community?

Positive	
Negative	
Never observed	

5.8 What in your thinking could have led to the demise of the project?

_____

_____

QUESTION 6.

Traditional leader

Demographic information

Name	

Gender	
Age	
Highest standard passed	

6.1 Were you satisfied with the way the project was identified?

Yes	
No	
Not really	

6.2 Did the majority of your constituency support the project identified?

Yes	
No	
Not really	

6.3 For those who did not support the project what did they say is the alternative?

_____

6.4 According to your observation, were the project beneficiaries really committed to their work?

Yes	
No	
Not really	

6.5 What other support mechanism could have improved the situation in the project?

_____

_____

6.6 Would you recommend similar projects in future in your area/village?

Yes	
No	
Not really	

6.7 What would you recommend to the department of health and social development regarding similar projects in future?

_____

_____

QUESTION 7

BUSINNES COMMUNITY

Demographic information

Name	
Gender	
Age	
Highest standard passed	

7.1 How did it feel like when this project was initiated in this area?

Yes	
No	
Not really	

7.2 Had they approached you for advice would you assist them in running their project?

Yes	
No	
Not really	

7.3 What according to you could have worked better for the project to avoid shutting down?

7.4 Do you think this was the right project for the community?

Yes	
No	
Not really	

7.5 Would you recommend similar projects in future?

Yes	
No	
Not really	

BUSINNES COMMUNITY

Demographic information

Name	
Gender	
Age	
Highest standard passed	

7.1 Were you not threatened by the inception of this project?

Yes	
No	
Not really	

7.2 Had they approached you for advice would you assist them in running their project?

Yes	
No	
Not really	

7.3 What according to you could have worked better for the project to avoid shutting down?

_____

_____

7.4 Do you think this was the right project for the community?

Yes	
No	
Not really	

7.5 Would you recommend similar projects in future?

Yes	
No	
Not really	

QUESTION 8

CIVIC

Demographic information

Name	
Gender	
Age	
Highest standard passed	

8.1 How involved were you in the project identification process?

Highly	
Minimally	
Not at all	

8.2 If no, does that suggest that this was not viewed as a community project?

Yes	
No	

8.3 Did the project benefit the community members as expected?

Yes	
No	
Not really	

8.4 Did you exercise your full support to the project as a civic formation?

Yes	
No	
Not really	

8.5 Did you and project members understand why you should have a stake in the project?

Yes	
No	
Not really	

8.6 Did the community mass meetings discuss about this project in their gatherings?

Yes	
No	
Not really	

QUESTION 9

Integrated and Development Planning Manager

Demographic information

Name	
Gender	
Age	
Highest standard passed	

9.1 Did the municipality adopt this project to assist it sustain itself?

Yes	
No	

9.2 Does the municipality intends adopting this kind of projects in future?

Yes	
No	
Not really	

9.3 Did the project contribute towards creating jobs for the people in the municipality?

Yes	
No	
Not really	

9.4 In your opinion did the project contribute towards economic growth in the municipality?

Yes	
No	
Not really	

9.5 How was the relationship between the municipality and the project itself?

Strong	
Weak	
Poor	

9.6 How was monitoring and evaluation of the project done?

_____

_____

9.7 Were the project managers convening meetings?

Yes	
No	
Not sure	

9.8 Are there records of the meetings?

Yes	
No	
Not sure	

9.9 Did the project have a bank account?

Yes	

No	
Not sure	

9.10 Is the municipality having some contingencies for poverty alleviation projects which are struggling?

Yes	
No	
Not sure	

9.8 Would you recommend similar projects in future in other areas of the municipality?

Yes	
No	
Not sure	

9.9 How would you generally rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

QUESTION 10

Members of the Community

Demographic information

Name	
Gender	
Age	
Highest standard passed	

10.1 How was the project received by the community members?

Good	
Bad	
Not sure	

10.2 Were you able to walk to the project site to buy their produce?

Yes	
No	

10.3 Were other community members using the produce from the project for their functions?

Yes	
No	

10.4 Were other institutions using the produces from the project?

Yes	
No	
Not sure	

10.5 Were you satisfied with the kind of service rendered by the project?

Yes	
No	
Not really	

10.6 Would you recommend that government funds similar project in future?

Yes	
No	
Not really	

10.7 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

10.8 What would you recommend for future improvement in such projects?

_____

_____

QUESTION 10

Members of the Community

Demographic information

Name	
Gender	
Age	
Highest standard passed	

10.1 How was the project received by the community members?

Good	
Bad	
Not sure	

10.2 Were you able to walk to the project site to buy their produce?

Yes	
No	

10.3 Were other community members using the produce from the project for their functions?

Yes	
No	

10.4 Were other institutions using the produces from the project?

Yes	
No	
Not sure	

