

**INVESTIGATING THE CHALLENGES OF POVERTY ALLEVIATION
PROJECTS IN THE EASTERN CAPE DEPARTMENT OF SOCIAL
DEVELOPMENT: A CASE STUDY ON SELECTED PROJECTS AT
AMATHOLE DISTRICT MUNICIPALITY (1997 – 2009).**

BY

SKUTA ALFRED MTSI

**Dissertation submitted in fulfilment of the requirements for a degree of
Master of Public Administration**

**DEPARTMENT OF PUBLIC ADMINISTRATION SCHOOL OF
PUBLIC MANAGEMENT AND ADMINISTRATION
FACULTY OF MANAGEMENT AND COMMERCE**

UNIVERSITY OF FORT HARE

SPURVISOR: DR. THOZAMILE RICHARD MLE

DATE: 02 FEBRUARY 2010

DECLARATION OF ORIGINALITY

I, Skura Alfred Mtsi, hereby declare that:

- This dissertation is my original work.
- It has not been submitted for degree purposes at any other University.
- The information obtained from published and unpublished work of others has been acknowledged in the text and a list of references is provided.

Signature:.....

Date: 02 February 2010

ACKNOWLEDGEMENTS

Many people have contributed immensely to the success of my research study, and thus in various degrees. My family has always been at the centre of rendering the most courageous support, especially my wife (Nolundi Mtsi), who not only endured my frequent absence due to the demanding academic schedule, but she also shared her own experience during my research work. She served as a pillar of strength throughout the daunting moments of my study and always instilled the spirit of hope.

My supervisor, Doctor Mle, has excelled in providing both the motivational and scholastic support at the pinnacle of my educational life. Without his zealous encouragement and dedicated support, it would have been difficult to accomplish the objective goals of the study. He constantly demonstrated a continuous will to magnanimously profess his knowledge and at the same time engender a sense of creativity to me as his student. His tireless and tolerant effort gave me tenacity to endure and complete the overwhelming work of my study.

May I also pay sincere tribute to all the lecturers who made tremendous contributions during the initial stages of my study; and they have assisted to lay the deserved foundation for this dissertation. Reference in this regard can be attributed to Professors Kanyane, Buthelezi, Meiring and Nengwenkulu; and all others who courageously shared their ideas and expertise during the trying moments of the study. I am grateful for their tolerance, care, respectfulness and support during the rudimental stages of my learning experience.

To my classmates, we have traversed the most challenging and sometimes turbulent conditions during the period of our study, both inside and outside the classroom.

It is only through our collective and shared wisdom that we managed to weather the storm through to the jovial moment of triumph. Every time we shared together has always added value in advancing my intellectual capacity through extra knowledge.

Without the information gathered from the respondents, the mission of the research study would have been impossible. The officials from the departments of Social Development and Labour, Amathole District Municipality (LED Coordinator), Chairperson of the Portfolio Committee on Social Development, project members and individuals without portfolios; all these target groups have co-operated willingly and honestly in sharing the required information.

Lastly, I wish to thank all my family members for their support and sacrifice throughout my upbringing, especially my parents who passed away without having formal education. This achievement is wholeheartedly dedicated to them.

ABSTRACT

This study inquired and explored information about the challenges faced by poverty alleviation projects through interactive process with relevant sources. An expedient sample of participants was drawn from strategic positions that deal with poverty alleviation projects in the area of Amathole District Municipality, Eastern Cape Province. The collection of data was done through focus groups, questionnaires, scheduled interviews, unscheduled interviews, observations and review of documents.

The results acquired from the analyzed thesis of the study signify that poverty alleviation projects are confronted with diverse challenges that impede their potential growth and long term viability. Key to these constraints are issues pertaining to lack of capacity from project members and the Department of Social Development officials, lack of infrastructure, lack of financial and project management skills, tendencies of misconduct and corruption by government officials and project members; and poor leadership due in the main to failure by stakeholders to understand the concept of community driven development. Disintegration and non-co-operation also characterize the coordination and management of poverty alleviation projects within the intra- and inter-governmental relations, which then neglects the concept of an integrated development approach.

The study was useful in exposing the challenges so as to draw logical strength and wisdom to provide lasting solution to the problems facing poverty alleviation projects. At a broader scale, the future of these projects is guaranteed on condition that more effort is done in the areas of leadership, integrated approach, resource provision, capacity enhancement and shared understanding in the conceptualisation of poverty alleviation projects.

The research study has revealed that the future of poverty alleviation projects cannot be conclusively perceived as being in absolute collapse. Sisonke Women's Project, as explained in Chapter Four of the study, is a good example to prove that there is potential for these government funded projects to grow and graduate to an extent of becoming self-sustainable.

The identified challenges can be resolved provided that, the Department of Social Development, as a champion of poverty alleviation programmes, demonstrates unwavering leadership and acquaintance with the concept of integrated developmental approach. This noble objective can be achieved if other government departments, institutions and spheres are also committed to the cause.

TABLE OF CONTENTS

Declaration

Acknowledgements

Abstract

Table of Contents

Acronyms

1. Chapter One : Research Proposal

1.1. Introduction	Page 1-3
1.2. Statement of Problem.....	Page 3-5
1.3. Research Objectives.....	Page 5
1.4. Significance of the Study.....	Page 5-6
1.5. Delimitation of the Study	Page 7
1.6. Ethical Considerations.....	Page 7-8
1.7. Organisation of the Study.....	Page 8
1.7.1. Chapter 1 : Research Proposal.....	Page 8
1.7.2. Chapter 2: Literature Review.....	Page 9
1.7.3. Chapter 3: Research Methodology.....	Page 9
1.7.4. Chapter 4: Data Presentation, Analysis and Interpretation	Page 9
1.7.5. Chapter 5: Findings, Recommendations and Conclusion..	Page 9
1.8 Conclusion.....	Page 10

2. Chapter Two: Literature Review

2.1. Introduction	Page 11-12
2.2. The purpose of Literature Review.....	Page 12-13
2.3. The Legislative Framework.....	Page 13-14
2.4. Definition of Poverty.....	Page 14-16
2.5. The Theories of Poverty.....	Page 16-18
2.5.1. Critique of the Theories.....	Page 18- 20
2.6. Conceptual Approaches to Combat Poverty.....	Page 20-21

2.6.1. The Concept of Self-reliance.....	Page 21
2.6.2. The multiply strategy attack on poverty.....	Page 22
2.6.3. Linking Food Security and Education	Page 23-24
2.6.4. The Concept of Rural Development.....	Page 24-25
2.6.5. Promoting Popular Participation in Development.....	Page 25-27
2.6.6. Poverty Reduction through Public Works Programme.....	Page 27-29
2.6.7. The Link between Democracy and Poverty.....	Page 29-30
2.7. Deductions.....	Page 30- 31
2.8. Definition of a Project.....	Page 31-33
2.8.1. Project Management.....	Page 33-34
2.8.2. Analysis of Project Management.....	Page 34-37
2.8.3. Community Participation in Project Management and Development.....	Page 37-40
2.8.4. The Importance of Project Identification and Implementation	Page 40-43
2.9. Deductions.....	Page 44
2.10. Conclusion.....	Page 44-46

3. Chapter Three: Research Methodology

3.1. Introduction	Page 47
3.2. Research Design Format.....	Page 48
3.3. Research Methods.....	Page 49-51
3.4. The Target Groups.....	Page 51-52
3.5. Identified Sample and Sampling Procedure.....	Page 52-53
3.6. Data Collection Techniques.....	Page 54-56
3.7. Data Analysis Techniques.....	Page 57-58
3.7.1. Quantitative Data Analysis.....	Page 58
3.7.2. Qualitative Data Analysis.....	Page 59-60
3.8. Limitation of the Study.....	Page 60
3.9. Conclusion.....	Page 60-61

4. Chapter Four : Data Presentation, Analysis and Interpretation

4.1. Introduction Page 62-63

Part A

4.2. Profile of respondents and sources of data Page 64-65

4.3. The Conceptualisation and Coordination of Community Development in the Eastern Cape Department of Social Development Page 65-67

4.3.1. Implementation of the Community Development Concept..... Page 67-68

4.3.1.(a) Programme Two (Social Welfare Services)..... Page 69-71

4.3.1.(b) Programme Three (Development & Research)..... Page 71-74

4.3.2. Deductions..... Page 74

4.4. The Mode of Funding Poverty Alleviation Projects..... Page 74-76

4.4.1 Deductions..... Page 76

4.5. Integrated Approach in Project Development..... Page 76-81

4.5.(a) Coordination..... Page 77

4.5 (b) Facilitation..... Page 77

4.5.(c) Stimulation Page 77

4.5.(d) Entrepreneurship..... Page 77

4.5. 1. Deductions..... Page 81-82

4.6. Marketing and Integration of the projects into the economic mainstream..... Page 82-84

4.6.1. Deductions..... Page 84

4.7. Capacity Building and Mentorship Programme..... Page 84-88

4.7.1. Deductions..... Page 88-89

PART B

4.8. Reports on the Selected Interviews.....	Page 89
4.8.1. Interviews with Senior Manager: Social Welfare Services (Provincial DoSD).....	Page 90-92
4.8.1.1. Deductions.....	Page 92-93
4.8.2. Interviews with Supervisor: Community Development Projects (Buffalo City District).....	Page 93-95
4.8.2.1. Deductions.....	Page 95
4.8.3. Ncera Food Security Project (Buffalo City Municipality). Page	95-98
4.8.3.1. Deductions.....	Page 98-99
4.8.4. Sakhulutsha Youth Development Project (Great Kei Muni- cipality).....	Page 99-103
4.8.4.1. Deductions.....	Page 103
4.8.5. Masivuke Youth Development Project (Great Kei Municipality).....	Page 103-105
4.8.6. Sisonke Women’s Cooperative Project - (Amahlathi Municipality).....	Page 106-108
4.8.6.1. Deductions.....	Page 108
4.8.7. Masivuye Food Security Project – (Ngqushwa Municipality).....	Page 108-113
4.8.7.1. Deductions.....	Page 113
4.9. Conclusion.....	Page 113-114

Chapter Five: Findings, Conclusions and Recommendations

5.1. Introduction.....	Page 115
5.2. Findings.....	Page 115-120
5.3. Conclusion.....	Page 120-121
5.4. Recommendations.....	Page 121-124
6. References List	Page 125-130
7. Annexures	
7.1. Annexure A: Correspondence.....	Page 131-134
7.2. Annexure B: Questionnaires.....	Page 135-148

ACRONYMS

- ADM - Amathole District Municipality
- BCM - Buffalo City Municipality
- CDD - Community Driven Development
- CDFs - Community Development Forums
- CDPs - Community Development Practitioners
- CDU - Community Development Unit
- CDWs - Community Development Workers
- DEDEA - Department of Economic Development and Environment Affairs
- DOA - Department of Agriculture
- DoE - Department of Education
- DoL - Department of Labour
- DoSD - Department of Social Development
- DTI - Department of Trade and Industry
- EC - Eastern Cape
- EPWP - Extended Public Works Programme
- EU - European Union
- HCBC - Home Community Based Care
- IDP - Integrated Development Plan
- IGR - Intergovernmental Relations
 - KwaZulu-Natal
- LDFs - Local Development Forums
- LED - Local Economic Development
- MDGs - Millennium Development Goals
- MEC - Member of Executive Council
- NGOs - Non-Governmental Organizations
- PSAM - Public Service Accountability Monitor
- PWP - Public Works Programme
- RDP - Reconstruction and Development Plan
- SETA - Sector Economic Training Agency
 - Service Level Agreements
- SLAs - Service Level Agreements
- TTMA - Transversal Training Management Agency
- UN - United Nations

CHAPTER ONE: RESEARCH PROPOSAL

1.1. Introduction

Poverty remains the most devastating challenge that faces many countries in the world today. According to the global statistics revealed by the United Nations (UN), about 1.2 billion people around the world are living on less than a dollar a day and nearly 850 million go hungry every night. In terms of the UN, poverty can be defined as being multi-dimensional, involving not only a lack of income, but also ill-health, illiteracy, lack of access to basic social services, and little opportunity to participate in the processes that influence people's lives. In his speech delivered in 2005, the former President of South Africa, Dr NR Mandela, pointed out that massive poverty and obscene inequality are such terrible scourges of our times and that they have to rank alongside slavery and apartheid as social evils (3 February, 2005 London).

During the post-apartheid South Africa, the democratic government has demonstrated its commitment to poverty reduction through various national, provincial and local policy interventions. A large number of such interventions are aimed at addressing poverty in its manner of manifestations which include income poverty, human capital poverty, service poverty and asset poverty. Government has therefore set aside a sizeable proportion of resources in order to alleviate poverty through a range of measures. The challenge is however, the extent to which the measures provided make an impact in changing the lives of the people for better. According to surveys conducted by the government, the Eastern Cape is identified as a province with the biggest number of poor communities and where poverty is most severe.

In September 2000, the world leaders converged at the United Nations Headquarters to adopt the United Nations Millennium Declaration and thereby committing their nations to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets with a deadline of 2015.

South Africa is a signatory to the Millennium Development Goals (MDGs) and share an unwavering commitment to strive for this achievement through a series of developmental and social security policies.

When presenting his State of the Nation Address, the then President of the Republic of South Africa, Honourable Thabo Mbeki, can be quoted as follows; “Endemic and widespread poverty continues to disfigure the face of our country. It will always be impossible to say that we have fully restored the dignity of all our people as long as this situation persist. For this reason the struggle to eradicate poverty has been and will continue to be a cornerstone of national effort to build the new South Africa” (February, 2004 South Africa). Project management is also viewed in this context as a strategic tool to promote empowerment and self-sustainability among poor communities.

This is confirmed in the Public Service Commission Report (2007:35), where it indicates that about 29 966 government funded projects have been established with the aim of reducing poverty.

Viability and social impact of these projects on the livelihood of poor communities is however confronted with major obstacles that can be attributed to a number of factors which will be elaborated upon on the later stages of this research proposal.

The Department of Social Development (DoSD) occupies the strategic centre in driving government programmes on poverty alleviation. In 1997, a new White Paper for Social Welfare was introduced with a set of principles, guidelines, recommendations, proposed policies and programmes for developmental social welfare in South Africa. Key to this approach is the building of self-reliant communities through integrated and sustainable initiatives. All the provincial departments of Social Development in the country took some time in aligning their strategies with the new policy and paradigm shift from welfarism towards social development.

The vision and mission of the DoSD in the Eastern Cape is aimed at providing care, protection and development for the poor and the vulnerable by improving the quality of life and social well-being of the people. One of the strategic goals of the department is to halve poverty by 2015 in line with the Millennium Development Goals and the Provincial Growth and Development Plan targets.

The research study will therefore inquire about the challenges of the poverty alleviation projects which are funded by the Department of Social Development in the Eastern Cape Province.

1.2. Statement of the Problem

In terms of the budget speeches delivered by different Members of the Executive Council (MECs) who served in the department since 2004, there is an indication that despite the progress made to establish systems of addressing poverty, there are still problems facing the department. These problems are cited to include a fragmented approach, lack of monitoring and evaluation, lack of poverty matrix and non-sustainability of poverty alleviation projects.

During the 2008/2009 Provincial Budget Speech delivered by the MEC of the DoSD, it was mentioned that, “Over the years, the Department of Social Development has funded a large number of sustainable livelihood projects, women’s co-ops and youth development projects. Some of these projects are doing well, others are not viable and some have collapsed”.

The 2007 report of the Portfolio Committee on Social Development about the monitoring visits to projects funded by the department, also confirms similar problems as quoted in the Budget Speech on the state of poverty alleviation projects. The general observation is that these projects are not viable or sustainable enough despite the significant amount of resources invested in them.

In the light of the situation stated above, it can be noted that the problems linked to poverty alleviation projects in the DoSD are chronic and quite significant.

The general observation indicates that key to these problematic challenges are issues linked to poor management, coordination, monitoring and evaluation systems within the department itself. An area of major concern in this regard is whether the department does have sufficient capacity to provide consistent assistance and guidance to the project owners so as to avoid deviations from the set objectives. For example, a question may be asked here as to whether the project owners do possess relevant skills and capacity to manage the identified projects. The fact that these projects are not viable nor sustainable, may be due to the inability of project owners to apply appropriate project management skill, thereby ensuring that project identification is linked to thorough feasibility and viability study.

According to the Public Service and Accountability Monitor (PSAM) of Grahamstown, major obstacles to poverty alleviation in South Africa are poor governance and poor performance of government officials in their management of public resources. The poor management of public resources translates directly into poor public service delivery implementation, and thus obviously undermines poverty alleviation policies and projects. It therefore stands to be tested as to how much does the poor performance and lack of capacity by government officials contribute to the problems faced by poverty alleviation projects in the Eastern Cape Department of Social Development.

On the basis of the problem statement outlined above, it is evident that the magnitude of problems and challenges in the poverty alleviation projects under the DoSD is noteworthy. The perceived nature of these problems can be associated to a variety of factors as alluded to earlier.

In order to determine the actual reality behind the identified problem factors, this scientific study can provide the necessary exposure and the desired outcome to turn around the current situation.

1.3. Research Objectives

The objective of the research is to investigate the challenges of selected poverty alleviation projects which are funded by the Department of Social Development in the Eastern Cape Province. The study will check whether the projects are fulfilling the purpose for which they were established in line with developmental goals of the department which emphasizes on self-reliance and integrated social welfare services as outlined in the White Paper for Social Welfare (1997). The research will further inquire about the viability and sustainability of these projects, this will include assessing whether value for money does exist. A sample of few projects from Amthole District shall be examined to check the challenges and related causes for such problems, and thereafter recommend possible solutions to improve the situation.

Specifically, the research will identify the distribution and pattern of the problems within the projects based on the sample of those selected. After examining the possible factors that influence the problem, the results will be used to determine its prevalence, and identify the impact of socio-economic, environmental, political and administrative factors; so that appropriate recommendations are made on the basis of scientific reality.

1.4. Significance of the Study

The study will assist in assessing and reviewing the state of poverty alleviation projects under the Eastern Cape Department of Social Development, and on the basis of findings made shall thereafter provide appropriate recommendations to improve the perceived problematic situation.

The research can be able to create extra knowledge and information which can be valuable for use by both the Department of Social Development, other government departments, communities and respective role-players in the war against poverty. It can also widen the scope for alternative choices of approach in improving management and coordination of the projects based on best practices from other parts of the world or new concepts by various scientific scholars.

The results of the research will assist in positively influencing the methods, programmes and policy decisions of the Department of Social Development and other relevant stakeholders in managing poverty alleviation projects.

Among the key potential benefits of the study, is the possibility of emerging with a baseline framework that will serve as guidance to government departments for a common approach in the management of poverty alleviation projects. The current scenario represents a disjointed coordination where each department operates in silos, which is a recipe for duplication of resources and similar project initiatives. It will at the same time assist with a mechanism of integrating the projects into the mainstream of the broader scope of the economy. This can then create opportunities for the beneficiaries to graduate from primary to secondary level, which shall address the challenge of self-reliance and non-sustainability.

Lastly, it will be possible through this study to reveal strategic ideas on how to develop a method with clearly defined co-operative roles of various stakeholders in the establishment of poverty alleviation projects. For instance, these projects are mainly developed in local municipalities where they may need infrastructural provision from local authorities for their survival.

In most cases, communities lack project management and development skills, which is therefore the competence of the Department of Labour (DoL) to empower people with such necessary skills. The study should be able to provide an amicable remedy in this regard.

1.5 Delimitation of the study

The focus of the research will be on the Eastern Cape Department of Social Development for the period 1997-2009. Notwithstanding the limited scope of the area identified as a sample, it will however not be that easy to fulfill the complete requirements of the research due to a number of obstacles.

The possible impediments may include non-availability or non-co-operation of target groups, tight work schedules, limited access to the required information due to ethical considerations, general lack of will to co-operate, national elections and the academic programme of the University. Solution to the highlighted possible obstacles will be provided through proper planning, negotiations with affected role-players and scheduled timetable.

While committed in making efforts to overcome the above possible constraints that may impede absolute success in the of research work, the researcher may easily achieve the anticipated level of accomplishment within the set timeframes of the study. However, the researcher can unreservedly confirm that substantive attainment of the research objectives will be realized despite these cited possible constraints. This can be justified by strict compliance with the fundamental principles of the research study like reliability, truthfulness and validity of the collected data; which will be fully honoured by the researcher within the ambit of ethical requirements.

1.6 Ethical Considerations

The researcher will give due respect and compliance with the ethical values and protocol of the university as an academic institution of high moral standards.

Prior to commencing with the research work, permission will be secured with the respective institutions and targeted respondents where full explanation will also be provided on the purpose of the research. Confidentiality, human dignity, non-coercion, privacy, anonymity, integrity and moral duties will be maintained throughout the process of conducting the research study.

Jud, *et al* (1991:481) stipulates that, “In any investigation the initial obligation of the researchers is to weigh carefully the potential contributors of the proposed research against the costs to participants exposed to the questionable practices”.

Questionable practices in this regard refer to an instance where participants or respondents are knowingly made to suffer the costs of an investigation which may incorrectly influence the outcomes of the research. It is therefore the responsibility of the researcher to measure the value of a research project against its costs to others who have not freely and knowingly consented to suffer those costs. Transparency and honesty are crucial principles when interacting with the participants; which are what will guide the researcher right through the research practice.

1.7 Organization of the Study.

The study is arranged as follows:

1.7.1 Chapter 1: Research Proposal.

This Chapter encapsulates the introduction to the study, statement of the problem, research objectives, significance of the study, delimitation of the study, ethical considerations and the organization of the study.

1.7.2 Chapter 2: Literature Review.

Chapter 2 deals with a wide range of literature on poverty and project management. It covers the legislative framework relevant to the subject matter, theories on poverty, critique of the theories, the concept of self-reliance, the multiple strategy attack on poverty, linking food security and education, the concept of rural development, promoting popular participation in development, poverty reduction through public works programmes and the link democracy and poverty, definition of a project, analysis of project management, community participation in project management and development, and importance of project identification and implementation.

1.7.3 Chapter 3: Research Methodology.

Chapter 3 explains the methods used to collect data for this study. Both qualitative and quantitative methods have been applied. Questionnaires were sent out to respondents and interviews held.

1.7.4 Chapter 4: Data Presentation, Analysis and Interpretation.

The data obtained through the methods applied in Chapter 3 is presented, analyzed and interpreted in Chapter 4.

1.7.5 Chapter 5: Findings, Recommendations and Conclusion.

Chapter 5 is the concluding chapter of the study and provides findings, recommendations and conclusion.

1.8 Conclusion

Firstly, Chapter One has provided an extensive picture on the reality of poverty challenges across the world. The narrative scenario on global poverty levels has also been complimented with an explanation on the efforts made by South African government to combat the scourge of poverty through a variety of programmes that include projects. It is evident from the broad overview given in this Chapter that project development and management remain important strategic approach in government endeavours to alleviate poverty in poor communities.

