

**THE ROLE OF NON GOVERNMENTAL ORGANISATIONS**

**IN SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT:**

**CASE OF SOUTH AFRICA.**



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**YEAR**

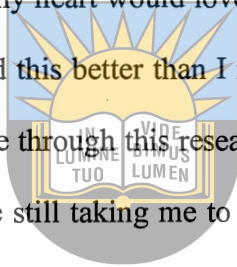
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## ABSTRACT

The failures of successive generations of imported western development strategies and projects to deliver meaningful reductions in poverty and achieve basic needs in Africa have provoked a deep questioning of Western concept of development. This stems from the fact that the state in most cases has failed especially on service delivery to cater for the well being of its people. Non Governmental Organizations (NGOs) and development practitioners are now increasingly focusing their attention on strategies which build upon local knowledge, skills and resources whereby the concept of self-reliance and local economic development are examined in the context of development challenges which face Africa. There are however a lot of negative perceptions, however, surrounding the whole issue of NGOs role in development, for instance, the issue of funding from external donors which makes them sometimes to pursue the interests of donors. This research, however, through its investigations, have come to conclude that, regardless of the NGOs' controversial role in development, they have the potential not in the form of replacing the state but that of complementing the state through service provision. In this regard the research made use of the South African context to argue that there is still hope for the development of Africa which can come through the redefinition of the roles which developmental stakeholders should play. Thus the research argues for more on the role of local NGOs, development taking neither a bottom-up direction nor the reverse but rather employing a transformative way from within.

## ACKNOWLEDGEMENTS

First and fore-most I would like to spell my heart felt gratitude towards my ever present helper the Holy Spirit, my Lord and Savior Jesus Christ who died for me and thus gave me the Spirit of Kingship which keeps me going and aiming higher because I understand that I was born more than a conqueror by his blood. To my God, my Father I say no words can express or reveal what my heart would love to say but because you search the heart and the mind, you understand this better than I myself do. Thank you so much for your love to me and for guiding me through this research, Ebenezer you are and I thank you for your promises that you are still taking me to greater heights, for I know that all your promises are Yes and Amen.



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My great thanks also goes to my supervisor Profesor A. Rahim for his patience and always constructive comments without which I would not have made it to this far. Prof, I know that there were times where I would completely lose focus but you never gave up on me, you were so patient and I would really love to acknowledge you for this because I gained confidence in what I was doing and I believe I will never be the same person after working under your supervision.

I do acknowledge that there are also a number of people who also contributed to the success of my work, though I can not mention them all by names, I would like to just mention these few individuals, Moreblessings Ncube, Michael Muvondori and Clemence Rusenga. Guys May the living God who sees in the secret richly bless you in the public.

You might not understand the meaning of this at this point but believe you me, this research was not a one day thing but it took two full years, and without a beginning nothing can stand, thus were your contributions.

I want also to acknowledge from the Development Studies Department, the Staff and colleagues who also contributed to the shaping of this research through their constructive criticisms. Special thanks also to the Department's Staff for standing with me in terms of provision of funds for the success of the research. Mrs Monyai, thank you so much for having faith in me, God blesses you.



Last but not least I would love to acknowledge my family for their faith in me. Mom and Dad, had it not been for your support with regards to me pursuing my studies, I wouldn't be where I am today. Our society does not value girl child education very much but you did, God bless you including the rest of the family.

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## DEDICATION

I dedicate this work to my family and more specifically to you Mum because I believe this is a direct fulfillment of your prophecy on me. To Vhudzisani, Tryagain and Tolerance, I want to say I have set the standard and may God bless you so that you may do better than this. The sky is the limit, thank you all for your support throughout.



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## DECLARATION

I Elisa Moyo, do hereby declare that this dissertation is my own original work. It has not been submitted to any other University for a degree.



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Signature.....

## DEFINITION OF TERMS AND ACRONYMS

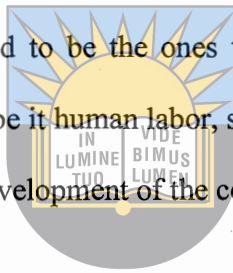
**Non Governmental Organizations (NGOs)** - even though these organizations are known to entail a wide range of organizations ranging from international aid organizations to grassroots organizations, in this research the term was used to refer to the non profit grassroots organizations that work with local indigenous communities in steering up a sustainable development that is defined in the terms of local indigenous knowledge, Ati, A.A (1993; 70-73).