10.5 Were you satisfied with the kind of service rendered by the project?

Yes	
No	
Not really	

10.6 Would you recommend that government funds similar project in future?

Yes	
No	
Not really	

10.7 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

10.8 What would you recommend for future improvement in such projects?

_____

QUESTION 10

Members of the Community

Demographic information

Name	
Gender	
Age	
Highest standard passed	

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Bad	
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Yes	
No	

10.3 Were other community members using the produce from the project for their functions?

Yes	
No	

10.4 Were other institutions using the produces from the project?

Yes	
No	
Not sure	

10.5 Were you satisfied with the kind of service rendered by the project?

Yes	
No	
Not really	

10.6 Would you recommend that government funds similar project in future?

Yes	
No	
Not really	

10.7 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

10.8 What would you recommend for future improvement in such projects?

_____

_____

QUESTION 10

Members of the Community

114

Demographic information

Name	
Gender	
Age	
Highest standard passed	

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Good	
Bad	
Not sure	

10.2 Were you able to walk to the project site to buy their produce?

Yes	
No	

10.3 Were other community members using the produce from the project for their functions?

Yes	
No	

10.4 Were other institutions using the produces from the project?

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No	
Not sure	

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Not really	

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_____

QUESTION 10

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Demographic information

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Not really	

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Yes	
No	
Not really	

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_____

QUESTION 10

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Demographic information

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Highest standard passed	

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No	

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No	
Not sure	

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Yes	
No	
Not really	

10.6 Would you recommend that government funds similar project in future?

Yes	
No	
Not really	

10.7 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

10.8 What would you recommend for future improvement in such projects?

_____

_____

QUESTION 10

Members of the Community

Demographic information

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Gender	
Age	
Highest standard passed	

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Good	
Bad	
Not sure	

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No	

10.3 Were other community members using the produce from the project for their functions?

Yes	
No	

10.4 Were other institutions using the produces from the project?

Yes	
No	
Not sure	

10.5 Were you satisfied with the kind of service rendered by the project?

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No	
Not really	

10.6 Would you recommend that government funds similar project in future?

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No	
Not really	

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_____

_____

QUESTION 10

Members of the Community

Demographic information

Name	

Gender	
Age	
Highest standard passed	

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No	

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No	
Not sure	

10.5 Were you satisfied with the kind of service rendered by the project?

Yes	
No	
Not really	

10.6 Would you recommend that government funds similar project in future?

Yes	
No	
Not really	

10.7 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

10.8 What would you recommend for future improvement in such projects?

_____

_____

QUESTION 10

Members of the Community

Demographic information

Name	
Gender	
Age	
Highest standard passed	

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Bad	
Not sure	

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No	

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No	
Not sure	

10.5 Were you satisfied with the kind of service rendered by the project?

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No	
Not really	

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Yes	
No	
Not really	

10.7 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

10.8 What would you recommend for future improvement in such projects?

_____

_____

QUESTION 10

Members of the Community

Demographic information

Name	
Gender	

Age	
Highest standard passed	

10.1 How was the project received by the community members?

Good	
Bad	
Not sure	

10.2 Were you able to walk to the project site to buy their produce?

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No	
Not really	

10.6 Would you recommend that government funds similar project in future?

Yes	
No	
Not really	

10.7 How would you rate the project?

1 = very poor	2 = poor	3 = average	4 = good	5 = very good

10.8 What would you recommend for future improvement in such projects?