Secondly, the extent of the challenges facing the majority of government-funded projects can be measured through the various legitimate sources as quoted in Chapter One. Such sources include the State of the Nation Address (2004), Public Service Commission Report (2007), Budget Speech by the MEC of Social Development in the Eastern Cape (2008/2009), report of the Legislature Portfolio Committee on Social Development (2007) and the Public Service and Accountability Monitor. Further motivation on the magnitude of these project-related challenges can be qualified through the continuous elaboration on the matter by other MECs. Since 2004, the different Members of the Executive Council responsible for the Department of Social Development have consistently expressed an observation on the chronic problems confronting poverty alleviation systems in the department.

Lastly, it can therefore be concluded that, on the basis of the situational analysis which is illustrated in Chapter One, there is justifiable necessity to conduct this study on the depth and nature of these observed problems that face poverty alleviation projects in the Eastern Cape Department of Social Development.

Chapter Two will be dealing with an exposition on the wide range of literature on poverty and project management

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The existence of poverty in South Africa can be considered in two eras dating from the period of apartheid and post-1994 democratic dispensation. The long existence and chronic nature of poverty manifested itself in the main among the Black majority, particularly those who live in the rural areas. In this situation Provinces like the Eastern Cape (EC), Kwa-Zulu Natal (KZN) and Limpompo have suffered severe poverty levels given their rural nature. This scenario therefore justifies a conclusion that poverty in South Africa can be deeply associated with political challenge. Any programmes or projects applied to address the scourge of poverty should therefore be informed by full recognition of the political environment and its subsequent legacies during the post-apartheid era.

The dawn of a new democratic government in 1994 has placed an obligatory responsibility to treat the challenge of combating poverty as key priority.

The South African Government has since 1994 adopted a vigorous approach in its anti-poverty poverty position by declaring war on poverty. Various types of policies have been endorsed by government, which include massive spending on social programmes. One of the key pillars of anti-poverty strategies in South Africa is the creation of economic opportunities that are aimed at generating opportunities for poor households to earn improved incomes through jobs or self-employment. Community empowerment is the central tenet in the poverty alleviation initiatives. Anti-poverty programmes like community development projects require a strong institutional support from government for effective implementation.

A number of research studies have revealed and proven that approaches to poverty alleviation strategies differ from country-to-country across the world.

The socio-economic and political circumstances in specific countries are the determining factors on the nature of relevant approach. In the case of South Africa, poverty has been characterized by the legacies of apartheid policies which were founded on the principles of racial discrimination and social exclusion.

2.2 The Purpose of Literature Review

The purpose of this literature review is aimed at exploring and analyzing the different theories of poverty from the perspective of various schools of thought by scientific scholars. It is about gaining more insight about the challenges of poverty alleviation strategies, especially with regard to project initiatives from theoretical and practical point of view. Such exposure will be based on the variety of practices, approaches and experiences by different countries in managing and coordinating poverty alleviation initiatives. Linked to this is the need for clear interpretation of the relationship between poverty as a social illness and community projects as mechanisms to cure the disease.

Key to the problem statement of the research study is an observation on the lack of sustainability of poverty alleviation projects. The challenges which are associated with such a problem therefore justifies the necessity for further exploration of alternative poverty alleviation strategies based on clearly defined concepts and approaches. The literature review will then assist in providing analysis on the definition of poverty. A common understanding on the definition and meaning of poverty can contribute positively in the development of appropriate strategies to deal with the problem. Common definition can also be useful in the establishment of coherent and cohesive policy content by key stakeholders like government departments, government spheres and Non-Governmental Organisations (NGOs).

A programme content which is derived from a scientific definition and understanding of poverty can serve as a strategic instrument for shaping effective and sustainable poverty alleviation projects.

Subsequent to a broad analysis of the definition and theory of poverty, the literature review will further provide for the definition of a project, understanding project management and its meaning in developmental context. It will also enlighten more knowledge through sharing of theories, experiences and best practices by various scholars and countries respectively.

On the basis of lessons and experiences derived from the literature sources, it will then be possible to make appropriate findings and recommendations on how to improve effective and efficient coordination of poverty alleviation projects, particularly in the Eastern Cape Province and South Africa in general.

2.3 The Legislative Framework

The strategy, vision and mission of the Department of Social Development is derived from the White Paper for Social Welfare (August, 1997). This document is the first official policy shift from welfare approach towards Developmental Social Welfare.

Amongst the goals stated in this document, is the releasing of people's creative energies, helping them to achieve their aspirations, building human capacity and self-reliance. Chapter 2 of the document provides the overall content of social developmental approach which promotes integrated services, sustainable improvements in the well-being of individuals and social functioning of the people. Chapter 7 deals with social security whose main domains are defined as poverty prevention and alleviation. The key motive of Developmental Social Welfare is to ensure that economic development is accompanied by improvements in social welfare and is mainly viewed as preventative rather than a curative approach.

Whilst the White Paper correctly stipulates clearly defined goals and principles, it does not sufficiently specify on the measures for implementation of the policy.

An example can be made with regard to the extent of empowering communities so that they can have the capacity to become self-sustainable. The Co-operatives Act (Act 14 of 2005), outlines proper guidelines on how to arrange for the involvement of communities in activities of social development.

The principles of the Act are formulated on the basis of broad-based economic empowerment and collective ownership of resources in development processes.

The Reconstruction and Development Programme (RDP) was introduced in 1994 as a Policy Framework that sought to address poverty through meeting basic needs, developing human resources, building the economy, democratizing the state and society and implementation of the RDP.

The RDP White Paper was adopted in 1994 as one of the strategic tools to reduce poverty and forms the basis for other subsequent framework documents aimed at reducing poverty. Challenges facing Government in this regard revolve around issues of non-coherence where anti-poverty strategies are not treated as being complimentary to one another.

2.4 Definition of Poverty

Interaction with a wide range of literature and definitions by scientific scholars has proven that defining poverty is not so simply due to its conceptual complexity.

In terms of the World Bank definitions, poverty can be defined as 'inability to attain minimum standard of living'. This brief definition is largely used for inter-country comparisons and falls short of depicting households.

It is the particular theoretical framework as adopted in a particular environment that determines an appropriate definition.

For example, from an economic point of view, economic factors like income, expenditure and poverty lines are the key basis for measurement of poverty.

In the context of social exclusion, deprivation and incapability serve as key determinants.

The United Nations (UN) definition of poverty is much broader and can be quoted as follows: “Fundamentally, poverty is a denial of choices and opportunities, a violation of human dignity. It means lack of basic capacity to participate effectively in society.

It means not having enough to feed and cloth a family, not having a school or clinic to go to, not having the land on which to grow one’s food or job to earn one’s living, not having access to credit. It means insecurity, powerlessness and exclusion of individuals, households and communities. It means susceptibility to violence, and it often implies living on marginal or fragile environments without access to clean water or sanitation”. (United Nations Statement, June 1998).

From the above definitions, it can be deduced that while there is no single definition of poverty, at the centre of it is the idea of basic needs. It is also clear that a person cannot be considered poor if he/she does not have income only, but one should also have capabilities to meet the basic needs. This then means that both the economic and social environment in which people live should serve as key determinants of poverty alleviation. Emphasis can be placed on three key determining aspects which are the level of income obtained by households or individuals, lack of access to social services and inability to participate in society, economically, socially, culturally or politically.

Proper analysis and definition of poverty can be very instrumental in shaping government approach on policies aimed at establishing projects for poverty alleviation. There should be direct linkage and alignment between poverty definition and instruments aimed at providing solution to the problem.

In this regard, the nature and type of appropriate projects in a particular environment depend on how accurately definition of poverty is understood and conceptualized. Definitions of poverty are used in order to distinguish the poor from the non-poor within the framework of particular concepts of poverty. Understanding of the defined phrases of poverty is considered so important when formulating policies to combat poverty. This is also confirmed by Lister (2004:3) who argues that the policies developed to tackle poverty reflect dominant conceptualizations which are mediated by definitions and measures.

2.5 The Theories on Poverty

There are a variety of theories on poverty which are shared by a number of different scholars in the world. Linked to the theories are the various approaches which are informed by the respective conceptual perspectives to meet the needs of those persons and groups who are less advantaged, usually in poverty.

According to Haralambos (1980: 140), poverty can be classified as a social problem. The social content can be further linked to factors such as employment, education, housing, access to healthcare and social services. Haralambos further argues that particular steps need to be followed in attempting to solve a problem namely, identification, definition, assessment, measuring and solving. Expanding on the definition and measuring of poverty, he elaborates on three concepts which are absolute poverty, relative poverty and subjective poverty.

These concepts are regarded as the yardsticks that are better used in defining and measuring poverty levels. Concepts and definitions are two distinct but interchangeable phrases that are often used in academic literature about poverty. In the opinion of Lister (2004:3), ‘concepts are mediated by definitions and measures and it is important to differentiate between the three as they frequently conflated’. Clear separation of the three terms can help to avoid confusion and unnecessary confusion between broader and narrower notions of poverty.

Haralambos emphasizes the importance of identification as another key step towards solution of a problem. To enrich this view further, Alcoc (1993:19), states that 'poverty is a political concept and it does not just describe a state of affairs, it also implies that some action must be taken to remedy it'. In this context, the remedial tools applicable may include poverty alleviation programmes or projects.

Alcoc (1993:23) also argues that 'identification of poverty is linked to political action, identification of particular individuals or groups as disproportionately experiencing poverty may suggest that policies should be focused or targeted upon them in particular'. Therefore, identification of the impoverished should always be considered in the context of historical ideology, thus then poverty can be regarded as always a product of the past ideologies.

The National Research Council (Measuring Poverty A New Approach, 1995:19), states that poverty can be defined as an economic deprivation in that it pertains to people's lack of economic resources. The basis of this analysis is formed largely by economists in terms of low income and consumption. The view expressed in this theory is too narrow and does not accommodate the other important social dimensions that inform problems associated with poverty. Economic deprivation is one aspect out of many other related social problems.

According to Ortigas Carmel (2000:24), the sociological perspective has broadened economic analysis to include a multidimensional view. Sociologists have therefore added the aspects of social structures and processes which are believed to be the cause for creation, sustainability, and even deepening of poverty. The emphasis here is on referral to structural arrangements and systems that create an environment for the marginalization of the poor through social exclusion which prevent or limit their access to assets, basic services, benefits and rights or entitlements.

Bradshaw (University of California, August 2005) in his Paper on the Theories of poverty in Community Development, explored five competing theories of poverty and anti-poverty strategies. The focus of the themes was on rural community development efforts that are aimed at relieving causes or symptoms of poverty.

The theories distilled in this regard originate from: individual deficiencies, cultural relief systems that support sub-cultures in poverty, political economic distortion, geographical disparities and cumulative and circumstantial origins. The writer then articulates on how each theory of poverty finds expression in common policy discussion and community development programs aimed at addressing causes of poverty. The analysis further explores on how community development practices that address the complex and overlapping sources of poverty more efficiently reduce poverty compared to programs that address a single theory.

2.5.1 Critique of the theories.

The theory on ‘poverty caused by individual deficiencies’ is based on the belief that individuals are responsible for their poverty situation. This theory falls short of considering the broad aspects which causes poverty. It sounds conservative with limitations that exclude the crucial social, political and economic factors which determine the classification of individuals in the society. The example of the South African situation during the apartheid era can be a referral case in this regard, where persistence of poverty and inequality subjected individuals to perpetual poverty.

May (2002:2) confirm the point by stating that, “The inability of many to satisfy their essential needs while a minority enjoys extreme prosperity stems from many sources. The specificity of this situation in South Africa has been the impact of the institutionalized discrimination”.

An important issue for noting here is that individuals do not always land in poverty due to their negligence or failure to participate in socio-economic activities. It is the environmental and socio-political conditions that determine the plight of individuals, for example, deprivation from opportunities to exercise their capabilities.

The theory on 'poverty caused by cultural belief systems that support sub-cultures of poverty' is based on the belief that poverty is created by transmission of a set of beliefs, values and skills that are socially-generated but are individually held. The essence of the belief suggests that the culture of poverty is a sub-culture of poor people in ghettos, poor regions, or social context where shared beliefs, values and norms for behaviour are embedded in a culture of the main society. It is argued here that a lot of controversies characterize the theory which does not focus on the causes of sub-cultures of poverty. The preferred solution in this situation is the establishment of socialization policies which are necessary to address the sub-cultural problems associated with poverty.

The theory of 'Poverty Caused by Economic, Political and Social Distortions or Discrimination' is considered in the context of economic, political and social systems as the cause of people to have limited access to resources and opportunities with which to achieve income and well-being. The theory is also defined as a multidimensional concept since it cuts across a wide range of social factors. Theorists view this as the progressive theory to address challenges of poverty in a broad range. In the context of the South African situation where vast inequalities were inherited in education, employment opportunities, health and basic infrastructure, this theory can be useful.

'Poverty Caused by Geographical Disparities' is interpreted as spatial characterization of poverty that exists separately from other theories, which represent the framing of the problem. Included in this characterization is rural poverty, ghetto poverty, urban disinvestment and the third world poverty.

Geographically based theories are claimed to have a direct link with other theories of poverty. It is also suggested in this theory that the allocation of resources for poverty alleviation be distributed in a fairly balanced manner to accommodate geographic disparities.

The Eastern Cape Province is geographically widely spread with huge rural land where over 60% of the population resides and therefore, application of this theory in such environment can fit appropriately.

The theory of 'Poverty Caused by Cumulative and Cynical Interdependences' is described as a complex and interrelated concept which builds on components of other theories. It also looks at individual situations and community resources as mutually dependent. Although the theory appears to be so complex, its components can however, be important in developing a multifaceted approach to break the cycle of poverty.

The critique on these theories provide a wide scope of conceptual options and choices which are relevant to shape a proper approach for enhancement of the current strategy on poverty eradication in the Department of Social Development. The theory of Poverty Caused by Economic, Political and Social Distortions or Discriminations can be viewed as the one closely underpinning the study on the impact of poverty alleviation projects.

2.6 Conceptual Approaches to Combat Poverty

The fight against poverty is a deeply involved combination of activities that are informed by different concepts and approaches. The analysis on the theories of poverty has provided a broad insight about importance of theoretical aspect in defining poverty so that pertinent strategies can be developed. In order to establish an appropriate strategy for project initiative, it is proper to first understand the causal factors of prevailing poverty.

As explained in the earlier analysis of the concepts of poverty, once the causes of poverty are conceptualized, it then become easy to devise an approach that will suit conditions in the area earmarked for project development.

In the following paragraphs, different approaches will be explored as articulated by a variety of scientific scholars.

2.6.1 The Concept of Self-reliance

Self-reliance is one of the crucial elements in the struggle against poverty. Poverty alleviation projects are amongst the common and key mechanisms in the drive to remove the poverty trap. Projects are not the only vehicle for the promotion of sustainable development and self-reliance, there is a wide range of other income-generating activities which can be initiated.

According to Burkey (1993:50), 'You cannot make people self-reliant; people can become self-reliant'. It is true that in the context of self-reliance, there is no logic in baby-sitting the people; the best approach is that of teaching them how to do things on their own. In the spirit of the developmental approach, self-reliance is about creating space for the people to become innovative and move away from dependency syndrome. Creating an environment conducive for self-reliance is about empowering the people with knowledge and skills so that they can be able to initiate programs to improve their lives.

In situations where resources are provided to the people, it is necessary to arrange training programs as a pre-condition. Components of that training module should incorporate elements of financial management, basic economics and marketing skills so that project owners get familiarized with the knowledge that will promote self-reliance and self-sustainability from the initial stages.

2.6.2 The multiply strategy attack on poverty

Wilson and Ramphela (1989:258) stated that there is no single strategy which is ever likely to be wholly effective, thus, uprooting the interlocking causes of poverty requires a multiple strategy attack. It is further argued that various measures can be used to remove the deep rooted causes of poverty in Southern Africa. The statement goes on to insist that one of the preferred measures is 'empowerment' as against 'co-option'.

The concept of empowerment in this case refers to a situation where communities are capacitated so that they can do things on their own and thereby becoming independent and self-reliant. The essence of this idea is based on shifting the balance of power towards the poor and laying a foundation to determine the shape of society in the long term. It is also claimed that the approach seeks to counter a situation whereby the poor people are rendered more dependent and powerless through co-option based on ill-conceived strategies. Such strategies are normally driven by non-governmental organizations whereby people are given hand-outs and become helpless beggars.

The above concept can be recommended as one of the best approaches to be used in tackling the scourge of poverty. Empowerment constitutes one of the basic principles of development. Community development projects which are established with the full involvement and contribution of the people stand a good advantage of being sustainable maintained. This is an approach whereby a sense of ownership is built into the minds and hearts of the people. Poverty alleviation projects in this arrangement can also be jealously guarded and managed by the people in a fruitful, sustainable manner. Examples of empowerment projects may include women, youth and disabled people who can initiate income-generating programmes. Funding for such projects can be provided by the state, Community Development Banks, Donors and Development Agencies.

2.6.3 Linking Food Security and Education

The European Union (EU) Development Policy and Poverty Reduction: Enhancing Effectiveness (2007) outlines the importance of linking food security and education in the effort to address poverty. The argument advanced in this chapter is based on the EU research initiative on the impact of the basic education on food security and sustainable development in rural areas. According to this research, food insecurity and education deprivation can often create a vicious circle from which underprivileged household and communities are unable to escape, especially in rural areas. It is also stated here that relevant education may create new opportunities to learners. On that score, multidisciplinary approaches are recommended as a necessary tool to address the situation without focusing on one sector alone. Further deduction from this theory is that development policies should therefore encourage 'integrated development strategies' which are related to the themes of food security and equitable access to basic education.

The EU policy approach on tackling poverty through integrated food security, sustainable rural development and relevant basic education contribute immensely to the continued attempts to overcome hunger and unemployment. Given the rural nature of the Eastern Cape, and high level of illiteracy rate, this concept can be the best suitable tool to inform project initiatives in the Province.

In terms of the recent European Union initiatives around the world, the aim is on improving effectiveness of basic education with a focus on agriculture, forestry, land and water management, sustainable development or environmental protection. It is observed that the general outcome of such programmes illustrated that basic education has the potential of impacting positively on rural livelihood.

In adopting this concept, it is advisable that the characteristics of appropriate education in rural areas be considered.

Policies of education should be formulated in manner that accommodates necessary skills for learners to enhance the targeted sectors. Strategic relations between the Department of Social Development and Education in this regard can be highly recommended.

2.6.4 The Concept of Rural Development

According to the World Bank (1990), 'Rural Development is a strategy designed to improve the economic and social life of a specific group of people - The rural poor. It involves extending the benefits of development to the poorer amongst those who seek a livelihood in rural areas. The group of reference in this regard includes small scale farmers, tenants and the landless'. Rural development is understood to be a mechanism which ensures that the poor and weaker sections of society share the benefits of overall spectrum of development and growth.

The above definition of Rural Development cannot be over – emphasized on how it locates this concept within the broad struggle of fighting poverty and unemployment. The nature of the rural development strategy is defined according to the place, time, type of poverty and rural activities.

According to Sahu (2003:31), the definition of rural development in India refers to non-urban style of life, occupational structure and settlement pattern. Urban settlement in this regard is characterized by the conditions that include all statutory towns, minimum population of 500, at least 75% of male working population of at least 400 persons per square kilometers.

It is clear from the Indian definition that the approach in developing a rural development strategy cannot be the same in various places.

Despite all the different definitions, the concept of rural development serves as a common alternative method that seeks to address the twin problems of poverty and unemployment.

In terms of the World Bank research analysis, the success of Rural Development strategy hinges on the integrated approach in government policies so as to realize the interaction of economic, social, political, technological and other situational factors which underpin the process.

2.6.5 Promoting Popular Participation in Development

The concept of promoting popular participation in social development commands support from a number of theories in social science. In motivating the participation approach based on a case study in Bangladesh, Abed (Participatory Development and the World Bank: 1992:32), argues that, “We believe that development must be socially just, economically viable and environmentally benign. For that, people have to be placed at the centre of planning and decision-making”. The views that are expressed here are in line with the principles of the Reconstruction and Development Programme (RDP), which promotes people-driven approach as an anchor of sustainable development.

Additional elaboration on this belief is a suggestion that conventional models of development work largely around the “felt needs” of the people. There can be no further motivation on this concept as correctly articulated by Abed that it revolves precisely on “people centrality” in the overall drive of project development. Participation means affording the people an opportunity to get direct involvement and reshape their own destiny. People involvement in project development is a motivational aspect on its own, since it contributes in building a sense of ownership, which encourages productivity, culminating into growth and sustainability. Poverty alleviation projects that are established within the framework of participatory development have a possibility to survive for a long term.

It should be noted from the Bangladesh case study that a participatory programmes can provide a better alternative for the success of development projects.

The case study has also proven that popular participation can be viable where Government provides the necessary support in terms of creating a conducive environment, provision of resources, infrastructure and capacity building to the affected communities. Flexibility in development projects should be provided so as to allow for participation in planning and implementation. The scope of participation should also be open to accommodate other strategic partners in development.

Sen (1999:87) states that ‘poverty must be seen as the deprivation of basic capabilities rather than merely as lowness of incomes, which is considered as the standard criterion of identification of poverty’. This argument qualifies the perspective of capability poverty which emphasize on the importance of communities taking part in the development of their lives. The freedom of people to participate in leading development of their lives is also viewed crucial in addressing the legacies of social exclusion.

Liebenberg and Steward (1997:21) further confirms the above perspectives on community participation and capacity building by quoting David Korten who argues that “The time has come to devote ourselves to explicit strategies for democratic structural changes that will enable people to liberate themselves from oppressive social structures which perpetuate their dependency and their powerlessness – including those of our public bureaucracies”. In this way, it is believed that resilient and capable societies can be built for autonomous creativity and continuous definition of the conditions essential for survival in a crowded, competitive and rapidly changing world.

On the basis that poverty alleviation projects in South Africa are established in the context of community development and self-empowerment, it is then justifiable to conclude that the perspectives alluded to above, can contribute immensely in the realization of sustainable projects.

For people to participate effectively in the management of their own projects, it then requires them to be fully knowledgeable and capacitated.

Swanepoel (1997:2-3) factors in another important dimension in acknowledging and contextualizing the principles of community development and participation. In this regard, the element of giving people recognition 'dignity' for being able to make their own decisions is considered as fundamental pillar of self-reliance and self-sufficiency. By advancing the principle of human orientation, dignity is thereby enhanced and that allows for communities to become capable of organizing themselves in a responsible manner with farsighted leadership.

According to Swanepoel, the principle of human orientation is about moving people out of 'deprivation trap' through meeting basic physical needs. Based on this opinion, the process of community development projects should then take cognizance of the principle of people-centredness throughout the stages formulation and management.

2.6.6 Poverty Reduction through Public Works Programmes

Public Works Programmes are regarded as amongst the strategic concepts that can be effectively used in the battle against poverty. Their success stories have been proven in countries like Europe, Latin America and Asia. The GTZ in Germany can be cited as one of the good examples where lessons and positive experiences are drawn.

In the input on ‘Regional Perspective on Labor Employment’ compiled by Kunze, et al, (African Development Perspective Year Book 1996:415), it is stated that, “Helping people to help themselves is the sole way of overcoming poverty”. This view is expressed in the context of promoting development based on self-determination and self-help principle. Empowerment and sustainability are the cornerstone of this opinion.