**Sustainable Development** - has been defined as “development that meets the needs of the present without comprising the ability of the future generations to meet their own needs” (Bruntland Commission 1987). In this research it also implies the ability of the projects to continue operating without the aid or help of the outside funding and also to be able to resolve the challenges that arise in the course of operation without the intervention of the outside sources.

**Development** - as a term is suggestive of change which is usually a positive. In this research it was used to refer to a process by which the members of a society increase their personal and institutional capacities to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations, Ndegwa, P (1985;34-38).

**Local** - can refer to any place ranging from community, township, town, city, province, nation, region .....world. In this research however the term was used to only refer to rural South Africa as a community.

**Local economic development** is an approach towards economic development which encourages local people to work together to achieve sustainable economic growth with the aid of the available resources at their vicinity. In this regard the local residents of a particular community are supposed to be the ones that identify the resources that are available around their community be it human labor, skills or natural resources which can then be used productively in the development of the community.



## ACRONYMS

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NGOs – Non-Governmental Organizations

INGO - International NGO

BINGO – Business Oriented International NGO

ENGO – Environmental NGO

QUANGO – Quasi-autonomous NGO

RWA – Relief and Welfare Organization

TIO – Technical Innovation Organizations

PSC – Public Service Contractors

PDA – Popular Development Agencies

GDO – Grassroots Development Organizations

NPO – Non-Profit Organizations

HIV – Human Immune Virus

AIDS – Acquired Immuno Deficiency Syndrome

STDs – Sexually Transmitted Diseases

TB – Tuberculosis

DOTS – Directly Observed Treatment Short Course

UMAC - University Museums and Collections

IEC- Independent Electoral Commission

EU – European Union

HBC – Home Based Care

GDP – Gross Domestic Product

GNP – Gross National Product

BNA – Basic Needs Approach

OECD – Organization of Economic Cooperation and Development

ILO – International Labor Organization

CBOs – Community Based Organizations

BRAC – Bangladesh Rural Advance Commission.



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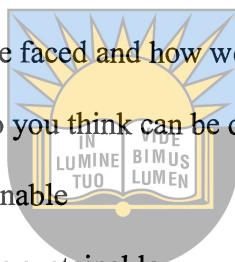
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# CHAPTER ONE

## THE ROLE OF NGOs IN DEVELOPMENT: THE PROBLEM.

### INTRODUCTION

Non Governmental Organizations (NGOs) as they are known, play a major role in development work. Even though the meaning and application of the concept “development” has been changing over the past five decades, NGOs are acknowledged today as the preferred channel for service provision in deliberate substitution for the state, though this is debatable. Official agencies have come to expect NGOs to act as a substitute for state welfare programmes, a solution to welfare deficiencies at a time when structural adjustment was hugely increasing the extent of welfare needs. Development NGOs have become an integral and necessary part of a system that represents respect for justice and rights. They have the position which the governments could not handle, that of service delivery, running projects that are motivated by charity, pity and doing things for people albeit with the verbiage of participation approaches.

NGOs exist for a variety of purposes, usually to further the political (advocacy) or social goals (basic needs) of their members or funders. These organizations are today regarded as a multi faceted community as they have greater diversity, credibility and have often managed to engage with the local communities that they work in, commanding their trust in ways which governments have found impossible. NGOs are a heterogeneous group that can be classified in many different ways. According to Clark 1991; 40-41, there are a

variety of terms that are used to describe them like, independent sector, volunteer sector, civic society, grassroots organizations, transnational social movement organizations, private voluntary organizations, self-help organizations and non-state actors (NSAs) (Clark 1991:41). They have become a heterogeneous group and as a result a long list of acronyms has developed around the term 'NGO'. These include: INGO which stands for international NGO, such as CARE International; BINGO which is short for business-oriented international NGO; ENGO which is environmental NGO, such as GLOBAL 200; GONGOs which are government-operated NGOs, which may have been set up by governments to look like NGOs in order to qualify for outside aid or promote the interests of the government in question; QUANGOs which are quasi-autonomous non-governmental organisations, such as the International Organisation for Standardisation (ISO), which is actually not purely an NGO, since its membership is by nation, and each nation is represented by what the ISO Council determines to be the 'most broadly representative' standardization body of a nation (Edwards and Hulme, 1995). There are also numerous other classifications of NGOs.