The labour –intensive Public Works Programmes are considered as being essentially viable and sensible strategic option that impact lasting skills to the communities. The PWP are defined as programmes for public institutions which provide employment that focus mainly on construction and maintenance work. They are normally conducted with the specific purpose of ensuring that local labour / communities are the primary beneficiaries.

The labour – intensive Public Works Programmes can therefore be recommended as one of the best options or methods of development for poverty reduction. The only disadvantage however, is that they are normally initiated as short-term measures with no long- term impact on sustained economic development. In that score, they can be appreciated as temporary mitigating efforts to the crisis.

In articulating the challenges of rural poverty alleviation in South Africa, Zegeye and Maxted (2002:96), argue that there are several factors which might impact negatively on the success of Public Works Programmes. It is further stated that ‘time poverty’ is amongst problematic areas which affect households, especially rural women. Their consistent participation in PWP projects is normally prejudiced by lack of basic services like crèches hence they are compelled to look after their children and family responsibilities. Durable progress is also unlikely due to other factors like natural hazards, socio-economic imbalance, environmental management, access to basic resources and lack of key assets like land, education, skills and health.

The challenges outlined above do not, however, defeat the broad strategic aims of PWP projects. In terms of Zegeye and Maxted, “Ideally the use of public works strategy for reduction of poverty and inequality should be done within a wider framework of support for agriculture and rural growth stimulation, the strengthening of human resources and the build-up and maintenance of productive resources.

The concept of PWP can contribute as part of labour and employment policies to the broad challenge of poverty alleviation, and further impact on skills and capacity. The advantage of acquiring skills through PWP programmes allows people opportunities to establish their own initiatives for self-improvement. Government policies are encouraged to align the PWP programmes with the specific needs of the economic framework strategy.

2.6.7 The link between Democracy and Poverty

The dawn of the new democracy in South Africa is believed to have had an impact in the manner of dealing with poverty. This theory is argued on the basis that the ushering-in of democracy has opened a wide scope of opportunities for people to become actively involved in socio-economic programmes. Barberton (1998:7) argues that the new democratic order in South Africa has created a broad space for organizations and ordinary people to act towards self-development. In terms of this perspective, the relationship between democracy and poverty is realized by the fact that the new laws and policies have opened space for everyone to have equal access to viable resources and development opportunities.

The gist of the school of thought by Barberton is characterized by the idea that poor people were unable to demonstrate their potential capabilities during the apartheid era due to deprivation and lack of accessibility to economic opportunities. During the democratic order, poor people can now act positively and demonstrate their capabilities given the necessary space created to do so.

The ideas of Barberton are also shared by Zegeye and Maxted (2002:87) who argue that “A necessary condition for getting to grips with poverty in any society is that the poor must have the political power to be able to participate effectively in the decisions that affect their lives”.

A challenge facing South Africa today is how people exercise their democratic right to shape the economic structures in a manner favourable to their interests. In the Input Paper by Angelina Almanzor on Poverty, Social Welfare and The University (New Reality of Poverty and Struggle for Social Transformation, August 1990), it is argued that, “Widespread poverty in the Third World has ‘dehumanized’ the lives of the great majority of the population to the point where dependency has become culturally embedded”. South Africa and her Provinces are not immune from that situation. The crucial point is how government departments and agencies ensure that in establishing poverty alleviation initiatives, self-reliance and independence of communities become central features.

2.7 Deductions

It is clear from the above comparative analysis on the conceptual theories of poverty that there is wide scope of different concepts which determine the actual nature of poverty in various parts of the world. The defining factor for the nature of poverty in a particular country can be construed from its real cause. An appropriate approach and strategy to address poverty can be suitable developed once the actual cause is detected. Causes of poverty can range from individual deficiencies, cultural belief systems, geographical disparities, and economic, political and social distortions.

Understanding and defining the concepts on poverty may be helpful in the design of a project strategy to improve economic and social life of a specific group of people.

In essence, if the concepts on poverty are clearly understood and interpreted, it can thus be possible to efficiently design a project development approach that is precisely suitable for a specific group of people.

2.8 Definition of a project

Putting into context a proper definition of poverty alleviation projects will be in the interest of the research outcomes. The proper analysis and conceptualization of the broad meaning of a project will be useful in shaping suitable approach for recommendations to identified challenges of poverty alleviation projects.

In terms of Wikipedia (The Free Encyclopedia, Internet Website), “A project is a temporary endeavour, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables) undertaken to meet particular goals and objectives, usually to bring about beneficial change or added value”. It is clear from this definition that the term ‘project’ refers a momentary supported initiative whose long-term continuity may be depend on the nature and purpose for which it was established. For instance, the long-term sustainability of a project that is created for purposes of community development can depend on the extent of its funding or accumulated deliverables. The meaning of this viewpoint therefore is that if the project is financially or economically non-viable, it has a potential of collapsing without fulfilling the desired objective.

Furthermore, the term ‘project’ can be interpreted in different ways which may be based on the purpose and nature of an activity for which it is established. In the view of Webb (1996:2), “The term project has many definitions, but ‘project’ in an industrial sense has acquired a meaning of its own”. In this circumstance therefore, a project that is designed to address business interests in an industry, cannot be defined in the same context like a project established for purposes of advancing the aims of community development.

Every project can be created in order to achieve certain policy or organizational goals, and thus in a particular environment with short or long term objectives.

The definition of a project is important in that it also assists by enhancing knowledge for proper interpretation and understanding of the development initiative especially that this can serve to inform an approach for relevant policy direction. A case in point here is that during the formulation and design of a project, its purpose and objectives are outlined. The subsequent step then becomes a question on what should be nature/type of a suitable project for the stipulated objectives. Such analysis should then serve in defining an appropriate project which is relevant to the prevailing social, political and economic environment.

According to the Project Management Institute (BS 6079-1 'Guide to Project Management'), there is a difference between the terms 'project' and 'programme'. In this viewpoint, 'a programme encompasses a diverse collection of activities which progress over a long period of time in order to fulfill a variety of developmental needs'. A project is however considered as a discrete set of activities which form one component of a programme. A precise example in this regard refers to a community development project which can be defined as an activity for which resources are mobilized and utilized in expectation of meeting a developmental need.

Such a need then subsequently lends itself to a logical planning, financing and implementing unit. It is this unit then which is considered as a small operational element which is prepared and implemented as a separate entity in a broad national plan or programme of community development. The analysis which is illustrated here defines the project as a 'small operational element' within a broad framework of a developmental programme, it is more like an a specific activity within a programme.

A conclusion from the above definitions of a project can be made to suggest that there are different ways of interpreting the meaning of project.

Its definition can express a desire to achieve a particular objective in an environment which prevails in a particular place and time. A project should also be distinguished from a programme which represents a diverse collection of activities over a long period of time.

If a project is not properly defined into its logical context, the design/ formulation and identification process can encounter gross deviation from its strategic purpose and may later affect viability in a negative manner.

2.8.1 Project Management

According to Wikipedia (the free encyclopedia – Microsoft Internet Explorer), “Project management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives”. Project management includes developing project plan, defining and confirming project goals and objectives, identifying tasks, quantifying the resources needed, determining budgets and timelines for completion. It also involves managing the implementation of the project plan, operation of regular controls and ensuring that there are mechanisms to implement recovery activities where necessary. Again, this elaboration demonstrates that the concept of project management is a lengthy process which is characterized by a variety of comprehensive, complicated and systematic activities.

The South African government has established a variety of community-based poverty alleviation projects through various departments and NGOs. As indicated earlier, despite all these efforts, poverty alleviation projects continue to be confronted with chronic challenges. Although the nature of problems may differ from project-to-project, there are strong indications that poor project management skills can contribute immensely in this situation.

The fact that most community projects are income generating and self-help oriented, they are mainly owned and managed by communities who normally do not possess capacity in 'project management' skills, which is the cornerstone of success and failure in project development.

It should be noted that every project is regarded as an investment oriented development activity which focuses on strengthening service delivery and socio-economic development. Projects are important tools by which government implement grand policies and programmes as strategic intervention for community development. Due to the fact that projects incur costs, it then becomes imperative to ensure that there is value for money in every activity conducted. It is therefore through effective and efficient project management skills that quality cost benefits can be acquired.

Frigenti and Comminos (2006:213) states that, "Project information needs to be measured through meaningful control systems in an economical manner". Such systems should be appropriate for the size and complexity of the project. It is through efficient monitoring and control systems that project participants can receive relevant and accurate information in a consistent and timely manner. The success and sustainability of projects may be possible when resources are economically and optimally utilized.

2.8.2 Analysis of Project Management

Reading from the South African experience, it is clear that the managerial aspect in project development process is among the key contributing factors in the life-span of poverty alleviation projects. The process of project management is long and complex with diverse variety of activities.

Projects normally follow major phases that include feasibility, definition and project planning. Given this profound and complex series of systematic activities, it then becomes a compelling requirement for project owners to be fully knowledgeable about these processes and technicalities involved.

In describing the aims of project management, Gower (2001:1) states that, “The purpose of project management is to plan, organize and control all activity so that the project is completed as successfully as possible in spite of all the difficulties and risks”. One of the key aspects in this description is an emphasis on planning as an important element of project management process. Thorough planning in project management process can serve as a compass to guide direction and help to determine the most economic route to take. It can also assist in devising means on how to utilize resources so as to make an impact on service delivery programmes.

Further elaboration on this aspect can be quoted from Burke (2004:260) who argues that some of the common reasons for project failure include poor planning and particularly the lack of commitment, in the form of buy-in of participants/stakeholders. This is especially due to a failure to involve responsible people in the actual planning stages of the project. Planning in this opinion is considered as an activity conducted by a collective of participants in the identified project. One of the major failures of governments in the implementation of community development projects is application of a top-down approach. Implementation of projects from above can undermine collective involvement by key role-players and thereby end up with resistance, whether in a passive or open form. An inclusive and bottom-up approach is the most preferred one since it engenders a sense of ownership and belonging.

The aspect of collective involvement derives from the South African model of ‘Community-driven development’ which is founded in the principle of democracy that brought about grass-root mobilization since 1994.

Rahman (1993:19) describes the collective as ‘an association of individuals who possess a sense of identity with the association, so that collective interest (as defined collectively by an agreed procedure) registers emotionally in the consciousness of its members as part of their ‘individual’ interest, that is, realization of the collective objective gives direct fulfillment to the individual members’.

Development of community projects in this context can be viewed as the initiative of a collective who share a common objective. A shared objective in this regard being to fight poverty through an agreed programme based on project initiatives. Community projects should then involve members of communities in affected areas from the planning stages of the management process and in decision-making meetings.

Community participation can be coordinated through the introduction of committees in the spirit of people-centred processes. At every phase of the project, it is important to make sure that there is proper consultation. A point to be noted here is that every identified project has political, social and environmental implications. It is such implications which would determine the attitude of communities, whether they support or reject the project. On the basis of this therefore, it becomes necessary to ensure that proper analysis is done to check if any of the factors mentioned here will not impact negatively on the viability of projects. Collective views of the broader community can thus determine if it would be logical to establish a particular type of project with a potential long-term viability. Graham and Englund (1997:136) confirm this belief by stating that, “In projects, sharing of information is power”.

By promoting information sharing, the project members are able to make informed decisions and thereby contribute positively on the success of projects.

Another aspect emphasized here is that when people have sufficient and timely information they are able to make good decisions and less mistakes. Internal relations are usually central in the emergence of conflicts that amongst the projects beneficiaries; consistent communication is therefore important in mitigating such behavioral tendency.

2.8.3 Community Participation in Project Management and Development

In the earlier sections, a thorough motivation has been provided on why community participation is so crucial in project management and development. At this moment the role of communities will be discussed much further with emphasis on exploration of project management and development as contemporary phenomenon. Without over-emphasizing on this matter, it should be noted once again that the new democratic South African government has introduced development programmes as part of its efforts to fight poverty and related social ills. Directly associated to these activities is the application of a new phenomenon of project management within the communities. Accurate understanding of this paradigm will help lay suitable basis for beneficiaries in development projects to render meaningful participation.

Van der Waldt and Knipe (2006:125) make a thorough analysis on how project management as phenomenon has come with its own magnitude of responsibilities that are characterized by complexities and profound management requirements. It is acknowledged again here that long-term survivability of a project hinges mainly on how effective and appropriately the 'management' aspect is applied. Van der Waldt and Knipe states that 'the failure of various development projects has raised questions regarding the approaches followed and techniques applied in executing the management functions'.

A clear understanding of the interchangeable concepts of development and project management is recommended for project managers to be effective in their responsibility. According to van der Waldt and Knipe, there are distinct but inter-related definitions of 'project development and project management'. Ability to properly distinguish and interpret the two can assist project managers and participants to eliminate confusion and apply suitable plans without conflicts of roles or functions.

Van der Waldt and Knipe (2006:133) insist that the role of government in managing development projects and programmes is key and important. Government is the main funder of community development projects, and therefore accountable and responsible for all the resources allocated for this purpose.

At a provincial sphere of government, community projects are coordinated by individual departments under specific Directorates. The Department of Social Development (Eastern Cape Province) for example established a Directorate on Community Development, with Community Development Practitioners as subordinate structures. Community development practitioners are the direct link with the communities and they offer assistance in the form of crafting of business plans, solicit funding, coordinate capacity building programmes, monitor and evaluate projects. It remains questionable however, the extent to which this responsibility and role is effectively or consistently applied?

In terms of Van der Waldt and Knipe (2006:133), in the local sphere of government, the developmental role can be best rendered through officials and councilors; depending on the nature of project and particular style of local authority. Such roles and responsibilities are normally subject to defined lines of function or clear delineations. Councilors and officials may participate through representation in the project management committees.

Co-operation between the spheres of government is encouraged for purposes of avoiding duplication and enhancing resources.

Community participation is viewed by van der Waldt and Knipe (2006:142) as the foundation of project development and represents the key principles of democracy. The involvement of communities is promoted in the spirit of the objectives enshrined in the Reconstruction and Development Programme. The objectives referred to in the RDP include the creation of a people-centred society and restoration of human dignity through self-empowerment. People-driven programmes as stipulated in the RDP means active involvement of communities through their own initiatives and ideas of development. The phenomenon of community participation should also include people empowerment through improvement of skills for effective involvement in development processes. It is also about people taking own decisions and actions regarding its own needs and conditions. Participation in development processes and project management in particular, should allow community members to use their own views and convictions to address the specific problems existing in their communities.

The views articulated above are also substantiated by Burke and Barron (2007:30) who define project management as ‘the application of knowledge, skills, tools and techniques to project activities in order to meet stakeholders’ needs and expectations from a project’. Meeting stakeholders’ needs can only be achieved if communities have the full opportunity to share their opinions in entire process of project development and management.

Community empowerment is another crucial component of participation and it is about the development of skills and abilities so as to enable beneficiaries to interact more effectively with the development system and processes. It is about equipping people to make decisions and implement those decisions concerning development.

Empowerment is commonly referred to as capacity building which is an attempt to improve skills and knowledge of beneficiaries so that they can take responsibility for the management of development and development projects.

The role of other government departments who are specialists in skills development and learning is so important in this regard. Government departments that coordinate poverty alleviation projects should be encouraged to establish working relations with the departments of labour and education who specializes in skills development and learning.

Communities should therefore be involved throughout the project cycle, and that means participation in all phases of the project through the established structures. Government officials and public representatives are supposed to assist communities to participate effectively and at the same time co-operate with the created development structures. The developmental success of projects can only be guaranteed if communities are directly involved. It is through structures like Local Development Forums (LDFs), Community Development Forums (CDFs) and Project Management Committees that communities can make meaningful participation.

2.8.4 The Importance of Project Identification and Implementation

Identification and implementation of projects are the most significant phases in project development. The exercise should be backed up with prior research on a number of issues in the area earmarked for such development. Issues for consideration may include peoples' attitude, developmental needs, general viability and implementability of the identified project.

When a project is identified, it should be selected among a list of other important projects. Selectors of projects should therefore base their identification on option analysis.

If for example there will be an identification on three options like Chicken farming, Piggery or Cattle farming, the choice made should be checked against viability analysis. Prior to choosing from any of the mentioned projects, thorough research should be done on whether there are any possible implications on the viability of a chosen project.

Burke (2004:43) argues that ‘whichever way the project develops, there should at some point be a feasibility study to not only ensure the project is feasible, but also ensure that it makes the best use of allocated resources’. A point registered here is that any identified project should be cost effective beyond general viability.

The project options cited earlier may have potential negative implications on the viability which is linked to socio-economic and environmental factors. A question may arise on the logic of establishing a piggery project in the wave of the existing H1N1 Influenza (Swine Flu) in South Africa? Similar question can also be referred to the wisdom of creating a chicken project despite the prevalence of Bird Flu Virus?

Both of these options have a potential of damaging implications on the viability of the chosen projects in different ways. Precisely, the two options have possibility to cause hazardous health environment and may subsequently contribute negatively to socio-economic viability of the projects.

Firstly, cumulative production of both pigs and chicken can exacerbate the spread of diseases associated to the meat products and consequently increase government spending on healthcare. Secondly, due to the risk factor linked to pork and chicken, consumers are likely to look for alternative meat which can further affect the economic viability of the products in a harmful manner.

Political attitude and subsequent conflicts within communities are some of the depressing tendencies which can defeat the objective sustainability and viability of community projects.

There are different factors which are able to influence the political mind-set of communities. They can vary from cultural traditions, environmental outlook and socio-economic interests. At a narrow scale, issues like interpersonal relationship and interests among project owners are also elements of political tensions, and if not properly managed, they may hamper the survival of projects. Turner (2003:119) confirms that managing a project is almost by definition managing conflict. Project stakeholders are often in conflict because the project represents something new and thus upsets the status quo. It then becomes the chief job of a project manager to manage the conflicts. A manager therefore should be someone with leadership skills and ability to persuade others to act in the interest of a project.

Political conflicts can arise due to disagreements about establishment of projects in a space of land earmarked for another community development programme. In another angle, cultural interests may be cause for conflict; for example, it may be in the culture of certain communities that no development should take place in an area with old graves as this would interfere with the spirit of ancestors.

In this regard, Knipe, et al (2002:213) states that, “To meet some of the functional and inter-group demands and to gain support for the project, the project manager needs to utilize participative management models. This approach creates a sense of ownership among those people whose support will be needed or who will have to implement project tasks”. The viewpoint here acknowledges the importance of good stakeholder relationship and collective buy-in for the success of projects. Further than that, what is cited here is the need to recognize the different interests of project participants as well as their inclusive role.

Through the interactive approach with broader communities, it is possible to avert or resolve any potential conflicts and disagreements before the project kicks – off the ground.

The examples alluded to above give justification for the need by project owners to apply pertinent managerial skills at an ideal phase before the actual commitment of resources or implementation is done. Planning, organization and control of activities are so vital at all the phases and life span of project development. Through these managerial activities, it can then become easy to minimize and eliminate potential risks to the sustainable viability of the project. To keep on track with this responsibility, project owners need to make sure that control measures are put in place so as to systematically manage the strategic path of a project.

Applicable to the analysis outlined here, Harvard Business Review on Managing Projects (2005:101) states that “From the start, no matter how exciting or important a project is, a company needs to make sure that its control procedures and criteria for evaluating project viability at each stage of development are truly working – that they are clearly defined, rigorous, and actually met”. This opinion confirms the reality that, once a project becomes operational, the owners should develop control measures. The control measures should be able to detect the most costly and risky areas on the project with full consciousness to cost benefit factors.

Effective monitoring and evaluation instruments should also be able to reflect critical points of project implementation like potential threats, conduct and capacity of project members, financial flow and management, deviations and exceptions.

2.9 Deductions

With regard to the definition of a project, it can be deduced that proper understanding and interpretation of a project is so significant as far as being able to inform an approach relevant to guiding policy direction for poverty alleviation programmes.

A project can also be defined in different ways which may express particular objectives in a particular environment. If not properly defined, the project may deviate from its strategic purpose and subsequently collapse.

It can be construed in the analysis and narrative of project management that effective and efficient ‘management’ is significant in all the phases of project development. Underpinning appropriate project management is a whole range of crucial factors like community participation, viability assessment or feasibility study, proper planning, option analysis, and monitoring and evaluation. Among key factors affecting success and failure of projects are issues like non-co-operation with local communities, lack of managerial skills from project owners, inability to detect threats, poor planning, lack of viability assessment and lack of commitment by participants.

2.10 Conclusion

Firstly, there is scientifically proven evidence that a broad range of theories on poverty exist from various schools of thought throughout the world. It can be concluded as well that poverty alleviation strategies differ from country-to-country and this may be based on the nature of political and socio-economic conditions.

Another point worth noting is the fact that many countries in the world have not been able to successfully realize the aims of poverty alleviation programmes due to a number of constraints posing as chronic challenges.

Secondly, from the legislative framework on poverty alleviation, it can be concluded that the Reconstruction and Development Programme and Co-operatives Act of South Africa provide an appropriate guide for the establishment of Community-driven development projects. Justification for this view is drawn from the reality that the concept of Co-operatives is crafted on the principles of self-empowerment, collective ownership and self-reliance, which constitutes the foundation for creation of sustainable poverty alleviation projects. This is also in line with the strategic objectives of the RDP which promotes people-centredness and participation in the developmental processes.

Thirdly, the definition of poverty has proven to be a difficult and complex exercise. The best summarized definition can be quoted from the World Bank which refers to poverty as ‘inability to attain minimum standard of living’.

Ability to define and conceptualize poverty may assist government in identifying the impoverished, designing proper project strategies and policies so as to allocate resources to the relevant group of people facing poverty. In the case of South Africa, poverty is linked with historical political and socio-economic conditions. Social, political and economic exclusions have yielded negative consequences like high illiteracy rate and lack of skills; and all other disadvantages which contribute to lack of empowerment in communities. Any methods, strategies or projects which are applied to deal with poverty should therefore take into account these apartheid legacies.

Fourthly, project management is the nucleus in the life cycle and sustainability of poverty alleviation projects.

Project development processes normally follow major phases or stages that include feasibility study, project definition and identification, planning, and monitoring and evaluation. Stakeholder involvement is crucial in the process of project development and management. Commitment and buy-in from stakeholders allows for collective decision-making which promotes the bottom-up and inclusive approach in project development.

Lastly, community participation remains the cornerstone of long-term sustainability of poverty alleviation projects. Underpinning this phenomenon is empowerment and capacity building which serve as core elements of effective and meaningful participation. Consistent role of government is highly appreciated in the coordination, monitoring and evaluation of the projects. Strong and capable leadership is encouraged in project management so that detrimental factors like dependency syndrome, poor planning, perpetual conflicts and lack of commitment can be eliminated.

The next Chapter (Chapter Three) will be dealing with the Research Methodology.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

In line with the research objectives, appropriate methods were determined and applied during the practical research work. Consultation with the broad range of theoretical scholarly perspectives has proven that a great variety of research methods does exist with different premises of ideas and objectives. Different steps in the process of the research study were outlined on the basis of each identified specific method and data management techniques.

The research methodology is about sketching the overall framework of strategies applied during the execution of the actual research process. Key to the structure of the research design framework is the dominant question of how to investigate the challenges of selected poverty alleviation projects which are funded by the Eastern Cape Department of Social Development (DoSD). The research study sought to check whether the projects were able to fulfill the purpose for which they were established in line with the developmental goals of the DoSD. Such goals emphasize on the principle of self-reliance, community empowerment, community development and participation, sustainability and integrated social welfare services as outlined in the White Paper for Social Welfare (1997).

This chapter is further aimed at articulating and illustrating the actual methodology used in managing and verifying the research work so as to achieve the empirical product. The systematic content of the broad research design included the type of research methods, research techniques for data collection, scope of sampling, target groups and profile of respondents. Precisely, this chapter is about giving an explanation on the formal action plan for the research project, which involved the extensive lay- out of research strategy and implementation procedures.

3.2 Research Design Format

As indicated during the introduction, research design constitutes a formal framework plan of action that guides the overall process of the research project. Cooper and Schlinger (1998:72) state that, “The research design is the blueprint for fulfilling objectives and answering questions”. From this viewpoint, it can be expressed that research design serve as a springboard and compass to kick-start the research project. The point of essence here is that, its structural format should be closely associated with the research question in order to emerge with reliable and valid answers. Research design decisions are mainly influenced by the type of questions that the researcher is attempting to answer.

According to Bryman (2004:27), there is a distinction between research design and research method. Research design in this regard is described as a framework structure that guides the execution of a research method and the analysis of subsequent data. On the contrary, a research method is described as a technique to collect data, and involves specific instruments such as self-completion questionnaires, structured interviews or participant observation.

In conducting this research study, a mixed- methods design approach has been selected and used together with the relevant techniques to collect the necessary information. Both quantitative and qualitative methods were chosen due to the fact that the study was mainly aimed at assessing the socio-economic factors that affect viability of the poverty alleviation projects, as well as the numerical verification of these projects and involved stakeholders.

The following sub-section will elaborate further on the theoretical perspectives underpinning these research methods and their relevance to the research question.

3.3 Research Methods

Kothan (2005:8), states that “Research Methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically”. Kothan further states that ‘research methods’ may be understood as all those methods/techniques that are used for conducting research. Research methodology as defined in this context can be interpreted as a scientific process that seeks to provide answers to questions through a systematic approach with the support of credible data. The process may assist with broadening the understanding of a problem and therefore lead to an appropriate solution.

Quantitative and qualitative methods are the two commonly used approaches in research studies. Tashkkori and Teddlie (2003:15) argue that, “A major advantage of mixed methods research is that it enables the researcher to simultaneously answer confirmatory and exploratory questions, and therefore verify and generate theory in the same study”. On the basis of this perception, confirmatory questions refer to the process of explicit analysis in order to validate the acquired information. Exploratory question is about the generation of ideas which can be suitable for developing findings and subsequently solutions to the identified problems.

Mixed research methods are further recommended for being able to provide an opportunity for presenting a greater diversity of divergent views. In this way it may be possible to give answers to a wide scope of research questions. This is particularly probable in situations where these methods are mixed in a manner that is more complementary and non-overlapping.

In defining the quantitative method, Kothan is of the view that the approach may be described as a positivist method which is numerical in nature. The major defining features in this definition are ‘positivism’ and ‘numerical’ aspects.

Corbetta (2003:13) defines positivism as ‘the study of social reality utilizing the conceptual framework, the techniques of observation and measurement, the instruments of mathematical analysis, and the procedures of inference of the natural sciences.

Bryman (2004:19) further explains quantitative research as a research strategy that emphasizes quantification in the collection and analysis of data. It further entails a deductive approach to the relationship between theory and research, and thus the accent is placed on the testing of theories. Relevance of this theory to the research study can be confirmed by the fact that, the challenges of poverty alleviation projects in the Eastern Cape deserve a reliable tool of investigation so as to verify the depth of the underlying problems.

Moreover, another vital aspect in the research study was how to determine the cost-benefit analysis of the projects in as far as budget is concerned, and their value in reducing unemployment. Impact on unemployment was established by information related to the number of poverty alleviation projects and the number of beneficiaries involved.

Through quantitative method it was also possible to check the role and involvement of other government departments and municipalities in project development and management. This included confirmation of existing structures to coordinate community participation, capacity building and project management.

Qualitative research method is by contrast construed as a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data. It predominantly emphasizes an inductive approach to the relationship between theory and research, where the emphasis is placed on the generation of theories. Flick (2002:2) states that, “Qualitative research is of specific relevance to the study of social relations, owing to the fact of pluralisation of life worlds”. Pluralisation in this view is defined as an emergence of new obscurity, growing individualization of ways of living and biographical patterns. Key determinant of pluralisation is the requirement for new sensitivity to the empirical study of issues.

For purposes of clarity in this research study, the term ‘empirical’ is used to denote a general approach to the study of reality that suggests that only knowledge gained through experience and the senses is acceptable. This means that the ideas must be subjected to the rigours of testing before they can be considered knowledge.

The suitability of qualitative method in this research was proven through its ability to ensure assessment and revelation of some hidden, relevant information within the poverty alleviation projects. For example, it was possible to assess how the viability and sustainability of the projects were affected by issues like illiteracy rate, lack of capacity and skills, level of co-operation, integrated approach, effectiveness of project management, impact and existence of monitoring and evaluation systems.

3.4 The Target Groups

In the context of quantitative research method and scientific requirements of conducting a research study, it was necessary to identify relevant and strategic population. According to Bickman and Rog (1998:117), target population for a research study can be described as the ‘group about which the researcher would like to speak, and that may include groups of individuals.

The target groups selected for purposes of this research included the following:

- * Chief Director of Community Development Programme.
- * Chief Director of Poverty Alleviation Programme .
- * Manager on Social Welfare Services.
- * Manager on Community Development Programme .
- * Manager on Poverty Alleviation Programme.
- * Assistant Managers on Community Development and Poverty Alleviation Programme
- * Community Development Supervisors
- * Community Development Practitioners (all in the Department of Social Development).
- * Local Economic Development (LED) Coordinator at Amathole District Municipality

* Project Management Committees, Beneficiaries of Projects and the Department of Labour.

* Chairperson and Researcher of Portfolio Committee on Social Development.

The target population chosen above occupies strategic positions which are directly or indirectly associated with the poverty alleviation projects under the research study. This is the type of population group which is known as ‘special populations’ because it is narrowly defined by the nature and purpose of the research questions.

3.5 Identified Sample and Sampling Procedure

Bickman and Rog (1998:102) define a sample as ‘a model of the population or a subset of the population that is used to gain information about the entire population’. Samples are usually described as representatives of a broad scope of population. Their reliability and validity can be properly tested if they are based on ensuring that the population from which the sample drawn is consistent with the population of interest for the study.

Cooper and Schindler (1998:72) confirm that sampling is another important step in planning the research design. It involves developing reliable methods for identifying target population and selecting subjects or units that bias the sample. It should ultimately ensure that the estimates or sample statistics are sufficiently precise for the study purposes. By shaping a sampling procedure within this framework of understanding, it was therefore possible to emerge with a research product that is credible and reliable.

The scope of the sample was determined on the basis of the theoretical framework design as articulated above. This took into account the strategic link and consistency of the sample with the ‘population of interest’ for the research study. In compliance with the outlined criteria, a number of institutions pertinent to the study were selected as sufficient scope for target population.

Chief among those identified is the Eastern Cape Department of Social Development which comprises the key and central source for the research study question. Particular focus here was on interacting with senior officials who hold strategic positions and are responsible for the poverty alleviation programmes. The District Offices of the department at Amathole were also selected precisely because the district represents the scope of the research sample.

Another institution selected for sampling was the Eastern Cape Provincial Legislature, especially the Portfolio Committee on Social Development which is responsible for overseeing the department.

Targeted sources for this purpose included the Committee Chairperson, Committee Researcher and Committee Reports. The Department of Labour was earmarked because of its role in providing skills development and training programme for government departments and communities in general.

Lastly, Amathole District Municipality was targeted because this is where the majority of poverty alleviation projects are established, and moreover, the alignment of the projects with the LED/IDP programmes is a matter of interest for the research. Buffalo City Municipality (BCM) was also identified in the same context and that is due to its advantage as an economic hub of the District, and largely with the majority of the projects. This is in line with the requirements of the Inter Governmental Relations Framework Act of 2005, which promotes collaboration between government departments and municipalities during the development of poverty alleviation programmes. It is also worth noting that BCM embraces both the urban and rural characters of the Eastern Cape Province.

3.6 Data Collection Techniques

Mixed methods strategy was applied by the researcher to collect both quantitative and qualitative data. Creswell (2003:212) states that, “When data are collected concurrently, both quantitative and qualitative data are gathered at the same time in the project and the implementation is simultaneous”. The point of clarity here is that, contrary to the sequential data collection approach, the concurrent process is done in an integrated phase and in that way, the techniques are combined. The advantage here is that a lot of time is saved when conducting the research, and again, the complementary nature of the approach can enhance the scope of information gathering.

In explaining the relationship between qualitative and quantitative data, Babbie (2004:26) expresses the opinion that, “The distinction between quantitative and qualitative data in social research is essentially the distinction between numerical and non-numerical data”. From this perception, it can be deduced that quantitative data has advantages that ‘numbers’ have over ‘words’ as measures of some quality.

In essence, each of these two methods is precisely designed to detect information which cannot be entirely accomplished with the use of one technique. The complementary approach in data collection is therefore important as it provides for a complete answer to the question under research.

The use of same data collection procedures was applied to both quantitative and qualitative methods, and this was done in the context of complementary approach. Silverman (2000:89) states that, “Moreover, most research methods can be used in either qualitative or quantitative studies”. An example in this case can be quoted from the use of ‘observation’ as an instrument of data collection in both approaches of quantitative and qualitative research methods. As a quantitative research technique, observation can be appropriately used as preliminary work prior to framing the questionnaire. On the other hand, in qualitative research, the same instrument is relevant to be used for a scientific social inquiry, which is to detect understanding of a culture or behavioural patterns and activities of individuals as mentioned earlier.

Creswell (2003:185) illustrates qualitative research method as a process that involves four basic types of collection procedures which are observations, interviews, documents and visual material. The procedures that are outlined here constitute some of the common apparatus for data collection framework in the course of conducting scientific research study. On the other hand, quantitative research techniques are described in the Microsoft Internet Explorer (Quantitative Data Collection methods) as ‘observing and recording of well-defined events, obtaining relevant data from management information systems, questionnaires and interviews’. The nature of data collected in this research was both from primary and secondary sources and this will be thoroughly explained in the following paragraphs.

During the execution of this research study, the data collection procedures in qualitative approach involved three techniques, which are observations, interviews and documents. The observation approach entailed recording of the behavioral patterns and activities of individuals in the actual projects.

Regarding the interviews, the researcher applied in-depth interviews which were useful in gaining an understanding of the underlying perspectives and attitudes of the people about poverty alleviation projects. This is in line with the views of Rubin and Rubin (1995:17) who argue that ‘qualitative interviewing requires intense listening, a respect for and curiosity about what people say, and a systematic effort to really hear and understand what people tell you’. Interviews as an instrument for collection of primary data were conducted both telephonically and through face-to-face interaction with the respondents.

Nine interviews were conducted with respondents at the project sites, officials from District offices of the DoSD, Community Development practitioners, Chairperson and Researcher of the Portfolio Committee on Social Development, and the Training Manager in the Department of Labour. In-depth interviews were used in order to understand the actual experience from the project participants.

The underlying reason was also to fully discover the experiences they encountered as beneficiaries so as to be able to make informed interpretation. It was to check on how they feel about being practically involved in the projects, whether they feel sufficiently empowered and self-sustainable.

Field notes were used during the interviews as tools of collecting information from the respective respondents. The field notes made it possible to describe how participants expressed themselves, demonstrated their attitudes or their behavioral patterns and other observations relevant to the research question.

The researcher was therefore able to write down what was heard, seen and experienced during the entire process of interviews. Throughout the interviews, it was possible to probe follow-up questions and make proper recording of clarification from the participants.

The secondary information was in the form of documents or reports from the DoSD, Portfolio Committee on Social Development, relevant legislation and policies linked to the topic of the research study, published researches, newspapers and minutes of meetings were also used as sources of research data. The information from these secondary data sources was useful in providing an insight into what external people think of the projects with objectivity and unbiasedness.

Through observation (primary data), it was possible to detect the true scenario about the state of affairs within the projects without any interference from the beneficiaries. It was possible to avoid manipulation by influential beneficiaries who may have distorted the real situation through their skillful rhetoric. According to Tashakkori and Teddlie (2003:311), it is possible through observation 'to observe participants in natural or structured environments because people do not always do what they claim to be doing'. During observation it was then possible to see exactly what people were doing without having to rely on what they were saying, striking a balance between what they say and what is seen.

3.7 Data Analysis Techniques

After completing the data collection process, the researcher moved into the next step which was to conduct analysis of the available data. The process of analysis was done within the framework of mixed methods approach. Tashkori and Teddlie (1998:352) define mixed methods data analysis as ‘the use of quantitative and qualitative techniques, either concurrently or sequentially, at some stage beginning with the data collection process, from which interpretations are made in either a parallel, an integrated or interactive manner’. This definition moves on to characterize mixed methods data analysis as a process underpinned by two major rationales, and these are ‘representation’ and ‘legitimation’.

The actual meaning of this terminology is interpreted as ‘the ability to extract adequate information from the underlying data’ and ‘the validity of data interpretation’ respectively. From this viewpoint, mixed method analysis is considered as the more comprehensive analytical technique than does either quantitative or qualitative data analysis alone. It is on the basis of this perspective that the researcher chose to use the mixed method analysis approach as clearly articulated here.

Data analysis is regarded as a process of gathering, modeling and transforming data which has been collected during the research process with the aim of highlighting useful information. Robson (2002:387) points out, “Analysis, at whatever stage, is necessary because, generally speaking, data in their raw form do not speak for themselves.

The messages stay hidden and need careful teasing out”. In line with this explanation, after collecting the data, the researcher looked at whether expectations regarding data characteristics, quality and research objectives were met. Proper assessment was also done to check if the data was complete, and if not sufficient, whether it was necessary to finalize the gaps. The researcher was however satisfied that collected data was sufficient to proceed with the analysis.

Mind Mapping and Statistical Package for Social Sciences have been used by the researcher as tools of data analysis. This was in accordance with the nature of the study, which is theoretically defined as a social sciences research. Robson (2002:392) states that, “Perhaps the most popular software package for statistical analysis in the social sciences is SPSS (the Statistical Package for the Social Science – available in both Windows and Macintosh versions)”. It is however suggested here that for simple statistical texts, such specialist software may not be required; but instead to have spreadsheet software such as Excel.

3.7.1 Quantitative Data Analysis

Babbie (2007:405) classify quantitative analysis as “The numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect”. From this classification, it can be concluded that quantitative data analysis is mainly concerned with attempts to quantify social phenomena, collect and analyze numerical data, and focus on exploration of the observations made during the data collection process.

In further explaining quantitative data analysis techniques, Babbie argues that ‘quantitative analysis is almost always handled by computer programs such as SPSS and Micro Case, and that is through their ability to read the data collected in the research’. During the analysis process, the researcher was able to use these computer programs concurrently with manual practice in presenting, interpreting, describing and inferring the statistics. Quantitative data analysis made it possible for the researcher to quantify the number of poverty alleviation projects which are still in existence and those that have collapsed. It was also possible to determine the types of interventions done by the DoSD. The method was further useful in providing statistics on the stakeholders involved in the projects as well as representation of beneficiaries in terms of demographics.

3.7.2 Qualitative Data Analysis

In terms of Richie and Lewis (2003:200), “Unlike quantitative analysis, there are no clearly agreed rules or procedures for analyzing qualitative data. Approaches to analysis vary in terms of basic epistemological assumptions about the nature of qualitative inquiry and the status of researchers’ accounts”. This perception can be understood to simply mean that any approach to qualitative data analysis is determined by the type of research question and its subsequent objective goal. To further pursue this definition, Babbie (2007:377), states that qualitative data analysis can be defined as ‘the non-numerical assessment of observations made through participant observation, content analysis, in-depth interviews and other qualitative research techniques’, whereas data analysis is about converting social data to numerical form for statistical analysis.

Reading from the above definitions, it is clear that approaches to qualitative data analysis are based on the focus and aims of analytical process. Regarding this research study, the applied qualitative analysis approach was based amongst others, on ethnographic accounts, which was largely descriptive and detailing the nature of survival practices within the poverty alleviation projects. Survival practices in this context mainly refer to the measurement of matters like capacity levels, attitudes and performance standards of project beneficiaries. Content analysis was also done so as to scrutinize the available documents, in the form of reports, media articles, policies and legislation.

The analysis in this case was more concerned with the exploration of variables like demographics, gender status and other information related to performance patterns within the poverty alleviation projects. Policy evaluation analysis, for instance, was aimed at examining whether the project stakeholders are in full compliance with the existing legislation and policies that are linked to poverty alleviation projects.

This process approach is in line with the opinion of May (2001:191), who argues that, “Documents do not stand on their own, but need to be situated within a theoretical frame of reference in order that its content is understood”.

The argument advances justification on why content analysis is so important in retrieving the text and interpreting the data relevant to the research problem.

3.8 Limitation of the Study

The focus of the research study was on the poverty alleviation projects that are funded by the Eastern Cape Department of Social Development for the period 1997-2009 as indicated earlier in the previous Chapters. Notwithstanding the limited scope of the area identified as a sample, it was however not that easy to fulfill the complete requirements of the research due to a number of obstacles. Chief to such obstacles was mainly the non-availability of the targeted respondents, and some failed to co-operate to highest level of expectation. Key attributes to this situation included some tight schedules of work related programmes, limited access to the required information due to ethical considerations and general lack of will to co-operate. The researcher also experienced some constraints due to work related programmes and to a certain degree the academic programme of the University.

While the researcher made committed efforts to overcome the mentioned constraints that impeded absolute success in the process of research data collection, it was not easy to achieve the anticipated level of accomplishment. However, the researcher can unreservedly confirm substantive attainment of the research objectives despite the cited factors as constraints; hence their impact was of no significant contribution to the study. This can be justified by strict compliance with the fundamental principles of research study like reliability, truthfulness and validity of the collected data; which was fully honoured by the researcher within the ambit of ethical requirements.

3.9 Conclusion

The summary of deductions from this Chapter under consideration relate to key areas that appear as salient components of the Research Methodology.

The structured framework composition of Research Methodology as a technique for data collection was outlined and included research design, methods of research, targeted groups/respondents, sampling and sampling procedure, data collection techniques and data analysis techniques.

Lessons of theoretical understanding and interpretation of Research Methodology as a philosophy were drawn from a wide range of perspectives by various scientific scholars. This knowledge was crucial in assisting the researcher to assert logical approach during the practical process of the research study. It was possible as well to discuss and develop technical approach in finding necessary resources for analysis whereby reliable and valid outcomes can be guaranteed.

The Mixed Methods approach (quantitative and qualitative) was used and applied in a complementary manner, and that yielded positive spin-offs throughout the research progression. In this regard, it has been feasible to simultaneously quantify the numerical patterns as well as qualify the social tendencies during the execution of the research study. Further advantage from this comprehensive approach was the ability to emerge with a balanced research product which took into consideration both the external outlook and hidden social factors within the poverty alleviation projects.

The next Chapter will constitute data presentation, analysis and interpretation.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The purpose of this Chapter is to present, analyze and interpret the research data that has been gathered during the research process. The process of analyzing and interpreting the collected data will then assist the researcher in developing findings and recommendations for possible solutions to the problems faced by poverty alleviation projects in the Eastern Cape Province. This exercise is in line with the views shared by Hardy and Bryman (2006:65) who state that, “A goal of data analysis is to produce information that will aid in making decisions about hypothesized states of the world”. In this way, a question under research study remains a hypothesis until it reaches the level of analysis and interpretation and such scrutiny can yield remedial mechanisms.

Subsequent to the previous Chapters, a framework foundation and trajectory for the study was established, this then assisted in the formulation of the structural content of Chapter Four which is mainly shaped by the nature of data outcomes. In reality, the design of this Chapter is composed along the analysis and interpretation of data collected from the wide range of respondents. The design format referred to here, has enabled the researcher to categorize and classify the results of the research.

This Chapter is further concerned with establishing and contextualizing a meaning from what the researcher has observed heard, collected through field notes and read from research documents. The primary aspects of analysis and interpretation in this regard shall include discussion of data sources, the generation of data and its actual meaning relevant to the research question and theoretical expressions as articulated by various authors in Chapter Three (Literature Review).

A brief narrative on the profile of the respondents shall also be illustrated. This will assist the reader to have an insight on the scope and credibility of the collected data.

For purposes of systematic arrangement and orderly structuring of this Chapter, a breakdown of sectional categories will be positioned as follows:

- a) The profile of respondents and sources of data.
- b) The conceptualization and coordination of Community Development in the Eastern Cape Department of Social Development.
- c) Implementation of the Community Development Concept.
- d) The Mode of Funding Poverty Alleviation Projects.
- e) Integrated Approach in the Development of Projects.
- f) Marketing and integration of the projects into the economic mainstream.
- g) Capacity Building and Mentorship Programme.
- h) Report on the selected interviews:
 - * Interviews with Senior Manager: Social Welfare Services (Provincial DoSD)
 - * Interviews with the Supervisor: Community Development Projects (Buffalo City Area).
 - * Ncera Food Security Project (Buffalo City Municipality)
 - * Sakhulutsha Youth Development Project (Great Kei Municipality)
 - * Masivuke Youth Development Project (Great Kei Municipality)
 - * Sisonke Women's Co-operative Project (Amahlathi Municipality)
 - * Masivuye Food Security Project (Ngqushwa Municipality)

The broad structuring of this Chapter shall be categorized into two parts. Part 'A' will cover the profile of respondents and issues that are linked to the data which has been collected through documentation and questionnaires. Part 'B' will deal with the data which has been solicited through interviews and observations.

PART A

4.2 The profile of respondents and sources of data.

Chapter Three made reference to the targeted groups/respondents during the data collection process. It will be in the interest of justifying integrity, quality and reliability of the collected data to confirm which target groups and research sources were successfully accessed for this research product. The sources referred to here were either engaged through interviews (telephonic, in-depth or focus groups) and questionnaires. Observations and documents were also other forms of gathering the data. The sources referred to in this regard are as follows:

- a) Senior Manager: Social Welfare Services, Provincial Department of Social Development (in-depth interviews).
- b) Director: Development and Research Programme, Provincial Department of Social Development (Questionnaire).
- c) Manager of Welfare Services and Community Development, Department of Social Development, Amathole District (Questionnaire).
- d) Chairperson of Portfolio Committee on Social Development, Eastern Cape Provincial Legislature (Interviews).
- e) Coordinator of Local Economic Development Projects, Amathole District Municipality (Questionnaire).
- f) Supervisor of Community Development Projects, Department of Social Development, Buffalo City Area (In-depth interviews).
- g) Community Development Practitioners and Coordinators of poverty alleviation projects in the Department of Social Development at Buffalo City Area (Questionnaires)
- h) Supervisors of Community Development Projects, Department of Social Development Buffalo City Area (Questionnaires).
- i) Supervisor for Project Coordination in the Department of Labour, East London Centre (In-depth interviews).