The typology that the World Bank uses divides them into Operational and Advocacy. The primary purpose of an operational NGO is the design and implementation of development-related projects. One categorization that is frequently used is the division into 'relief-oriented' or 'development-oriented' organizations; they can also be classified according to whether they stress service delivery or they are more public or private-oriented. Operational NGOs can be community-based, national or international. The primary purpose of an Advocacy NGO is to defend or promote a specific cause. As

opposed to operational project management, these organizations typically try to raise awareness, acceptance and knowledge by lobbying, press work and activist events (Clark, 1991; 40-41).

In terms of their historical evolution, Clark, 1991 argues that NGOs can be divided into six schools doing different types of work. Relief and Welfare Agencies (RWA), include various missionary societies. Technical Innovation Organizations (TIO) are organizations that operate their own projects to pioneer new or improved approaches to problems and which remain specialized in their chosen field. Public Service Contractors (PSC), are mostly funded by Northern governments and which work closely with Southern governments and official programmes because it is felt that their size and flexibility would help them perform the tasks more efficiently than governments departments. Popular Development Agencies (PDA), are Northern NGOs together with their Southern intermediary counterparts which concentrate on self-help, social development and grassroots democracy. Grassroots Development Organizations (GDO), which is basically the group in which the main thrust of this dissertation, is to be based on. They are locally based/ indigenous Southern NGOs whose members are the poor and oppressed themselves, and which attempt to shape a popular development process. Advocacy Groups and Networks are organizations which have no field projects but which exist primarily for education and lobbying (John Clark 1991; 5).

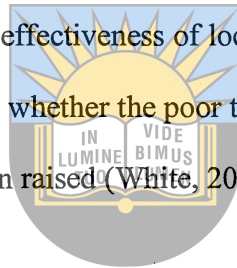
## **Sustainable Development**

World Commission on Environment and Development defined sustainable development as, "...development that meets the needs of the present without comprising the ability of the future generations to meet their own needs"(Brunt land Commission 1987). Pearce D, Barbier E and Markandya A, also makes note of the fact that sustainable development is a strategy that manages all assets, natural resources and human resources as well as financial and physical assets for increasing long term wealth and well being (1990;4). In other words NGOs have to seek the sustainability of their projects as well as those of the benefits of these projects to the communities with which they work. Thus they have to be both an object of sustainability and a transmitter of sustainability. In this regard they have to achieve both external and internal sustainability. External sustainability in this regard is attainable when the lessons, impacts and benefits of the development thereof of the projects continue to be disseminated and diffused after their completion. Internal sustainability will be when an NGO is able to develop problem solving structures that allow it to adapt successfully to the changing conditions around it. Thus internal sustainability becomes a composite of the responsiveness, relevance and quality of an NGO's activities, the efficiency and cost effectiveness of an NGO's organization and management structures and lastly the security of an NGO'S resource base.

## **Background of the Research**

There are a number of researches that have been conducted with regards to various issues on NGOs, for instance, issues of NGO-State-Donor relations in South Africa. The question here is, "should NGOs be competitors or partners with state, that is should they

maintain their distance from the state so as to retain the autonomy or whether they should work hand in hand with state projects”. This is because there have been some cases in some countries like Zimbabwe about the repression of NGOs by the state and the relative merits of politicization of NGOs particularly if they are to undertake an advocacy role on behalf of the poor. Furthermore, concerns about dependency itself have been raised on whether over reliance on donors and particularly foreign donors may affect the way NGOs operate. Questions on whether the procedures and requirements of donor funding will not have adverse effects on the effectiveness of local NGOs in representing the poor. To whom are such NGOs accountable whether the poor they service or the donors that fund their service activities have also been raised (White, 2004; 59).



All this stems from the fact that, the attainment of independence by African countries had revived a quest for development. This was because the colonization of African countries by the Europeans had given birth to a complex political culture whereby the Africans were considered as backward and trapped in their tradition (Cockroft, Frank and Jonson 1972). This made the newly independent states and political leaders to operate in an international framework that was not of their making but through which they needed legitimacy. In other words, they were culturally and materially disorganized and required economic stimulation of which the acceptable model of this was the European economic one and thus European conception of development was realized. The general tendency to approach development in this decolonization was therefore through the use of western-style systems, standards, expertise, problem solving methods and resources. Development was thus often associated with increased technological progress which was deemed to

bring about greater productivity and consumption leading to improved standards of living. These were the central areas of concern as could be evidenced by the indicators of achievement such as Gross Domestic Product (GDP) and Gross National Product (GNP).