- j) Report of the Portfolio Committee on Social Development on the visits to local service area offices and projects funded by the DoSD at Alfred Nzo and Metro Districts, 25 August 2009.
- k) Annual Reports from the DoSD, 2005/2006, 2006/2007, 2007/2008 and 2008/2009.
- l) Office of the MEC for Social Development, 26 August 2009, Departmental Responses to the Resolutions/Recommendations of the Eastern Cape Provincial Legislature House.

In addition to the above, interviews were held by the researcher with five poverty alleviation projects in the Buffalo City Area of Social Development as will be explained later in details; they can be listed as follows:

- a) Ncera Food Security Project, Ncera Village, Buffalo City Municipality (In-depth interviews).
- b) Sakhulutsha Youth Development Project, Nyara Village, Great Kei Municipality (In - depth interviews).
- c) Masivuke Youth Development Project, Mooiplaas, Great Kei Municipality (Telephonic interviews).
- d) Sisonke Women's Co-operative Project, Keiskamahoeck, Amahlathi Municipality (Telephonic interviews).
- e) Masivuye Food Security Project, Tuku 'C' Village, Ngqushwa Municipality (In-depth interviews).

4.3 The Conceptualization and Coordination of Community Development in the Eastern Cape Department of Social Development.

The Chapter on Literature Review outlined a full description of Community Driven Development (CDD) in South Africa which dated back from 1994, also reflecting on how this concept provided foundation for community development framework.

Simple defined, this concept refers to community-based development projects in which communities have direct control over key project decisions and development, including management of resources. There are five key principles cited as underpinning Community Driven Development, and they are; empowering communities, empowering local authorities, realigning the centre to support CDD, promoting accountability and capacity building. The principles illustrated here constitute some central features of the Community Development concept and serve as a compass in the development and coordination of poverty alleviation projects.

Information solicited from the resource documents during the data collection process indicate that, community development is key to the government programmes that are aimed at alleviating poverty in the Eastern Cape Province. The Department of Social Development holds the central role and responsibility in advancing the concept of community development in the province. As the engine of social change, the DoSD has adopted a Concept Document on Community Development in 2004. This document provides guidance in championing the empowerment and development of communities through a variety of poverty alleviation programmes that include specific projects.

In the context of a new democratic South Africa, Social Development influences the policy framework on social welfare transformation in line with the White Paper on Social Welfare Transformation, 1997. It transpires from this legislative framework that the 'Social Development Approach' aims at collective empowerment of the poor, facilitation of processes and mechanisms that assist the underprivileged communities to regain power and control over their lives. The approach also embraces policies and programmes which integrate 'social welfare' with the broader economic development policies and programmes. The key principles which inform a good developmental approach were established by the DoSD in 2004 and are articulated as follows:

* Full engagement of the people in their own process of learning, growth and change; starting from where they are and moving at their own pace.

- * Connecting people to each other in ways that make them more effective in their collective efforts and self-reliant, including leadership, decision-making and planning.
- * Shifting power-relations towards people achieving greater control and influence over decisions and resources that impact on the quality of their lives through increasingly inter-dependent relationships.

Coupled with the principles mentioned here are the core values which should be observed and complied with during the execution of the developmental approach. Such core values are described as follows:

- * Acknowledgement and respect for people's potential to develop and change.
- * Recognition of the rights of all to participate fully in their own development and decision-making and being accountable for their own lives.
- * A commitment to facilitate a social process that builds effective relationships, healthy organizations and communities.

Full compliance and acknowledgement of these principles and values in the establishment of poverty alleviation projects can guarantee their meaningful success and sustainability. These elements are also considered as being crucial in influencing the roles and responsibilities of Community Development Workers (CDWs) as clearly specified in the CDW Handbook which provides guidelines on community development projects. The roles and responsibilities referred to here are not only limited to facilitating change in the communities, but are also aimed at contributing towards the transformation of state institutions as learning organizations. In this view, community development should be managed in a manner that introduces new tendencies of shift from submission dependency and towards self-reliance.

4.3.1 Implementation of the Community Development Concept

Further lessons from the research data indicate that Community Development can be viewed as a dynamic process of change and growth resulting from collective efforts of individuals and groups of people identified as a community.

Such communities come together to propose, plan and participate themselves in the development of their own lives with, to a limited extent, and where necessary, external support through the provision of resources and services in ways that address the needs of the community developmentally. Formulation of poverty alleviation projects in this context is understood as a people-centred initiative and subject to provision of the required support by the DoSD in this case.

‘Community development as a process is made up of specific activities that may be implemented in phases or in stages by the development practitioners either through project development and management using the project as a vehicle towards development or a longer term process of consciously supporting people in identifying constraints surrounding them and working with them at their own pace in addressing these constraints’ (Community Development and Implementation Guidelines, Department of Social Development, Eastern Cape, 2002).

From the above extract, the researcher has identified that the DoSD has established a Community Development Unit which is responsible for the coordination of community development projects. The special focus of this Unit is on key development programmes that are undertaken with the utilization of community development principles and practices.

In discharging its strategic mandate for social development, the DoSD places its execution plan on two key programmes which are; Programme 2: Social Welfare Services and Programme 3: Development & Research. All the poverty alleviation projects, including other developmental programmes, are initiated and coordinated under afore-mentioned Programmes. The programmes alluded to here can be explained as follows:

a) Programme Two (Social Welfare Services)

The objective of Programme 2 is to provide integrated development social welfare services to the poor and vulnerable in partnership with stakeholders and civil society organizations. The programme comprises a variety of components, which are constituted into Sub Programmes that are stipulated as follows:

*** Substance Abuse Prevention and Rehabilitation**

The aim of this Sub Programme is to design and implement integrated services for substance abuse, prevention, treatment and rehabilitation. It is also responsible for management of community based programme whose aim is to facilitate provision of preventative programmes, early intervention, treatment services and economic development within communities. This involves development projects and skills training for victims of substance abuse.

*** Care and Services to Older Persons**

The Sub Programme is aimed at designing and implementing integrated services for the care, support and protection of older persons.

It further provides for economic empowerment of older persons by encouraging or helping them to improve their financial status through opportunities either financial or developmental or through dissemination of information and training. Income generating projects in the form of home industries, food gardens and small stock farming are also established. This is in line with the developmental approach which requires that older persons remain self-sustainable and are integrated into the community for as long as possible.

*** Services to Persons with Disabilities**

This Sub Programme aims to design and implement integrated programmes and provide services that facilitate the promotion of the well-being and socio-economic empowerment of persons with disabilities.

It also factor-in the self-help principle by assisting a group of people with disabilities and parents of children with disabilities who share a common goal, that of creating a better life for all through socio-economic empowerment (that include project initiatives).

*** Child Care and Protection Services**

The purpose of this Sub Programme is to design and implement integrated programmes and services that provide for the development, care and protection of the rights of children.

*** Victim Empowerment**

This Sub Programme is aimed at designing and implementing integrated programmes and services to support, care and empower victims of violence and crime in particular women and children. It also provides governmental interventions to achieve socio-economic rights through establishment of empowerment programmes like women co-operatives in the form of jointly owned enterprises or projects.

*** HIV and AIDS**

The purpose of this Sub Programme is to design and implement integrated community based care programmes and services aimed at mitigating the social and economic impact of HIV and AIDS. The DoSD is pioneering a Home Community Based Care (HCBC) model as an appropriate approach in addressing challenges of HIV and AIDS.

The HCBC programme is aimed at addressing socio-economic effects of HIV and AIDS. The process of HCBC model encourages participation by people, responds to the needs of people, encourages traditional community life and strengthens mutual aid opportunities and social responsibilities through empowerment programmes.

*** Social Relief**

This Sub Programme is aimed at responding to emergency needs identified in communities affected by disasters not declared, and or any other social condition resulting in undue hardship. The programmes or projects initiated thus far include those in the dumping sites, interventions on families in eleven (11) identified municipalities and interventions to families in distress.

*** Care and Support Services to Families**

This Sub Programme deals with programmes and services that promote functional families and prevent vulnerability in families. Further purpose is to provide opportunities to families to partake in activities that promote participation in their own development. It also strengthens families and provides family support services for the protection and development of young people and their families that are at risk.

b. Programme Three (Development and Research)

The purpose of programme 3 is aimed at facilitating Social Development processes and access to resources that would empower marginalized communities and poor households in the Eastern Cape to participate in their own development, thereby improving their social well-being in line with community development principles and practices. The programme is broken into the following components as Sub Programmes:

*** Youth Development Programme**

This Sub Programme focuses at capacitating youth for self-employment and entrepreneurship development programmes targeting out of school and unemployed youth. Its purpose is to design and implement integrated social programmes that facilitate the empowerment and development of the youth.

*** Sustainable Livelihoods Programmes**

The programme focuses on building sustainable livelihoods through food security, women co-operatives, income generation and as set building ventures. Generally, its aim is to design and implement integrated development programmes that facilitate empowerment of communities towards sustainable livelihoods.

*** Institutional Capacity Building and Support Programme**

The purpose of this programme is to strengthen the capacity among members of community-based projects and emerging Non-Profit Organizations.

*** Research and Demography**

The purpose of this Sub Programme is to facilitate and manage population development and social development research, in support of policy and programme development, both for the implementation of the national Population Policy and other programmes of the Department of Social Development.

*** Population Capacity Development and Advocacy**

The Sub Programme is aimed at designing and implementing capacity building programmes within social development sector and other government departments in order to integrate population development policies and trends into the planning of services. (Department of Social Development Annual Report, 2008/2009, and the Document on Definition of Concepts for Social Welfare, 2008, Eastern Cape Province).

The DoSD Programmes which are illustrated on the above paragraphs are at the core of the Strategic Plan for realization of the Concept of Social Development. The programmes further represent the practical commitment by the department towards fulfillment of a developmental approach through poverty alleviation projects and other related socio-economic programmes. It should be noted that, whilst these programmes are distinctly managed and coordinated under separate administrative arrangements, they are however commonly driven by the same conceptual definitions.

Key to this is the developmental approach which is underpinned by the principles of self-empowerment, economic empowerment and community participation.

In coordinating project development, the Eastern Cape DoSD assists local communities to access services, resources and other relevant support from Programme Three (Development and Research), and that is done through completed application forms. This programme is responsible for the facilitation of social development processes that empower local communities and poor households in the Eastern Cape with the necessary capacities and access to services. In this manner, communities are therefore allowed to sustain and improve their livelihood status and ultimately contribute to their own socio-economic development in line with community development principles and practices. The essence of this programme is to provide strategic guidelines and assistance on the processes of implementing community development projects.

The Handbook on Community Development and Implementation Guidelines describes the role of CDPs as being responsible for providing the necessary support to communities who are in need of help. Once the application for project development is approved, the CDPs conduct field appraisals through visits that are intended to assess the authenticity of the project or request made, also to check the level of support from local community and the feasibility, viability and /or sustainability of the project. This exercise is carried in compliance with the requirements and principles of project management as explained in Chapter Two of the research study. Community involvement and feasibility testing are crucial pre-requisites before implementation of a project initiative is effected, and the DoSD appear to acknowledge the importance of this aspect which forms part of the project implementation guidelines.

The research data also revealed that the CDPs do conduct community profiling through techniques like Participatory Rural Appraisal (PRA) in order to obtain information about the community. The Logical Framework Format (LFA) is also a tool used by CDPs to assist communities in the development of their business plans.

LFA is considered as a very important instrument in the development and management of a project. It provides for a way of checking if the operation has been well designed and further facilitates improved monitoring and evaluation to analyze the operation results and impact. It further ensures the project relevance, feasibility and sustainability.

4.3.2 Deductions

It can be deduced from the above narrative on the implementation of the Community Development Concept that the DoSD has managed to develop mechanisms and structures towards realization of the developmental approach. In line with the Community Development and Implementation Guidelines, 2002, a Community Development Unit was established for purposes of driving and coordinating community development projects. For further recognition of this strategic objective, the DoSD has initiated programmes, policies and resource base with thoroughly crafted strategic plans.

There are also techniques that have been initiated in order to establish the collation of baseline information to be utilized for the planning and implementation of programmes that address the identified needs of communities. Such instruments also constitute the key elements of the funding framework for identified projects. In terms of institutional preparedness, the DoSD has demonstrated its shape towards the right direction.

4.4 The Mode of Funding Poverty Alleviation Projects

The scrutiny over research data has divulged that the Department of Social Development is responsible for funding income generating projects for purposes of alleviating poverty in both 'urban poverty pocket areas' and 'rural nodes' of the Eastern Cape province. Information gathered from the documents of the DoSD like Annual Reports, Strategic Plans and Systems Documentation, signify that at the initial stages from the period 1997 to 2002, applications for project funding were processed through the then Department of Health and Welfare which provided assistance in the form of starter packs ranging from amounts of about R30 000 to R50 000.

The conditional requirements for project owners to qualify for funding were only the availability of the project and its Constitution. The lifespan and impact of these projects was very minimal and the majority of them were not sustainable and subsequently collapsed.

On the basis of the above scenario, the DoSD was compelled to review the funding strategy, resulting into upward funding adjustments that ranged from R250 000 to R750 000 and more. The funding changes alluded to here were linked to the transformation process that culminated to the strategic shift from welfare towards social development, and this was aimed at making a significant impact in sustainable livelihood of the communities. The allocation of budget for poverty alleviation projects is coordinated through the Community Development Programme, and is disbursed to all the seven District Municipalities in the province. Budget allocation is determined by the Statistics South Africa and Global Insight reports, and it takes into account factors like socio-economic status which include poverty levels, unemployment rate, health conditions and demographics.

The funding process of projects is coordinated in terms of the Handbook on Community Development and Implementation Guidelines which also stipulates the criteria for financial disbursement. Disbursement of funds to projects is done in two tranches through the relevant Programme Manager (Development and Research). The first tranche does not exceed 50% of the total project cost, and the second tranche is only paid after submission of monthly technical financial report and the monthly narrative report.

The following criteria are used for funding poverty alleviation projects:

- * the project should be undertaken at the initiative and with active participation of the local community set to benefit, who are marginalized, vulnerable and poor.
- * the project should meet a demonstrative and observed priority need at local level.

- * the project should have a sustainable economic and social impact on the life of the people and contribute towards poverty alleviation.
- * the project should be based on the principle of self-help.
- *the project should originate from community-based group or intermediary organization such as umbrella body, social welfare and Non Governmental Organizations.
- * lastly, the project should be aligned to the strategic areas of the intervention or strategic objectives of the DoSD and should contribute towards the achievement the Integrated Development Plan (IDP) and Local Economic Development Officers.

4.4.1 Deductions

The Funding Model has been developed to become a strategic tool that is linked to the transformation of the DoSD within the concept of a developmental approach and community development projects for self-reliance and self-sustainability. The upward adjustment of funding was meant to make a significant impact in sustainable livelihoods of communities. The funding formula is created on the basis of a criteria that is informed by socio-economic statistics as determined by Statistics of South Africa and Global Insight reports. In this case, it is able to recognize uneven levels of poverty prevalence.

4.5 Integrated Approach in Project Development

Chapter Three of the Constitution of the Republic of South Africa, 1996, promotes the principle of Co-operative Governance within the three spheres of Government. The practical application of this principle is effected through the Intergovernmental Relations Act, 2005. The policy document on LEDs (Department of Provincial and Local Government, 2000), encourages that connection of economic growth with poverty alleviation through Local Economic Development approach should always be put into practice. A Further point expressed here is the fact that the coherent and holistic approach should provide for a connection of LED initiatives development programmes of different departments and spheres of government.

The Department of Provincial and Local Government Policy Document (2000:2), defines the roles of municipalities to include the following:

4.5 (a) Coordination

To act as coordinating body, and a tool for coordination is the IDP which draws together the development objectives, priorities, strategies and programmes of a municipality. The IDP can be further used to ensure that LED initiatives are coordinated with other municipal programmes and are appropriately linked with national and provincial initiatives.

4.5 (b) Facilitation

Facilitation by municipalities involve improvement of the investment environment in the targeted area for development. An example in this regard may include streamlining the development or improvement of planning procedures.

4.5 (c) Stimulation

As a stimulator, the municipality can stimulate business creation or expansion. The municipality may in this regard, provide premises at low rent to SMMEs, or compile brochures on local investment opportunities or promote a particular tourism theme or a key activity in a key venue.

4.5 (d) Entrepreneurship

Acting as an entrepreneur, the municipality takes on the full responsibility of operating a business enterprise. A municipality can also enter into a joint venture partnership with the private sector or an NGO.

The optional roles outlined here can form basis for the establishment of sound working relations towards an integrated approach within the spheres of government or between the individual departments and each respective municipality.

Such an arrangement also creates the necessary space for broad participation by stakeholders and linking project development into the requirements of local economy.

Information collected from source documents in the Department of Social Development, indicate that the DoSD does recognize the importance of an integrated approach in project development, and has to that effect demonstrated its commitment through the guidelines in the CDW Handbook. According to the CDW Handbook, the CDPs are required to ensure that the business plans for project development are accompanied by letters of support and commitment from the respective local municipalities and other social partners as part of the integrated approach to service delivery and alignment with the local municipality IDP and LED. As stated in Chapter Two, in the same context of an integrated approach, the involvement of local councilors is also crucial in the development and management of poverty alleviation projects. Despite the ideal commitment by the DoSD on the principle of an integrated approach, information gathered through questionnaires and interviews with respective respondents, reflects some glaring implementation challenges, as will be explained in the following paragraphs.

The questionnaire results from the Coordinator of LED Projects at Amathole District Municipality (ADM) have revealed a lack of effective coordination of an integrated approach in project development and management between the municipality and the DoSD including other associated government departments. It appeared from the respondent that the ADM has established forty (40) LED projects across the district. These projects are funded from the internal municipality fund and also grants from provincial government, particularly the Department of Economic Development and Environmental Affairs (DEDEA). The types of these projects are mostly agricultural and dealing with primary production through co-operatives, others are in the tourism and the rest are in the manufacturing.

Regarding the coherent and collective interaction between the municipality, directly affected departments and others with similar projects in the district, like DoSD, Public Works and Agriculture, there is no properly established coordinating structure.

According to the respondent, the absence of this institutional connectivity is a recipe for duplication of projects and other resources, and hence no impact is achieved from the existence of these projects. From the types of projects existing in the ADM, it can be wise to draw closer working relations with the affected departments, i.e. Department of Agriculture and DEDEA.

Another point raised in the questionnaire is that during the IDP phase, there is no collaborative interaction between the municipalities and provincial departments.

An ideal situation would be to encourage an involvement of the relevant departments during the initial stages of the IDP process. It is the duty of IGR and IDP coordinators (both at provincial and municipal levels) to lead the policy analysis coordination processes to ensure provincial and local cohesion. It is also revealed from the questionnaire responses that the role of ADM councilors is only limited to those projects that are funded by the municipality. Further noting is that, the ADM does not have structured working relations with the District Office of the DoSD, especially when it comes to identification and development of poverty alleviation projects within the municipal boundary. Under these circumstances, it is difficult for the ADM to contribute in assisting the department with either basic resources or technical personnel and councilors.

The role of Intergovernmental Forums has also been cited as a challenge since they are not functioning as required by the Intergovernmental Relations Act. The IGR Forums are supposed to create a platform for various stakeholders to work closely together and ensure that their developmental activities/plans are integrated.

The non-functioning of IGR Forums therefore defeats the strategic objective of an integrated developmental approach, its connectivity and coherence within the LED initiatives by all spheres of government. Long-term sustainability and survival of poverty alleviation projects hinges on the shared responsibility and co-operation by the relevant role-players.

During the interviews with Assistant Managers in the Welfare Services and Community Development Programme (DoSD), it was also confirmed that integration and alignment remains a challenge in the coordination and management of poverty alleviation projects. As indicated earlier on the implementation of the developmental concept, both Programmes Two and Three of the DoSD are similarly responsible for community development projects. The crucial principle that underpins the developmental approach in both Programmes, is the design and implementation of an integrated plan. Integrated planning is therefore a common denominator that defines the trajectory of a developmental approach. On the basis of this scenario, it would therefore be an ideal situation if the practices of integrated approach were primarily done within the DoSD, and specifically the respective Programmes.

An example of inter-programme relations can be referred to a situation where in Sub Programmes 2.2 (Substance Abuse Prevention and Rehabilitation) and 2.4 (Crime Prevention and Support), the focus is on dealing with young people who are victims of crime and substance abuse. As an effort of addressing this challenge, initiatives like development projects and skills development programmes are established in both Sub Programmes. On the other hand, Sub Programme 3.2 (Youth Development) focuses on the provision of developmental support for young people through skills development and project initiatives. The similarities on the objectives of these Programmes are simple common, which provides basis for collaboration and integration within the programmes themselves. From the interaction with senior officials in these Programmes, despite the common activities and focus groups, there is no alignment or linkage in-between. Each programme is driven in silos without coherent and connected planning.

While Sub Programmes 2.2 and 2.4 are both dealing with the plight of young people under particular conditions, there is no effort or plan in place to integrate them into Sub Programme 3.2, which deals with programmes of youth development. For example, those who undergo skills development training in Sub Programmes 2.2 and 2.4, how do they get accommodated in Sub Programme 3.2 once they complete the training? This is particularly important because they might have acquired skills relevant to projects under the Sub Programme 3.2.

Taking this matter further, questionnaire results from the Welfare Services and Community Development section (DoSD, Amathole District), concur to a greater extent with the observed limitations on the integrated approach. The role of local municipalities is perceived here as being crucial in the provision of an infrastructure so as to establish conditions that are conducive for the creation of a positive environment for project development. Although most municipalities are faced with a problem of non-availability of funds, an integrated approach can assist through the consolidation of available resources by the relevant stakeholders. Basic resources like water and access roads to the project sites can be provided for by the respective local or district municipality, and such issues could be raised in the IGR meetings.

The feeling from the respondents is that, the lack of coordination and alignment makes it even more difficult for IDP coordinators to give appropriate policy direction and necessary advice in the development of poverty alleviation projects by provincial departments.

4.5.1 Deductions

There is clear evidence that despite the ideal commitment by the Department of Social Development to comply with the principle of an integrated approach in project development, practical implementation remains a challenge. The problems related to the integrated approach start within the Programmes of the DoSD and on a broader scale, they are associated with the non-functioning of the Intergovernmental Forums.

IGR and IDP remain crucial in the practice of an integrated developmental approach and can subsequently lead to sustainability of poverty alleviation projects. The role of Intergovernmental Forums is important in maintaining coherence between LED initiatives and provincial departmental projects.

4.6 Marketing and integration of the projects into the economic mainstream

Marketing and integration of the poverty alleviation projects into the economic mainstream has been discovered as one of the crucial challenges that hinder their long term survival. According to information received through questionnaires and interviews from respondents (Senior Officials, Welfare Services and Community Development, DoSD), the department does not take full responsibility of marketing products from the projects. The responsibility of marketing is mainly a burden of the project owners, who unfortunately do not possess appropriate 'marketing skills'. In fact, there is no properly established marketing strategy in existence within the department so as to assist the project owners.

The inability to access market opportunities contributes negatively to the viability of the projects, and this makes it impossible for the projects to flourish or graduate into fully-fledged small business enterprises. In that way, they are not easily streamlined into the broad economic flow. The majority of projects sell their products to local communities whose buying capacity is highly limited and to an extent low. Other sources of their market are foreign and domestic visitors or tourists who periodically pay visit in areas where some projects are located. This sporadic kind of market opportunity cannot be reliable hence it is not sustainable.

During the interviews with a project coordinator of Ncera Food Security Project (Buffalo City Municipality), the respondent indicated that as beneficiaries they were responsible for securing the market with no assistance from the DoSD despite requests made in that regard. Upon taking that initiative, they managed to enter into a marketing deal with Wilsonia Fruit and Vegetable Market in East London.

They claim that when a request was made through the Community Development Practitioners on this matter, they were informed that the department is not responsible for marketing the products of their projects.

While they managed to secure an agreement with a stable market institution, sustainability of that opportunity is not guaranteed due to a number of reasons. First of all, the status of this contract is informal since it was based on a verbal agreement and has no binding commitment. Secondly, the quality of their products is not at a required market standard since no appropriate training was offered to that effect so that they can meet competitive market related requirements. On the basis of this, it is therefore their view that the role of the DoSD as a facilitator and supporter in this regard is highly important.

Questionnaire responses from the Welfare Services and Community Development programme provided mixed views on the actual role of the DoSD in marketing. Other sources claimed that the DoSD is not yet providing the required assistance in this regard, but the matter is being handled with the Department of Economic Development and Environmental Affairs (DEDEA) and Department of Trade and Industry (DTI). The other response confirmed that the department is assisting some projects with marketing and to that effect, some do graduate from small scale projects into big Co-operatives or Section 21 Companies.

A response from the Office of the Member of Executive Council (MEC) for the Department of Social Development to the Eastern Cape Provincial Legislature on this matter confirms that the department is making efforts to address the challenges of linking the projects to market opportunities and the economic stream. It has been expressed here that the DoSD is working with DEDEA and Sector Economic Development Agency (SEDA) around training of the funded projects and co-operatives to improve their products for ease of linkages with the markets. It is further claimed that DEDEA is already linking some co-operatives with the markets by sending them to a National Co-operatives week for networking and benchmarking best practices.

The DoSD has also secured local markets for some project initiatives, for instance, Uphuhliso Lwethu in King Sabata Dalindyebo (KSD) Municipality has an agreement with Spar, Ikhala Sewing project in Jansenville has a contract with Pick 'n Pay to supply shoes. The DoSD is also planning to formalize the existing agreements and then support those that have not yet secured markets with the DEDEA and SEDA initiatives. (Office of the MEC for Social Development, 26 August 2009, Departmental responses to the Resolutions/Recommendations of the Eastern Cape Legislature House).

4.6.1 Deductions

Access to market opportunities is a crucial challenge faced by most of the poverty alleviation projects, and that negatively affects their long term viability. The DoSD has not officially committed itself with the responsibility of organizing market for the projects. Although the department has shown desire to assist in this regard, the full responsibility for marketing remains with the project owners. Marketing is also not included in the training courses for project members; hence there is no capacity in marketing skills. Regarding the integration of projects into the broad economic stream, there is no clear strategy in place. It is also not clear on how the projects are incorporated into the co-operatives strategy of the province.

4.7 Capacity Building and Mentorship Programme

The DoSD has committed itself to render empowerment through Capacity Building and Support Programmes for capacitating and mentoring all the funded projects.

As stated earlier, the purpose of these programmes is to facilitate development of capacity for the funded projects. The approach to capacity building within the department is two-fold as it focuses both to members of the projects and the funded institutions like the Non-Profit Organizations and other emerging organizations. An agreement has been secured with the University of Fort Hare through Transversal Training Management Agency (TTMA), and that is meant to manage and coordinate the training and mentorship programme on all funded projects.

Training arrangement is made to precede the project implementation phase, and mentorship is encouraged to continue until the project members display confidence and necessary competence in managing their projects. This is so important in ensuring that before funds are invested into a project, members must demonstrate their readiness and capability to execute the identified project.

In terms of the CDW Handbook on Community Development and Implementation Guidelines (DoSD), for purposes of capacitating and mentoring, the DoSD appoints service providers who are monitored by the CDPs in the execution of their service. CDPs are provided with a checklist as a mechanism to assist them in monitoring and compilation of reports on training rendered on the funded projects. The following details appear in the checklist:

- * Name of the project
- * Name of the appointed service provider
- * Nature of the activities provided by the projects
- * Resumption date of the training
- * Commencing and ending time
- * Attendance
- * Checking whether all training needs listed in the tender specification per project are covered
- * Checking co-operation of the beneficiaries
- * Checking whether the modules are presented in the languages acceptable to the beneficiaries
- * Ensuring recommendations that will add value to the sub programme
- * Submission of comprehensive report on the training

The details listed above are considered by the DoSD as appropriate elements that qualify the method of effective accountability by the CDPs on the training provided by the service providers.

Efficiency of this mechanism on detecting whether the quality and impact of the training is achieved can mainly depend on the thorough and honest implementation of the checklist. The important thing about any tool of monitoring is its ability to determine the level of impact that the subject matter has attached on its objective outcome. The current composition of the checklist does not seem to have sufficient elements to sense the value and impact of the training to the beneficiaries. All that the checklist attempt to do is assessing whether the training did take place, who attended, what the duration of the training was, what the content of the module was and whether there was full compliance with the tender specifications. It is quiet on how the training empowered the project beneficiaries.

The Department of Labour (DoL) is also playing an important role in the capacity building programme for members of the development projects that are funded by government departments. During the interviews with the Supervisor for Project Coordination in the DoL (East London Centre), it was confirmed that assistance in the form of Skills Development Training is provided to government. The funding for this training is taken from the National Skills Fund. The offered type of training courses here depend on the nature of identified projects for empowerment. It has also been revealed here that the DoL has sixteen (16) Labour Centres in the Eastern Cape Province and each of them provides the training services within the area of demarcation. The DoL is however not directly responsible for conducting the actual training courses and this is done by the hired service providers.

The DoSD has an agreement with the DoL on training services for a number of poverty alleviation projects in the province.

Training courses are arranged on the basis of requests made by respective Project Managers, and thereafter the DoL identifies the relevant service provider.

Once the training service provider is identified, a process of assessment is then undertaken to check if the project does meet the entry requirements and verify if the training is of standard quality.

On the first day of the training, the DoL officials do visit the affected projects so as to ensure that each course is done in terms of the agreed specification between DoL and the concerned service provider.

Direction is thereafter given to the service providers by using 'Task List' which is a tool of guidance. Upon completion of the course training, follow-up site visits are made where interviews are held with the beneficiaries and service providers, and such process is based on the 'Monitoring Report' guidelines. The key here is to make sure if there has been full compliance with the stipulated guidelines on the training programme.

It also appeared during the interviews that the issue of continuous monitoring and evaluation is not properly catered for in the post-implementation phase of the training by the DoL. In the light of that situation, it is then difficult to assess some new skills gaps or challenges that may arise as the project progress. The reality is that as the projects grow or graduate into fully-fledged small business, the necessity for new skills will obviously surface. This situation would again require an arrangement for further training.

From the interviews with the members of Sakhulutsha Youth Development Project (Great Kei, Mooliplas), suggestions were raised on how the training of project members should be improved. The strong view here was that training of project beneficiaries should not be a once-off exercise; it should rather be treated as a continuous process. Motivation for this opinion was based on the fact that some members of the projects do at a certain stage leave for various reasons and new members come in. Those new beneficiaries would definitely require some kind of empowerment for them to participate meaningfully in the management and development of the projects.

Every time that a space opens for new recruits in the projects or maybe a skills gap emerges, training will be needed so as to keep the momentum of sustainability.

Kwakhanya Community Project members (Great Kei Municipality) have shared the similar views in a different context.

They are fifty (50) beneficiaries with different skills in a Multipurpose Centre where a variety of project products is manufactured. The emphasis on their view is on the need for ongoing skills development programme in the multipurpose project given its nature of diverse activities. Their concern is that the DoSD does not seem to give recognition to the fact that as the project expands, more people come in, and more over, new skills are necessary due to opportunities created by access to technology as the project advances. In this case they refer to computer skills and marketing for their products. The whole issue is however pointing to one direction, and that is, for the projects to live up to their objective in a sustainable manner, ongoing training for capacity building is the answer.

On the question of enhancing the impact of training on the long term survival of poverty alleviation projects, the respondents were of the view that capacity building and funding of projects should be intertwined. The essence of this viewpoint is that the release of funds should be conditional to the state of capacity within the initiated project. All what is suggested here is that the DoSD should not release funds to the projects until there is full satisfaction about the level of capacity within the project and its beneficiaries. It is argued that according to the current practice, the DoSD just releases funds to the projects without satisfying itself on whether they are capable of managing finances and the projects themselves.

Further allegation here is that the DoSD does not have reliable and efficient mechanisms to monitor the service providers on the quality of their training programme. There is a feeling that the failure and collapse of many projects is due to lack of effective training.

4.7.1 Deductions

The DoSD has established a dedicated programme for capacity building and mentoring of all funded projects in the Eastern Cape Province.

The implementation of the training courses is coordinated by the University of Fort Hare (through Transversal Training Management Agency) and the Department of Labour.

The actual training courses are conducted by service providers who enter into Service Level Agreements (SLAs) with the coordinating institutions.

There is no proper mechanism in place to monitor and evaluate the impact of training and do needs analysis amongst the beneficiaries once the project is operational. The Checklist which is used by the Community Development Practitioners as a mechanism to monitor and compile reports on the training provided to project beneficiaries, falls short in addressing the value of training. Failure to assess and evaluate the training needs may contribute negatively to capacity levels and subsequently to long term survival of the poverty alleviation projects.

The content of training courses rendered by the relevant institutions and their service providers is determined by the type of projects identified in a particular area. The limitation of this approach is that it may be a recipe for the neglect of key fundamental skills in project development. The respondents identified financial management and project management as core skills in any project, and therefore should be treated as universal content in all training courses, irrespective of the type of projects.

PART B

4.8 Reports on the Selected Interviews:

Chapter Three of the Research Study gave full details about the targeted respondents, scope of the targeted area and the research methodology. On the basis of that framework chart, this section shall therefore provide a summary report on the selected interviews with various respondents during the data collection process. A brief narrative in this regard shall be presented in the category of the respective respondents as will be sketched out in the following sub-sections.

4.8.1 Interviews with Senior Manager: Social Welfare Services (Provincial DoSD)

Interviews were held with the Senior Manager in the Welfare Services section who shared a general over-view on the state of poverty alleviation projects in the Eastern Cape Department of Social Development.

In the opinion of the respondent, these projects are characterized by a combination of successes and failures, which points to concerns around the state of leadership and institutional capacity within the DoSD. Successes in this case refer to those projects that have been in existence for a period long enough to declare them as self-reliable and self-sustainable. There are those for example which have survived from the beginning of the 21st century (2002 to date) and to a certain extent managed to graduate into established business enterprises. Judging by the pace of success rate, which is significantly low, the respondent was of the view that there is still a long way for these projects to realize the ultimate long term objective of the DoSD.

On the background of the projects, the respondent stated that, in the period from 1997 to 2001, funds were made available by the National Department of Welfare Services to address poverty in all provinces. Access to such funding depended on the availability of a business plan which served as a conditional requirement.

People who benefited from those funds were mainly coming from the areas previously under the former Cape Provincial Administration (CPA) which excluded the majority of people from the former homelands. The system was not based on community profiles/situational analysis, in reality there was no research or needs analysis done to determine community requirements. As a result of that approach, racial social exclusion was entrenched and none of those projects are still in existence or viable.

In 2002 the funds were also still available in the form of grants to the provinces and the Business Plan process was followed for Districts up to the Provinces.

Proper Assessment Committees were established for management and scrutiny of Business Plans; they were however not formerly structured and inclusive of organizations of civil society. Clusters were developed in order to coordinate and manage funds for the projects.

Project Managers were appointed by the District and a Provincial Unit was assigned personnel to run the projects at management level.

From this outline by the respondent, it was clear that the DoSD had committed itself in developing appropriate structures for effective coordination and management of the projects. It emerged from the opinion of respondent that these efforts could not sufficiently deal with the constraints facing the projects. Sustenance Plans were not yet developed and the Cluster Idea came to an end due to conflicts within project participants. It also transpired that other problems that sought intervention and solution were the following:

- a) Shortage of trained and skilled community development practitioners who were required to render services in the field.
- b) Conflicts in communities around access to financial resources and further conflicts amongst project participants.
- c) An observation that the funds are draining the state and therefore a new model was necessary to minimize the negative impact of this concern. Consideration for a new funding model was therefore needed than the blanket accounts to all projects.
- d) How to strengthen the community development approach by ensuring that communities and their representatives are properly included in all project development activities.
- e) Establishment of the Project Management structures those are crucial in the community development approach.

In terms of the respondent, all the issues listed above as problems around 2002 were partially addressed. For instance, a New Funding Model is now in place, Community Development Practitioners have been appointed, Project Coordinators have been appointed in the Districts, Project Management Committees exist in most projects and communities are well represented and regular visits and reporting are done in most projects. Notwithstanding the progress made in this regard, the respondent pointed out that limitations still prevail.

The current challenges were therefore articulated in summary as follows:

- a) Although project participants receive training, it appears that they are not full equipped with appropriate skills to manage the funds in their projects.
- b) There is no clear sustenance plan in the DoSD.
- c) The funds allocated to projects are being abused and utilized for other purposes; this is sometimes done in collusion with departmental officials.
- d) Implementation of monitoring tools is not taking place as expected.
- e) Reports are not frequently submitted as expected within the set guidelines.
- f) Projects are not assisted for efficient monitoring of the expenditure on allocated funds.
- g) There is no clear understanding of finances and service level agreements by the project participants.
- h) None of the projects are graduating to be independent of government funding.
- i) Very few projects have managed to access sustainable markets.

4.8.1.1 Deductions

Gathering from the general opinion expressed by the respondent, from the period 1997 to 2001, the coordination and management of poverty alleviation projects was done in the context of old policies by the previous governments which was not developmental in nature, but welfare oriented.

From 2002 and onwards, it was the beginning of a new chapter, a new paradigm shift kick-started towards social development, but it was however built on rocky foundation being characterized policies of discrimination and racial exclusion.

Attempts have been made to set up systems, structures and resources in order to realize the concept of community development approach, but very little impact was made.

It can therefore be concluded that the current constraints faced by these projects are more linked to the previous legacies, overall leadership and institutional capacity, especially at level of District Offices of the DoSD which is where the actual implementation takes place. There seems to be a lack of commitment and passion from officials at senior level to contextualize and prioritize poverty alleviation projects and programmes in general.

The crux of the matter is not about whether the concept of developmental approach is feasible or not, it is also concerned with the level of commitment and co-operation at ‘intra’ and ‘inter’ governmental levels, beyond the DoSD which champions the programme. The success of poverty alleviation projects cannot be regarded as sole responsibility of a single government department or any single sphere of government.

4.8.2 Interviews with the Supervisor: Community Development Projects (Buffalo City District)

In-depth interviews were held with the Supervisor responsible for coordination and management of poverty alleviation projects in the area of Buffalo City District Offices.

The areas covered under this District under the Department Social Development, include the following local municipalities:

-Buffalo City

-Great Kei

-Amahlathi

-Ngqushwa

During the interactive engagement on the state of poverty alleviation projects in the Buffalo City District, the respondent expressed dissatisfaction about the general performance of these projects which is mainly poor and resulting into a collapse by some projects. A variety of factors have been cited as reasons for the high rate of failure, and they include the following:

- * Most of the project members are from highly destitute communities and are therefore always tempted to misuse the funds allocated for project development for their own income.
- * Other members join the projects with high expectations of making quick income through monthly stipends, once they discover that there is no immediate income, they become impatient and leave.
- * Corruption has been identified as another cause for the collapse of some projects, especially due to their exposure to huge amounts of money.
- * Capacity and training were also raised as problematic areas due to inefficiency and irresponsible conduct by some service providers for skills development programmes. It has been noted that some service providers offer training courses that are not relevant for the identified projects, and others do not even finish their training programmes. On further opinion of the respondent, the training does not make the desired impact on the capacity of some project members due to their level of literacy. The majority of members are illiterate and battle to understand even the basic training on business skills or financial management. The respondent was of the view that some members are not trainable due to these limitations that are linked to literacy levels.
- * Lack of support from local municipalities on basic resources like water, electricity and access roads to the projects.
- * Failure by some government departments that are strategically linked to the projects to provide the necessary support. The Department of Agriculture (DoA) is in this regard a living example where no proper support is rendered. Extension Officers from DoA are not consistent in their visits and do not offer expected level of support given their expertise on agricultural projects.

* Local structures fail to co-operate with the community resources like tractors that are donated for local development.

* The majority of projects do not have access to reliable market opportunities. They are compelled to sell their products to local communities at a price below market standard, and therefore their potential profits get negatively affected. Non-exposure to market opportunities results into some projects getting rotten which then becomes an irrecoverable loss.

4.8.2.1 Deductions

Learning from the above challenges raised by the respondent, it is evident that the general performance of the poverty alleviation projects in the Buffalo City District is confronted by considerable constraints. It can be deduced from these issues that capacity to manage the projects and allocated funds remains key on the challenges. Inter-governmental relations appear as another weakness, hence the poor level of co-operation from the local municipalities and other relevant government departments. Lastly, the quality and effectiveness of training courses offered by the service providers is questionable, hence its failure to make a tangible impact on the capacity of project members.

4.8.3 Ncera Food Security Project (Buffalo City Municipality)

In-depth interviews were held with the members of this project during the visit by the researcher for purposes of data collection. The following sub-section will elaborate on the details of information gathered from the respondents during the interviews.

a) Background

The project was initiated and established in 2006 at Ncera Village, Buffalo City Municipality (BCM). It was established by twenty five (25) unemployed members from the rural community, but the number of beneficiaries has now reduced to only four (4).

According to the respondents, the reasons for members to leave were mainly due to lack of expected monthly income. The respondents stated that, when people joined the project, there were high expectations that they will receive monthly income in the form of stipends from the project funds. When this failed to materialize as expected, they got demoralized and withdrew from the project in big numbers. After the other members left, no new members were interested to join the project.

b) Funding of the project

The project was funded by the Department of Social Development with a total amount of R750 00, which was paid in three (3) tranches. At the time of the interviews, all the outstanding funds have been paid up and the project is currently self-reliant.

c) Objectives of the project

The purpose of the project is to cultivate vegetables on a piece of land that belong to the community.

The products of the projects are vegetables like cabbages, onions, tomatoes, potatoes, spinach and carrot, and these are sold for income generation. Further intention is to address poverty and unemployment through the accumulated income.

d) Capacity Building and Training of project members

In terms of the respondents, all the members of the project were trained in 2006 for one month by the service provider (Simno Consultants), which was contracted by the Department of Labour (East London Centre) as delegated by the Department of Social Development. Course content included skills related to farming and agriculture, and basic business management. The beneficiaries confirmed their satisfaction about the training offered, but there is still a feeling that more skills are needed in the areas of project management and financial management.

e) Project viability and sustainability

In the opinion of the beneficiaries, the project is viable and performing well despite minor challenges that can be manageable. The fact that it is over three years old being self-reliant is a positive sign for sustainability. Another advantage is that the project has managed to secure a reliable market opportunity from Wilsonia Fruit and Vegetable Market in East London.

Although the products are sold at a competitive market price, quality and quantity standards are not equitable to other established competitors. The quality and quantity standard of products from established farmers suppresses the price value from emerging projects.

The income received from the sold products ranges from R7 000.00 to R25 000.00 a month, and that depends on the seasonal conditions of weather. When the weather is dry and affected by drought, the project struggles in producing the required volumes of product, or fail to produce for the whole season. Such conditions incur unnecessary costs for maintenance of the farming implements. Drought is the major threat to the sustainable viability of the project.

When the project performs well, the beneficiaries receive an income of up to R1 000.00 a year, depending on the overall share accumulated. As indicated earlier, weather conditions are the key determining factor on the project performance which also influences the margins of income.

f) Monitoring and evaluation by the Department of Social Development

Members of the project indicated their satisfaction in the manner in which the DoSD is conducting visits to monitor the project. They claimed that the Community Development Practitioners (CDPs) visit the project at least once every month. During these visits, reports are consolidated from members of the project and take into account their views on the challenges facing them.

A concern was raised about the lack of feed backs or follow-ups from the visits and collected reports. Under such circumstances, the respondents found it difficult to realize the value of these visits because they fail to address issues identified as challenges.

g) Challenges and recommendations

- * The effects of drought make it difficult for the project to perform properly because of the consistent shortage of water for irrigation. Efforts can be made for the improvement of the nearby dam so that it can be in a position to sustain water levels for longer periods. Provision for sufficient irrigation equipment should also be considered, especially tools like generators and pipes for sucking water from the dams.
- * The issue of monthly stipends or income appears to be should be the main factor that discourages community members from participating in the poverty alleviation projects. The matter deserves further consideration as an incentive to project members. The concern is whether the DoSD should continue to restrict the income share to annual payments.
- * The project members are in need of a new tractor so that they can replace the old one which is currently experiencing a lot of mechanical problems and subsequently incurring some costs to the project.
- * The DoA is not giving the necessary support to the project and is requested to consider secondment of a qualified Extension Officer with farming expertise.

4.8.3.1 Deductions

In terms of the general observations by the researcher, it is clear that this project is not able to perform properly due to the above constraints that have been identified by the beneficiaries. A significant number of members (21 out of 25) have withdrawn from the project; and so far, no other new members have shown any interest to join the project.

Mass withdrawal of members from the project defeats its key founding objectives which are to address unemployment and poverty within the community. The challenges presented by the respondents will make it difficult for the project to grow and become self-sustainable in the long term; unless the DoSD intervenes and provides necessary support to capacitate the project members.

4.8.4 Sakhulutsha Youth Development Project (Great Kei Municipality)

a) Background

The project has been established in September 2006 at Nyara Village, Great Kei Municipality. The interviewees stated that, at the beginning, it was initiated by twenty five (25) unemployed youth from the local village communities; and currently, there are only eight (8) members left within the project. Reasons cited for members who left the project are mainly due to them receiving formal jobs, and others complain about lack of payment from the project. Respondents raised the issue of non-payment of monthly income to project members as a serious matter that demoralizes members who joined the project with such expectations.

b) Objectives of the project

The project was established for the purpose of producing vegetables in order to generate income so as to benefit unemployed youth within the village of Nyara.