This modernizations theory allowed the industrial countries to advise and essentially determine the path of development for the South. Northern experts were encouraged to formulate projects and to organize the implementation of their programmes, negating almost completely the role Of Southern people in their own development. The kind of development was basically what can be termed the top-down kind of development whereby the state was the sole driver of development (Cockroft, Frank and Jonson, 1972). This kind of development is however historically and structurally linked to colonialisms and as a result it made the state as an institution in Africa to fail in delivering because it could not meet the needs of the African people, meaning it was not created for this purpose of managing development. The African state was incorporated into the world economy in such a way that it was supposed to produce raw materials for the advancement of capitalism. In other words it was given a peripheral role which harnessed it to work hard just like in the slavery and feudalistic systems with no catering for the well being of its people. This therefore made the state to be an unaccepted state amongst its people as it did not represent the way in which they lived.

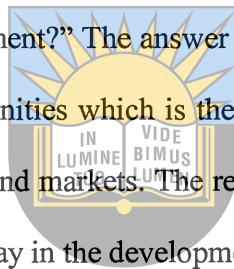
The state in other words could not survive, which is the reason why some critics argue that “All African states are in a survival crisis”. This is basically because there were no infrastructural/ structural shifts on the state from the colonial structures. Its form,

structures and objectives are still the colonial ones. The state failed to manage development because it has no organic roots but is a colonial state created not for development but for transferring surplus to metropolises. Thus there is a vacuum therefore in the theorization of the sustainably developmental African state.

The failure of development as defined by modernizations thus has precipitated a shift in theory. A major barrier to true improvements in the well being of African societies for the past decades has been the concept of development as a process initiated by external authorities and imposed upon local populations. This attitude does not only encourage authoritarianism but it precludes a rational examination of development priorities which external forces are generally unable to provide. The collective and individual creativity of the overwhelming majority of blacks has been undervalued and underutilized in the denial of their capacity to determine their own future (Toulman, 1994; 34-36). This can be evidenced by the fact that recent history of the development process is replete with struggles of the poor against policies which reduce their access to resources, destroy and pollute their environment or mortgage their jobs and food consumption to the requirements of debt repayment.

In response to such gaps, therefore, and the retreat of the state from a number of public functions and regulatory activities, it can be justified to argue that the state has failed to provide sustained development for the well being of its people. The task is to find out therefore whether there are possible alternative ways that can ensure such kind of desired development. This study argues that development should basically be neither a bottom-

top profile nor a top-down kind of process but rather be a “transformative development from within” so as to ensure the well being of the masses. Development from within in this case refers to a situation whereby development is seen as an essentially indigenous process in which concepts of self-reliance and popular participation loom large. It has similarities with the original concept of development from below but little congruence with the current usage of the term (Taylor and Mackenzie, 1992). The question that comes in is therefore that, “Which stakeholder in developmental terms can thus be more applicable to this kind of development?” The answer to this question is basically the one that works with grassroots communities which is the Non- Governmental Organizations (NGOs) as compared to the state and markets. The research is in this regard arguing that NGOs have an important role to play in the development of the African state.



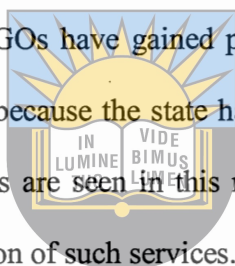
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This is because in places where Northern bilateral and multilateral assistance agencies were the primary actors in the development process, African Voluntary Organizations have come to be recognized as essential catalysts to self-determined development of African people. The activities initiated and implemented by African self-help organizations will however only promote long term development in a macro environment conducive to their success. There is therefore need for the redefinition of what role in the African context these organizations should play in order to best shape a future of sustainable development. This research therefore considers that the conceptualization of development must be solidly grounded in a people centered, basic needs-participatory approach. Such development can be best achieved by African Voluntary Development

organizations acting within a supportive internal and external political and economic environment.

This is however not meant to imply that the state is totally discarded from the developmental profile. In actual fact in Africa, the state is the one that has the capacity to mobilize people for development (Baran, 1959). The issue here is that, in the wake of increased globalization and the accompanying negative effects of increased poverty among grassroots communities, NGOs have gained popularity as major role players in the developmental course. This is because the state has failed to positively cater for the well being of its people and NGOs are seen in this research as having the potential to complement the state in the provision of such services.