The types of products cultivated include tomatoes, potatoes, carrots, cabbages, spinach, beetroot and onions. For purposes of marketing, the beneficiaries have successfully negotiated for market opportunity with Wilsonia Fruit and Vegetable Market in East London. The products are also sold to local communities. The pricing of the products has been noted by the respondents as a concern because of the criteria used to determine price value. In terms of the criteria for pricing, quality and quantity are key factors of measurement.

Due to the fact that the emerging projects compete with experienced farmers who are well resourced with best quality of products, it is difficult to make reasonable income under the circumstances. The situation therefore brings a challenge of how does the project improve the quality standard of its products.

c) Funding of the project

The DoSD is responsible for funding the project and a total amount of R807 000.00 has been allocated in 2006. The money was paid in two tranches of R500 000.00 and R307 000.00 respectively. The respondents indicated that the project is currently self-sustainable since all the funds were paid-up by the DoSD. It also emerged from the respondents that financial management is a challenge for the project members. At a certain stage the DoSD had to intervene when allegations of financial mismanagement and abuse were leveled against the project members. The outcome of investigation confirmed that indeed there was financial mismanagement whereby, the members had used the money allocated for project development to pay themselves monthly income. From this incident, it became evident that project members joined the project for purposes of earning quick income, and therefore become impatient to wait for accumulated profits in the project.

Respondents also mentioned that project management and financial management skills are crucial for the project members, so as to avoid further mismanagement of funds allocated for project development.

d) Training and capacity building for project members

Project respondents claimed that the training for project members was conducted by VJO's Craft Training Centre, which is a service provider delegated by the Department of Labour; and this was done in 2007. The courses offered were linked to cultivation of vegetables and business skills in agriculture.

Although the respondents were satisfied with the training provided, their concern was however, on the manner in which the training programme is coordinated. In their view, the allocation of training should have a direct link with the allocation of funds.

The point of emphasis here is that the DoSD should ensure that members of the identified project are fully capacitated and prepared to do their work before any money is allocated. The reason for this concern is based on the capacity challenges which were encountered by the project members and contributed negatively on its viability, and including the problem of financial mismanagement as mentioned earlier.

One of the problems observed by the researcher is that the training was conducted in 2007, whereas the project was funded and commenced in September 2006. According to the guidelines from the DoSD Handbook on the implementation of development projects, training should precede funding allocated to projects. The funding criteria further require that no money should be allocated to projects that do not demonstrate an ability to have a sustainable economic and social impact on the lives of the people and contribution towards poverty alleviation. From this observation, it can be noted that a deviation the project implementation guidelines has been committed, and that may have contributed to irregularities on overall management of the project development.

e) Project performance and viability

Given the challenges of capacity and training as highlighted before, performance of the project was cited as not being to the required standard. The respondents raised the issues of feasibility study, skills requirement and state of readiness as issues that were not considered by the DoSD prior to implementation of the project.

The Department of Agriculture was also mentioned to have fallen short of rendering the necessary support, but instead pulled out prematurely without making an impact on the project. The problem of weather in the form of drought was also raised as another challenge that affected the proper performance of the project. Despite these problematic issues, the respondents were convinced that the project is functional and self-reliable.

From its annual income, it is able to pay the beneficiaries a varying stipend of about R500 to R800 per year. The level of the amount is largely determined by the seasonal conditions of weather, which affects the project performance and productivity.

f) Monitoring of the projects by the DoSD

According to the project members, the leadership and governance of the project is handled by the Project Management Committee. Meetings are held from time-to-time and this is where challenging issues are discussed for solutions. The respondents also confirmed that the Community Development Practitioners are frequently visiting the project, and thereafter compile reports on the basis of their observations and information from the project members.

g) Challenges of the project

* Water shortage makes it difficult for the project to flourish, especially during the dry season which is characterized by drought. Owing to the fact that this is an agricultural project, water is therefore the lifeblood of its survival. Access to water is a primary necessity and therefore deserves priority attention.

* Lack of support from local municipality is a challenge which causes difficulty for members of the project to access the basic necessities like electricity, access roads and general infrastructure. Under the current conditions of the road infrastructure, it is not possible for buyers of the products to reach the project, which affects market opportunities.

* Capacity and appropriate skills for members of the project therefore require support for further training on specific priority skills which are project management and financial management. Training as the engine driver of projects should be treated as a continuous process, not a once-off event.

* Lack of support from the Department of Agriculture which is strategically linked to the project.

* Lack of transport in the form of a tractor and bakkie to carry the products from the project sites and to the market place in Wilsonia.

4.8.4.1 Deductions

The project was funded with a huge amount of money (R807 000.00) and the DoSD did not provide the necessary support relevant to this magnitude of finances being allocated to inexperienced youth. Implementation of the training programme was not done in accordance with the stipulated guidelines as provided for by the Handbook on the Implementation of Community Development projects and the Funding Model respectively. Capacity building should be acknowledged as an ongoing programme for members of the project.

4.8.5 Masivuke Youth Development Project (Great Kei Municipality)

The researcher conducted in-depth interviews with the beneficiaries of the above project, and that included the councillor of Ward 3, where the project is located. More details will be articulated in the following sections.

a) Background

Masivuke Youth Project was initiated by ten (10) unemployed youth from Mooiplaas, Great Kei Municipality in November 2008.

The youth are composed of young males and females from three local villages (Sotho, Belekumntwana and Mangqukela), and mostly unemployed matriculates and graduates. They developed a Business Plan on brick making project that was subsequently approved by the DoSD and given a total funding of R500 000.00.

The money was paid in segments of two tranches at R250 000.00 each. From the first tranche of R250 000.00, the project members utilized the money in buying material for the project. The material involved a container, fencing and brick making machine.

b) Objectives of the project

According to the respondents, this project was identified by the unemployed youth for purposes of addressing the challenges of unemployment and poverty. It was also aimed at developing entrepreneurial skills for building construction. Local communities were also expected to benefit from the spin-offs of the project, for example, they were to save from buying local bricks instead of travelling long distances with transport costs. Before the project was established, local communities were buying bricks from Komga and East London, and they were compelled to pay delivery charges ranging from R500.00 to R600.00.

c) Capacity building and training for the project members

The ten members who initiated the project were taken through a thorough training programme by the DoSD. Their courses included bricklaying, financial management and project management. The respondents further elaborated that the project members were sent to another good performing project (Gwaba Women Co-operative) for an orientation that took about a week in duration. In the opinion of the respondents, the quality of training was up to the required standard.

d) Performance and sustainability of the project

Since its inception, the project has demonstrated good performance until it was put on hold in November 2009 due to alleged misconduct by the beneficiaries. During the period of operation, the project secured market from local communities who placed huge orders of bricks; some were beyond capacity of the project.

The respondents also claimed that the members were accumulating a monthly profit ranging from around R18 000.00.

e) Current status of the project

At the present moment, the funds of the project have been frozen by the DoSD due to financial misconduct and malpractices by the project members as indicated earlier. In terms of the respondents, the problem started in September 2009 when members of the project were accused of misconduct that involved theft of project material and financial mismanagement. Amongst the incidents of misconduct discovered by the DoSD, the project members stole cement and other material that belonged to the project. They also took an amount of R50 000.00 from the project fund and shared it among themselves at R5 000.00 each.

The matter was then reported to the police by the DoSD for investigation. All the project members were found guilty on the charges laid against them.

The court ruling was that they should pay back all the stolen property and the misused funds. Instead of complying with the court ruling, seven members of the project absconded and some could not be traced. Presently there are three members who are left in the project. In November 2009, the DoSD froze the project funds, and therefore no production is currently taking place.

Members of the community within the villages, together with the councillor from Ward 3, have approached the DoSD for the revival of the project their inclusion into it. At the time of interviews, negotiations were still ongoing to find solutions on how to rescue the project.

4.8.6 Sisonke Women's Co-operative Project (Amahlathi Municipality)

a) Background

Sisonke Women's Co-operative Project was established in 1996 by unemployed rural women from Keiskamahock, Amahlathi Municipality.

At the beginning the project had fifty (50) members, and currently it is left with eleven (11) beneficiaries.

The reasons expressed for the reduction of membership are mainly because of alternative job opportunities and voluntary withdrawals for various personal matters. It is however disappointing to note that there is no significant movement for new recruits into the project. This is considered as one of the longest surviving projects funded by the Department of Social Development.

b) Funding of the project

The then Department of Welfare Services (now Department of Social Development), both from provincial and national levels, jointly funded the project with R24 000.00 (province) and R310 000.00 (national) respectively. The money was allocated in two tranches; first tranche of R186 000.00 was paid in 1999 and the second tranche in 2001.

c) Objectives of the project

The respondents explained the purpose of the project as being mainly to try and contribute towards job creation and poverty alleviation for poor rural women. Focus was on initiating a bakery that would generate income through sales of its products to local communities and other market opportunities available in the Eastern Cape Province. The initiative was also earmarked for creating developmental opportunities for local unemployed women who were to use acquired skills from the project for their own small businesses.

d) Performance and sustainability of the project

The fact that the project has existed for a period of more than twelve years is indicative of strong potential and ability for self-sustainability. The respondents were confident about the future of the project particularly if regular support is provided by government by creating market opportunities. Members were satisfied by the payment received from the income generated by the project. The project generate an income of about R130 000.00 per month and the members get a regular monthly income of R1 000.00.

In the 2008/2009 financial year, the project won a R1 million tender from the Department of Education (DoE), and this was under School Nutrition Programme (SNP) to supply twelve schools in Peddie (Ngqushwa Municipality) and nineteen schools in King William's Town with bread, butter, peanut butter and jam.

Due to lack of sufficient capital, they entered into a joint venture with a Commodity Business Company in Umthatha, King Sabata Dalindyebo Municipality (KSD). The project members were however not satisfied with the share they receive from this business consortium, although on the other side they see this as a positive move for a graduating project initiative.

e) Capacity building and training for project members

Members of the project indicated their satisfaction about the training programme conducted by the DoSD to empower them in developing and managing the project. The training courses included basic business skills, basic skills on financial management and general skills on baking bread, scones, muffins and cakes. A Project Management Committee has been established by the project members and it is responsible for leadership and governance. Respondents further confirmed that there is collective participation in all management activities and decision-making in the project. Regular meetings are held to discuss about challenges and possible solutions. The Project Management Committee and Project Coordinator have good working relations and they provide collective responsibility for leadership functions of the project.

The project receives continuous support from the DoSD through consistent visits by the Community Development Practitioners (CDPs) who give the necessary advice.

f) Challenges of the project

* While the members of the project indicated their satisfaction on the quality of training offered, there is still a feeling that more training is needed on financial management, bookkeeping, project management and report-writing.

* Transport is needed to deliver the products to the buyers.

* There is a need for building infrastructure so as to provide the necessary shelter for the project to perform safely. The DoE takes too long to pay monies owed to the project.

* Inability to independently secure tenders due lack of capital which compels the project to enter into a joint venture. The disadvantage here is that the partners who own the capital are the most to benefit as they enjoy the big share of the tender.

4.8.6.1 Deductions

Sisonke Women's Co-operative Project can be recognized for successfully demonstrating its ability and potential to graduate into a sustainable and emerging business enterprise. While the project is self-sustainable, more support in the form of organizing market opportunities, infrastructure and asset base is still needed from government.

4.8.7 Masivuye Food Security Project (Ngqushwa Municipality)

a) Background of the project

In-depth interviews were held with the members of Masivuye Food Security Project who shared experience and feelings about the project challenges and sustainability.

The respondents gave a brief history of the project which is traced back from 1989 when they were allocated with two hectares of land by then government of Ciskei Homeland. The supply of this land was a response to a request made to the Department of Agriculture for a support to an idea of establishing a project for agricultural products. A group of fifteen (15) community members composed of women, men and youth from Tuku 'C' Village, Ngqushwa Municipality, initiated the project and each person was then given a plot to look after. The project was funded by the former Ciskeian government and the money received was used to buy net and poles for fencing. In 1990, the project commenced with cultivation of vegetables.

Under the leadership of the Project Management Committee, the project performed well and produced fresh vegetables (cabbages, butternut and potatoes) which were sold in market shows organized by government.

Other products were sold within the communities in local villages. Community members benefited from the project as they received free vegetable as a courtesy from the project members, particularly the impoverished families.

In 1992, things began to go bad with the project as it started to perform poorly due to inaccessibility to the market. Members got demoralized as the market shows were also closed by the former Ciskeian government. The situation culminated into a total collapse of the project at the end of 1992. A second phase of the project was thereafter was revived in 2007; more details about it will be articulated in the next sections.

b) The newly revived project

In February 2007, Masivuye Food Security Project was resuscitated by the Department of Social Development. During the interviews, members of the project informed the researcher about their excitement when their Ward Councilor told them that the officials from the DoSD in Buffalo City District are coming to discuss with them about the revival of the project. When the department officials arrived, they told them to establish a food security project and the DoSD is going to assist them with necessary skills and funding.

Thirty (30) members of the community were thereafter identified from three villages (ten from each) to form the project. Composition of the project members is made of women, men and the unemployed youth.

c) Objectives of the project

According to the respondents, the project was established for purposes of contributing towards the alleviation of poverty and minimizing the effects of unemployment within the local communities.

The aim was to produce vegetables which would then be sold for purposes of generating income for the members. The types of vegetables produced are potatoes, mealies, butternut and cabbages.

d) Funding of the project

The project was funded by the DoSD for a total amount of R750 000.00 which was subsequently paid in two tranches of R375 000.00 each. First tranche was paid on the 5th of November 2007, and the second tranche allocated in February 2008.

e) Capacity and training programme for project members

The feeling from the project members is that, although training was offered by a service provider delegated by the DoSD, it was ineffective and failed to impart the necessary skills relevant to the project. The training was conducted in two hours a day and was for the duration of a week. Focus of the course content was on basic financial management, and excluded the core requirements of agricultural products. The DoSD has also thought them on how to formulate a business plan and project development. The Department of Agriculture (DoA) did not assist with the sharing of its agricultural specialist skills to the members as is expected. Instead, the support from them is in the form of making orders for seeds and transportation for such orders.

The general view from the respondents was that they are not fully equipped with the necessary skills agricultural production.

f) Performance and sustainability of the project

At the present moment, all the funding has been completed by the DoSD and the project survives on its own. Like most of the food security projects, they depend on selling their products in order to generate income. As indicated earlier, for market purposes, they rely on local communities and have also secured an agreement with a business owner in Peddie for bulk buying.

The project members were of the view that reliability and sustainability of the market opportunity is not threatened since there is no local competition where the project is located. Another advantage raised by the respondents is related to the land space which is about ten hectares and sufficient for further expansion of the project.

Regarding the infrastructure provision and equipment relevant to the type of project, a six square metre building has been constructed for operational purposes and safety of the equipment. The implements bought include spades, rakes, wheelbarrows, overalls, gumboots and a generator. The DoSD assisted the project members with the digging of two dams by hiring services of a private tractor. Despite the existence of the two dams, the effects of drought remain the big threat for the survivability of the project. The dams are also constructed far from the project, and it is therefore difficult to pull water for irrigation purposes. Whilst the generator exists for that purpose, it is not for project owners to pull it closer to the dams because of its size and it requires a tractor to pull it.

In terms of income generation, the respondents felt that the project does not make enough income and the main contributing factor is the problem of drought. The non-accumulation of profit is compelling them to continue using the capital funds for sustaining the project and paying annual stipends to project members. The situation as it currently exists poses a threat to the future of the project unless something urgent is done to address the effects of drought.

d) Project management and leadership

Currently, there are eighteen (18) members left in the project and others exited due to various reasons like natural attrition, job opportunities and voluntary withdrawals. Members who left have not been replaced by new recruits and there has been no indication of efforts made to that effect. The Project Committee has been established to look after the functional activities of the project and all other related responsibilities like coordination of administrative issues. Meetings are also coordinated by the committee whereby matters related to the challenges of the project are debated and resolved.

The meetings include broader forum where all the fifteen projects within the Peddie area meet quarterly in order to discuss common challenges and recommend proposals to the DoSD.

e) Monitoring and visits by the Department of Social Development

Community Development Practitioners do visit the project on a monthly basis and compile reports from the project members. Other visits are done by the Extension Officers from the DoA and the Ward Councillor. During these visits, project members are able to share their challenges and seek advices on how to tackle the constraints in the short and long term period. The respondents were satisfied about the visibility of the DoSD and DoA, but the concern was on the follow-ups and feedback on issues raised for solution. The DoA is expected to work closer with the project and assist more on capacity building skills which are agricultural in nature.

f) General challenges

Key among the challenges raised by the project members is the need to have a tractor that will assist in towing the generator to and from the dams for irrigation purposes. The services of the tractor are also expected to assist in transporting the products for delivery purposes to market places and buyers who made orders.

As the project grows, the tractor will also be used in cultivation of the land. In addition, the second challenge is related to skills development for the project members, especially those skills that are relevant to the project. Lastly, the long term sustainability of this project can only be guaranteed if support is given on the core challenges mentioned here, and including dedicated and practical co-operation by all stakeholders.

4.8.7.1 Deductions

The historical background of this project can be narrated in two phases. Phase one started from 1989 until 1992 where-after it collapsed due poor performance and inaccessibility of market opportunities.

The second phase commenced in 2007, which is fifteen years after the collapse. This project was introduced to the community by the DoSD as a proposed initiative, and not identified by members themselves. Its viability is currently threatened by drought, non-access to market opportunities and capacity challenges for members.

4.9 Conclusion

It can be concluded from this Chapter that in recognition of the paradigm shift from ‘welfare system’ towards ‘social development’ approach, the DoSD has established mechanisms like systems, policies and structures in order to drive the new transformation programme. A Concept Document was produced in 2004 and it served as a framework guide for championing the empowerment and development of communities through a variety of poverty alleviation projects. For purposes of implementing this concept document, a Community Development Unit (CDU) has been created within the DoSD in order to coordinate community development projects. Under the CDU, appropriate structures have been developed in the form of new programmes, project managers, project coordinators, project supervisors, community development workers, and other relevant machinery for effective coordination and management of the projects.

The DoSD has also developed a new Funding Model to be used as a strategic tool that is aligned to the integrated developmental approach.

The upward adjustment of funding is deliberately designed to make a significant impact in project development so as to ensure sufficient growth of projects and their subsequent integration into the broader stream of the economy. Allocation of huge funds to the projects is also meant to assist in empowering the beneficiaries so that they become self-sustainable and self-reliant in the longer term.

An opinion from the outcomes of thorough scrutiny and interpretation of the collected data, points to a conclusion that despite all the systems, structures, resources and plans put in place by the DoSD for project development, there are still glaring challenges. The interaction with the respondents revealed the extent of practical constraints within the projects; at the same time, it was possible to gain exposure to the fact that there are possible solutions to the problems.

Chapter five will deal with the findings, conclusions and recommendations.

CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction

Chapter Four has dealt with the details of data analysis and interpretation of the information collected during the research process. This Chapter will therefore focus on the findings that emerged as a product of scrutiny and digestion of the raw data which has been gathered through interactive engagement with various sources from diverse background. Based on the identified findings, recommendations shall then be made for possible solutions to the challenges of poverty alleviation projects that are funded by the Eastern Cape Department of Social Development and other government departments or institutions. Lastly, the researcher shall wrap up the Chapter with some concluding remarks.

5.2 Findings

The previous Chapter has assisted the researcher with an opportunity to explore, dissect and elucidate the data collected from respective respondents and other relevant sources. A thorough profile of the respondents and other sources of data have been properly illustrated in Chapter Four. The following findings have been identified to constitute some of the key challenges facing poverty alleviation projects under the Eastern Cape Department of Social Development (DoSD):

- a) The DoSD has developed a Conceptualization and Coordination document for the community development projects in the Eastern Cape, and that is in line with the principle of a developmental approach and new paradigm shift as introduced in 2002. A new Concept Document was established in 2004 as a framework guide for the empowerment of communities through poverty alleviation projects.

The challenge however still remains with the appropriate 'conceptualization' of poverty as expressed by D.A. Webb (Head, DoSD Eastern Cape) in his presentation to Colloquium on Social Policy, School of Public Management and Development, University of Fort Hare, 23 January 2008. In this case the presenter identified the elements of conceptual weaknesses in poverty reduction approaches which are the actual concept, proper definition and poverty measures that are not clearly defined. It can be concluded from this extract that the DoSD is still not certain about what Constitutes poverty so as to develop an appropriate 'conceptual framework'.

b) As a commitment to the implementation of the Community Development Concept, the DoSD has established Community Development Unit as a driver of community development projects through Programmes Two and Three. Human resources, systems and leadership (with passion to drive the programmes) remain crucial challenges as confirmed through interviews with senior officials in the DoSD.

c) A new funding model was developed in 2002 and this was viewed as a strategic tool for significant financial adjustment that is linked to transformation towards social development, ultimate self-sustainability and independence from government. To this effect, the research revealed that considerable amounts of money are being allocated to the projects for purposes of making tangible impact in sustainable livelihoods of communities. At the present moment, this instrument seems to be far from achieving its objective goals due to factors linked to capacity and inadequate financial management systems within the department and the projects. Members of the projects are faced with challenges of capacity to spend and manage funds that are big; the department does not have appropriate systems in place to secure funds from abuse by some officials who are alleged of colluding with certain project participants.

d) Regarding the integrated approach in project development, it is clear that there are weaknesses here that are linked to the functioning of structures like Intergovernmental Forums and Community Development Forums.

The primary problem with the DoSD is internally within the Programmes (Two and Three) that are responsible for project development, which do not work together and therefore operate in silos as indicated in Chapter Four. The disjuncture between these programmes makes it impossible for them to complement each other in a manner that enhances services or resources for their common goals.

Due to non-functioning structures of Intergovernmental Relations, government departments and municipalities are unable to render the necessary support to the projects. Basic resources like water, electricity, access roads and dams could be resolved through co-operative relations.

e) The Department of Agriculture does not provide the expected level of support to the projects; this is particularly important because the majority of the projects produce agricultural products. Extension Officers do not demonstrate a role of being a complementary force to the Community Development Practitioners and Project Coordinators; there is no sense of collaboration in practice.

f) Marketing and integration of the projects into the broad economic mainstream appears to be another challenge that affects their potential to grow and become self-reliant. Whilst the DoSD has indicated efforts to engage the Department of Economic Development and Environmental Affairs (DEDEA) and Sector Economic Training Agency (SETA) on how to assist development projects, it not officially committed itself with the responsibility of organizing access to markets by the projects. Project beneficiaries find their own ways of securing market opportunities for their products. It has been discovered from interactions with the respondents that the government used to assist the projects in accessing markets through market shows and encouraging other departments to buy from the projects.

g) The role of municipalities is not properly defined and structured in the context of integrated developmental approach.

There is a lack of coherence between Integrated Development Plans (IDPs) processes, Local Economic Development (LED) initiatives and the provincial development projects which does not contribute to sustainability in poverty alleviation projects. The IDP Coordinators do not have a joint working programme with the CDPs and Project Coordinators.

h) Marketing skills are not consistently included in the training courses for the project members.

Although the DoSD has shown interest in providing assistance with the improvement of marketing skills and quality of the products from the projects, there is no dedicated structure or Directorate that is established to drive such initiative. There is no plan on how to incorporate the poverty alleviation projects into the Provincial Co-operatives Strategy.

i) During the interviews and reading from questionnaire reports, it became evident that none of the projects are able to graduate up to a stage where they become independent from government. Even though some are able to become self-sustainable, they continue to demand support from the DoSD in the form of top up funds and other resources. There seems to be an endless dependency syndrome which may defeat the principle of self-reliance and sustenance. The DoSD has not yet developed a sustenance plan to address this challenge.

g) Capacity building is another challenge identified to have some weaknesses linked to the quality of training, continuity of skills development programme, non-alignment of skills to the project products, non-inclusion of marketing, financial and project management skills. Despite all the challenges highlighted here, the DoSD has established a dedicated programme for capacity building and mentoring of all funded projects in the Eastern Cape. The contributing factors to the shortfalls raised earlier can be linked to lack of efficient systems and mechanisms to monitor and assess the impact of training to the project members.

For example, some respondents have highlighted that no follow up is done after training so as to conduct needs analysis for further training requirements.

k) The low levels of literacy make it difficult for most project members to manage the training courses as they find them complicated to follow. There is no plan existing for the involvement of the Department of Education (DoE) to align its Adult Basic Education programme to the project development process.

l) It also emerged from data sources that sometimes training is not treated as a prerequisite for the allocation of funds. In some instances, training is conducted after the funds have been long allocated and the project being operational.

There is a sense that the DoSD does not seem to recognize the implications of the upward adjustments in the funding model and capacity challenges within the project members.

m) With regard to performance and sustainability of the projects, it is evident from the research information that many projects are characterized by similar problems. For instance, all the projects visited have experienced an exodus of members due to various reasons. Common rationales for their departure are issues like new job opportunities, natural attrition and lack of income from the projects. It is also noted that most of the members who leave, do not come back and no other new members join the projects.

n) Information from the questionnaire response from the Manager, Social Services, Amathole District Municipality, revealed that a total number of 69 projects in this district are defunct due to a number of reasons. Chief amongst those reasons are issues like the lack of additional funds and conflicts within members over access to resources.

Conflicts amongst community members from different organizations and churches are also common trends that hamper developmental progress within the projects.

o) There is too much overlapping of projects and this affects their sustainability because of the duplication of products which limits the scope of their market.

p) The majority of projects are characterized by incidents of gross financial mismanagement and theft of material.

There is a belief from respondents that the huge amounts of money allocated by the DoSD to the projects are tempting to members because of their social background of poverty. In some cases there is no account opened in the name of the project, and therefore the get deposited into the accounts of individuals. Another concern related is that the properties of the projects are not insured which is viewed as a risk for the department.

q) The issue of non-payment of stipends on monthly basis has emerged as cause for demoralization of project members because they feel that these projects do not fulfill their objective of fighting poverty. Others use the project funds for their income instead of generated profits. The effects of this situation are leading to non-performance and subsequent failure of these poverty alleviation projects.

r) Weather conditions, especially drought, are negatively affecting growth and viability in many projects. Many projects are vulnerable to these conditions because they are most agricultural in nature, thus food security and food gardens

s) Members of the projects are experiencing challenges of infrastructure like land, access roads, buildings and assets. The asset base of the communities is weak and this makes it difficult for them sustain viability and independence of the projects.

5.3 Conclusion

The results of this research study indicate that the poverty alleviation projects are unable to achieve their strategic objective. The Department of Social Development has however shown dedication in setting up systems and structures that are intended to drive the poverty alleviation projects. The magnitude of challenges identified seems to overwhelm the efforts made in this regard.

Officials of the department and members of the projects do not seem to understand and follow the conceptual motive for these projects. The interests of officials are primarily focusing on getting rid of the allocated funds so that they do not incur under-expenditure at the end of the financial year.

There is not much concern on the impact and cost benefit of the resources to the targeted goals. Members of the projects are more concerned about what comes into their pockets as income, with very little regard to the survivability of the projects in the long term.

The study was also able to reveal the shortcomings of capacity problems within the project members with respect to financial and project management, inadequate infrastructure, lack of access to the market, high dependency to government, lack of asset base, misconduct by officials and members, high risk factor and impact of illiteracy.

Lastly, the concept of 'community driven development' remains the anchor of sustainable livelihoods and self-reliant development in our society for the battle against poverty. The success of this endeavour can only be realized if it is driven in full recognition of the principles of 'empowerment' and 'combined efforts'. The poverty alleviation projects in the Eastern Cape Province are guaranteed for success provided there is an established co-operative governance structure that will exclusively focus on sustainable and integrated development programme, supported by all government departments, spheres and institutions.

5.4 Recommendations

The following recommendations are presented as preferred solutions to the challenges of poverty alleviation projects funded by the Eastern Cape Department of Social Development (DoSD) as specified in the findings:

a) In order to address the conceptual weaknesses in the linked to the definition of poverty, a research study should be conducted by the Department of Social Development so as to further clarify the diffusion of false basis for 'conceptual framework'. The Concept Document on Community Development should be subject of continuous review and adjustment so as to be aligned with the scientific changes associated to the transformation programme.

b) The officials of the Department of Social Development should be thoroughly trained and empowered with full guidance on the conceptualization of community development projects, so that they can be able to provide the necessary leadership in the implementation of the Concept Document on the Implementation and Guide to Community Development.

c) Allocation of funds to the projects should be strictly done in full compliance with the requirements of the criteria set out in the New Funding Model.

Training and capacity should be prerequisite to allocation of funds; the department has to convincingly satisfy itself on the state of readiness by project members prior to allocating funds.

d) It is further recommended that the DoSD must establish systems and structures that will assist in the monitoring and tracking of allocated funds for project development.

e) Responsible Units and officials must be made to apply practices of good governance and should account properly for every funds allocated in this regard.

f) Integrated developmental approach is a Constitutional requirement in South Africa, all government departments, spheres and institutions are therefore obliged for compliance without exception. The DoSD should ensure that the structures put in place in terms Intergovernmental Relations Act, are adhered to in co-operation with other departments and spheres.

Co-operative working relations should start within the DoSD, especially between the two programmes dealing with community development projects (Programmes Two and Three). Each one of them should know what the other is doing and must engender the principle of coherence in their developmental plans.

g) The DoSD should establish good working relations with the Department of Agriculture, and must create space for bilateral to address matters of common interests within the projects.

The Extension Officers, Community Development Practitioners and Project Coordinators should also create a platform to share common challenges facing the poverty alleviation projects.

h) Local municipalities have a crucial role to play in the development of poverty alleviation projects because this is where they are established. LED Coordinators, IDP Coordinators, CDPs and Project Coordinators should establish a joint forum for consistent interaction during the coordination and implementation of development programmes. In this way, it will be possible to integrate the projects into the IDP process and LED initiatives.

i) Marketing is the heartbeat of poverty alleviation projects, in order for them to realize their long term objective of sustainability, self-reliance and independence from government; they must be able to sell their products in stable markets. In recognition of this and the significant amount of money associated with the projects, the DoSD has to take full responsibility of assisting the projects with access to market opportunities.

j) Training and capacity building should be improved by ensuring that there are follow ups, needs assessment is conducted continuously and that the course content is aligned to the products of the projects. The Departments of Education and Agriculture should be involved in the formulation of the training and development so as to address specific areas relevant to their functions (e.g. literacy and agricultural skills).

- k) Project members should be retained by improving support to the projects through resources and monthly income, particularly from those that are viable to generate profit. Members who leave the projects due to reasons like natural attrition, relocation and alternative jobs, should be replaced.
- l) The properties and assets of the projects should be insured for purposes of security from risk incurred through incidents of theft and other forms of loss.
- m) Business Plans of project initiatives should be thoroughly scrutinized and assessed in order to ensure that there is no duplication of projects. Members who initiate projects should be assisted with necessary advice on which projects have potential market opportunities. There should be a specific help desk that is responsible for that purpose and also to organize market opportunities for existing projects.
- n) Community participation must be central in the establishment of projects and projects should be developed in line with the set guidelines. To further avoid unnecessary conflicts, all community organizations should be consulted through the community development forums.
- o) The asset base and infrastructure of the communities should be strengthened so that it able to sustain the viability of projects.

REFERENCE LIST

- Alcoc, P (1993) UNDERSTANDING POVERTY, MACMILLAN PRESS LTD, Hampshire, London.
- Babbie E, (2007) THE PRACTICE OF Social Research (ELEVENTH EDITION), Thomson Learning, Inc., Library of Congress Controll, United States of America.
- Barberton, C., Blake M. and Koetze, H (1998) Creating Action Space: The Challenge of Poverty and Democracy in South Africa, David Philip Publishers & IDASA, Cape Town.
- Bickman L, and Rog D.J (1998) HANDBOOK OF APPLIED SOCIAL RESEARCH METHODS, SAGE Publications, Inc., Library of Congress Cataloging-in-Publications Data, United States of America.
- Bradshaw T.K (2005) Theories of Poverty and Anti –Poverty Programs in Community Development, Human and Community Development Department, University of California.
- Bratnagar B, Williams A.C and Abed F.H (1992) Participatory Development and the World Bank: Potential Directions for Change, World Bank Publications, International Agencies, Washington D.C.
- Bryman, A (2004) Social Research Methods (Second Edition), Oxford University Press Inc., New York, United States of America.
- Burke, R (2004) PROJECT MANAGEMENT, Planning and Control Techniques (FOURTH EDITION), Burke Publishing, Trident Press, Cape Town.
- Burke, R and Barron, S (2007) project management leadership, building creative teams, Burke Publishing, Website: www.burkepublishing.com (Instructor’s Manual)

- Burkey, S (1996) *People First: A guide to Self-Reliant, Participatory Rural Development*, Zed Books Ltd, London & New Jersey.
- Campfens, H (1990) *New Reality of Poverty and Struggle for Social Transformation*, International Association of Schools of Social Work, Vienna Austria.
- Citro, C.F and Michael T (Ed) (1995) *Measuring Poverty: A New Approach*, National Research Council, Washington D.C.
- Co-operatives Act (Act No.14 of 2005) Republic of South, Government Gazette, Cape Town.
- Cooper, D.R and Schindler P.S (1998) *Business Research Methods (Sixth Edition)*, The McGraw- Hill Companies, Inc., Library of Congress Cataloging-in-Publication Data, USA.
- Corbetta, P (2003) *SOCIAL RESEARCH Theory, Methods and Techniques*, SAGE Publications Inc., Thousand Oaks, California 91320.
- Creswell, J.W (2003) *RESEARCH DESIGN Qualitative, Quantitative and Mixed Methods Approaches (SECOND EDITION)*, Sage Publications, Inc., Library of Congress Cataloging-in-Publication Data, California, United States of America.
- Flick, U (2002) *An Introduction to Qualitative Research (second edition)*, SAGE Publications, British Library Cataloguing in Publication data, London.
- Fringenti, E and Comminos, D (2006) *the practice of PROJECT MANAGEMENT, a guide to the business focused approach*, British Library Cataloguing in Publication Data, Great Britain.

- Gower, D.L (2001) *The Essentials of Project Management* (Second Edition), Gower Publishing Limited, Hampshire GU 11 HR, England.
- Graham, R.J and Englund R.L (1997) *CREATING an ENVIRONMENT for SUCCESSFUL PROJECTS, The Quest to Manage Project Management*, Jossey – Bass Inc., Publishers, San Francisco, California.
- Haralambos, M (1980) *Sociology: Themes and Perspectives*, University of Tutorial Press Limited, Great Britain
- Healey, P (1999) *PROJECT MANAGEMENT, Getting the job done on time and in budget*, Butterworth-Heinemann, Port Melbourne, Vic. 3207, Australia.
- Hout, W (2007) *EU Development Policy and Poverty Reduction: Enhancing Effectiveness*, Ashgate Publishing, Ltd, United Kingdom.
- Human Development Report (UN Statement, June 1998) United Nations Development Programme, United Nations Headquarters, New York, USA.
- Jud, C.M., Smith E.R. and Kidder L.H (1991) *Research Methods in Social Relations* (Sixth Edition), Hareourt Brace Jorantovich College Publishers, United States of America.
- Kothan C.R (2005) *Research Methodology: Methods and Techniques*, New Age Publishers, New Delhi.
- Knipe, A., Van der Waldt, G., Van Niekerk, D., Burger, D and Nell, K (2002) *project management for success*, Heinemann Publishers (PTY) Ltd, Park Lane, Sandown 2196.
- Liebenberg, S and Stewart, P (1997) *Participatory Development Management and the RDP*, c Juta & Co, Ltd, Kenwyn.

- Lister, R (2004) Poverty, Cambridge: Polity Press.
- May, J (2000) Poverty and Inequality in South Africa: Meeting the Challenges, David Phillip Publishers (Pty) Ltd, Cape Town
- May, T (2001) Social Research Issues, methods and process (THIRD EDITION), Open University Press, Library of Congress Cataloging-in-Publication Data, Great Britain.
- Ortigas, C.D (2000) Poverty Revisited: A social Psychological Approach to Community Empowerment, Ateneo de Manila University Press, Phillipines.
- Project Management Institute (2002) Guide to Project Management BS 6079-1, British Standards Institute, Internet Website Explorer.
- Rahman, M.D.A (1993) People's Self-Development, PERSPECTIVES ON PARTICIPATORY ACTION RESEARCH, A Journey Through Experience, Zed Books Ltd, London NI JF, United Kingdom.
- Richie, J. and Lewis J (2003) QUALITATIVE RESEARCH PRACTICE A guide for Social Students and Researchers, SAGE Publications Ltd, British Library Cataloguing in Publications Data, London, Great Britain.
- Robson, C (2002) REAL WORLD RESEARCH A Resource for Social Scientists and Practitioners- Researchers (SECOND EDITION), Blackwell Publishers Inc., Massachusetts, United States of America.
- Rubin, H.J. and Rubin, I.S (1995) Qualitative Interviewing: The Art of Hearing Data, Sage Publications, Inc., Library of Congress Cataloging-in-Publication Data, United States of America.

- Sahu, B.K (2003) Rural Development in India, Anmol Publications PVT. LTD, INDIA.
- Sen, A (1999) Development as Freedom, Oxford University Press, Great Clarendon, Oxford OX26DP, New York.
- Silverman, D (2000) Doing Qualitative Research A Practical Handbook, SAGE Publications Ltd, British Library of Congress Cataloguing in Publication data, London.
- Swanepoel, H (1997) COMMUNITY DEVELOPMENT, PUTTING PLANS INTO ACTION, (Third Edition), eJuta & Co, Ltd, Kenwyn 7790, Cape Town.
- Tashakkori, A. and Teddlie, C (2003) HANDBOOK OF Mixed Methods IN SOCIAL & BEHAVIORAL RESEARCH, Sage Publications, Inc., Library of Congress Cataloguing-in-Publication Data, United State of America.
- Turner, J.R (2003) People in Project Management, Gower Publishing Company, Burlington, VT 05401-4405 USA.
- Van der Waldt, G and Knipe, A (2006) PROJECT MANAGEMENT for strategic change and upliftment, Oxford University Press Southern Africa (Pty) Ltd, Cape Town.
- White Paper on Reconstruction and Development (1994) Ministry in the Office of the President, Republic of South Africa, Government Gazzette, Cape Town.
- White Paper for Social Development (1997) Department of Public Service Administration, Republic of South Africa, Government Printers, Pretoria.
- Wikipedia, (the free encyclopedia) Project Management, Microsoft Internet Explorer.
- Wilson, F and Ramphela, M (1989) Uprooting Poverty: The South African Challenge, David Phillip Publishers (Pty) Ltd, Cape Town.

Wohlmuth, K., Bass H.H., Kapel R and Waushkuhn M (1997) African Development Perspective Year Book 1996: Regional Perspectives on Labour and Employment, LIT Verlag Berlin, Hamburg Munster, Germany.

World Bank (1992) Participatory Development and the World Bank: Potential Directions for Change, Washington DC: The World Bank.

Zegeye A. and Maxted J (2002) Our Dream Deferred: The Poor in South Africa, South African History Online & UNISA Press, Pretoria.

Public Service Commission (2007a) Report on an Audit of Government's Poverty Reduction Programmes and Projects, The Public Service Commission, Pretoria.

ANNEXURE A: CORRESPONDENCE

TO: Supervisors of Community Development Projects (Department of Social Development)

FROM: Alfred Mtisi (Masters Student at University of Fort Hare)

SUBJECT: Request to conduct Research Study

DATE: 7th December 2009

Dear Sir/Madam

I am a Masters Degree Student at the University of Fort Hare and currently conducting a research study on the challenges of poverty alleviation projects under the Eastern Cape Department of Social Development.

For purposes of the research study, I therefore require some relevant information about the projects in which a number of stakeholders are involved, i.e. project beneficiaries, coordinators, managers and Directors. These are the major sources targeted for the information pertinent to the study.

On the basis of this, I then humbly request your permission and co-operation to engage the affected participants within this study as mentioned here. Please also find a copy of questionnaire attached for your consideration

Please kindly note that all information will be kept strictly confidential and neither the names of participants nor those of the projects will be mentioned in the study.

For your response, please contact me at Cell No. 082 418 1648 or Office No. 040 608 0156.

Yours sincerely.


Alfred Mtisi

(Masters Student at University of Fort Hare)

TO: Coordinator of LED Projects (Amathole District Municipality)

FROM: Alfred Mtsi (Masters Student at University of Fort Hare)

SUBJECT: Research Study Questionnaire

DATE: 9th November 2009

Dear Sir/Madam

I am a Masters Student at the University of Fort Hare and currently doing a research on the challenges of poverty alleviation projects under the Eastern Cape Department of Social Development. For purposes of convenience, the scope of the interviews and questionnaires will be limited to Amathole District Municipality as a sample resource.

Based on the above, I therefore humbly request your co-operation in responding to the attached questionnaire.

Please be assured that all information will be kept strictly confidential and neither your name nor those of the projects will be mentioned in the study.

Your honest and transparent response to the questions will be highly appreciated.

For your response, please contact me at Cell No. 082 418 1648 or Office No. 040 608 0156.

Yours sincerely.


Alfred Mtsi

(Masters Student at the University of Fort Hare)

TO: Community Development Work Practitioners (Department of Social Development at Amathole District)

FROM: Alfred Mtsi (Masters Student at the University of Fort Hare)

SUBJECT: Appointment for interviews

DATE: 7th December 2009

Dear Sir/Madam

I am a Masters Student at the University of Fort Hare and currently doing research on the 'Challenges of Poverty Alleviation Projects under the Eastern Cape Department of Social Development'. For purposes of enriching the requirements of the study, I therefore humbly request your co-operation by sharing the relevant information in this regard.

On the basis of the above, may I kindly request you to please secure an opportunity to fill-in attached questionnaires during the time of your convenience.

Please be assured that the information shared during interviews will be treated with maximum confidentiality and no names of people nor projects shall appear in the research work.

Your prompt response in this regard will be highly appreciated.

For your response, please contact me at Cell No. 082 418 1648 or Office No. 040 608 0156.

Yours sincerely


Alfred Mtsi

(Masters Student at the University of Fort Hare)

TO: Community Development Service Manager (Eastern Cape Provincial
Department of Social Development)

FROM: Alfred Mtsi (Masters Student at the University of Fort Hare)

SUBJECT: Appointment for interviews

DATE: 7th December 2009

Dear Sir/Madam

I am a Masters Student at the University of Fort Hare and currently doing research on the 'Challenges of Poverty Alleviation Projects under the Eastern Cape Department of Social Development'. For purposes of enriching the requirements of the study, I therefore humbly request your co-operation by sharing the relevant information in this regard.

On the basis of the above, may I kindly request you to please secure an opportunity for me to conduct interviews with relevant people within your Department.

Please be assured that the information shared during interviews will be treated with maximum confidentiality and no names of people nor projects shall appear in the research work.

Your prompt response in this regard will be highly appreciated.

For your response, please contact me at Cell No. 082 418 1648 or Office No. 040 608 0156.

Yours sincerely


Alfred Mtsi

(Masters Student at the University of Fort Hare)

ANNEXURE B: QUESTIONNAIRES

TO: MANAGERS AND COORDINATORS OF POVERTY ALLEVIATION PROJECTS.

1. Explain your role in the project?

2. Give a brief background of the project?

3. How were the beneficiaries involved in the planning and implementation of the project?

4. Explain the criteria used to recruit the beneficiaries?

5. How many beneficiaries are currently involved in the project?

6. To what extent are the beneficiaries participating in the day-to-day activities of the project?

7. How is the project funded?

8. What are your control measures to promote accountability by all stakeholders?

9. What are your mechanisms to ensure sustainability of the project?

10. How are the project beneficiaries empowered on project development and management?

11. How are the government departments and local municipality involved in the project?

12. Are the projects self-sustainable?

13. What is your project management plan?

14. What are the challenges of the project?

15. What are your preferred solutions to the identified problems?

QUESTIONNAIRE

***Questions to the Assistant Managers and Supervisors of Community Development Projects:**

1. How many poverty alleviation projects do you have at Amathole District Municipality?

2. Who are the beneficiaries of your poverty alleviation projects and how are they funded?

3. What is the role of the Department in the development and management of the projects?

4. What types of projects do you have?

5. How do you identify beneficiaries for the projects?

6. How is participation of the beneficiaries in the management of projects?

7. Is there any capacity building programme for beneficiaries?

8. How are the projects identified?

9. How is the relationship managed between the municipality projects and those coordinated by Provincial government departments like Social Development, Economic Development, Public Works and Office of The Premier?

10. Is there no duplication between projects coordinated by provincial government and those at the level of municipalities?

11. What is the role of councilors and municipal officials in the management of poverty alleviation projects?

12. How do communities participate in project development?

13. How are the products of the projects streamlined into the market flow?

14. Are the projects viable? If not why and what are the control measures?

15. What are the main challenges facing your projects and what are the preferred solutions?

QUESTIONNAIRE

***Questions to the Director of Community Development Projects in the Eastern Cape Department of Social Development:**

1. How many poverty alleviation projects does the department have in the Eastern Cape?

2. What are the types of these projects?

3. What is the kind of funding in place and how do people access such finances?

4. How do people access land or space for project development?

5. What are the mechanisms in place to promote participation in project development?

6. How are the beneficiaries identified for the projects?

7. What is the support mechanism for capacity building?

8. What are the control measures for monitoring, evaluation and performance management?

9. How are the projects identified?

10. Is there a marketing plan in place for the products of the projects?

11. What is the number of functional projects? And how is sustainability of the projects maintained?

12. Is there an integrated approach in the coordination of the projects within government departments and other relevant stakeholders?

13. How do the projects link with the South African co-operative strategy?

14. Are the poverty alleviation projects integrated into the rural development strategy and Local Economic Development plans?

15. How is cost efficiency and viability of the projects measured?

16. What are the roles of local governments and provincial government departments in the management of the projects?

17. What is the success rate of poverty alleviation projects under the Department of Social Development?

18. What are the major causes for the failure of poverty alleviation projects in the Eastern Cape?

19. What is the suggested solution for long-term viability of poverty alleviation projects?

20. Is the strategic objective of poverty alleviation projects realizable?