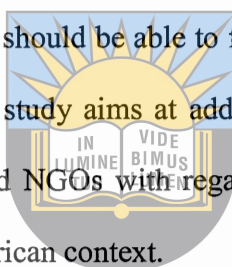


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In South Africa, the transition in 1994 has brought about a large number of studies and debates on the concept and role of civil society in the new post-apartheid era. A dominant global development discourse has emerged in which the connection between democratization and development is linked to the crucial role of civil society in achieving sustainable human development. The new government had to critically review most of its policies in order to achieve sustainable human development for all its citizens. Popular notions within current development thinking such as civil society, NGOs and people centered development are integrated firmly in the revised policies (Human development, 1999).

Publications on civil society/ NGOs in South Africa reflect more debates with regards to theoretical issues, for example, discussing the concepts, origin, multiple interpretation of its meaning and applicability for South Africa's developing democracy (Reitzes 1994; Humphries and Reitzes 1995; Cherry 1999; Lowe; 1999). In this study however, a different approach is opted for. The core will not be centered on the comparable theoretical to them. Instead the study will address the question of what exactly an African NGO should entail for it to achieve sustainability in the well being of the people. The study argues that communities should be able to function successfully even after the withdrawal of donor funding. The study aims at adding a new dimension to the South African debate on civil society and NGOs with regards to what they should entail for them to achieve their roles in an African context.



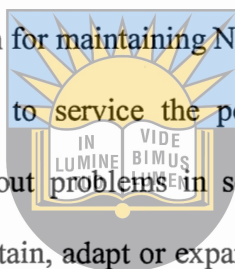
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The question on the role that NGOs play in sustainable development is a very crucial one in that, with the growing popularity of NGOs in the developmental arena, NGOs have come to be regarded as providers of a number of benefits on economic, political and social levels. They are sometimes considered as the “modern panacea of development”, that is, “a cure-all wonder drug that is prescribed for any number of social ills” (Lane, 1995; Redclift, 1987 and Townsend, 1999; 618-621) for example poverty, disempowerment, unsustainability, inefficiency, authoritarianism and many other social ills. This research is thus basically bringing out a redefinition of what role NGOs should play and probably who funds it and to whom should it be accountable for it to achieve its role in sustainable local economic development. Thus such issues as its relationship with

the state, donors, communities and their roles are part of the debate as to how it should operate in an African context.

In other words the accountability of a non-elected NGO when providing services to clients is very different from the formal relationships established between governments and citizens (White, 2004;116). If NGOs replace the state, ostensibly because they are more accountable, the state itself becomes free to be unaccountable while the problem is that there is no constitutional system for maintaining NGO accountability. An example is, “if outside donors start a project to service the poor in “X” community, how do community members complain about problems in service, and can they legitimately organize or force the donor to maintain, adapt or expand the program. This is because in democracy the community could use their votes to pressure their political representatives in a less democratic regime, rebel or threaten to rebel.



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These strategies work basically because government officials are at least ideally supposed to represent their interests. What about NGOs, in other words this suggests that NGOs should complement the state and not substitute it because they have a disadvantage of being responsible only to their donors and commercial supporters rather than to the general public. This is the situation with most third world countries though South Africa can be an exception just like most first world countries where many NGOs are funded by national governments, which allows for accountability to be reinforced on NGOs. In this regard, community members can effectively pressure the NGO by approaching the government organizations that fund them.

## STATEMENT OF THE PROBLEM

In the quest for solutions to developmental problems besetting the African continent, the donor community is increasingly regarding NGOs as an important agency for empowering people thereby leading to more effective and sustainable local development services than those promoted by governments. This stems from the fact that the state in most cases has failed especially on service delivery for the well being of its people. There are a lot of negative perceptions, however, surrounding the whole issue of NGOs role in development, for instance, the issue of funding from external donors which makes them sometimes to pursue the interests of donors. From another perspective, NGOs are seen as basically representing a continuity of the work of their precursors, the missionaries and voluntary organizations that cooperated in Europe's colonization and control of Africa. This research, however, argues that, regardless of the NGOs controversial role in development, they have the potential not in the form of replacing the state but that of complementing the state through service provision.

In South Africa, a unique quality can be recognized in the sense that although in all the other African states aid is channeled through NGOs directly, in this country it comes through the state. It is surprising, however, to discover that the same developmental challenges faced by local communities in other countries still apply especially in the Eastern Cape Province. Probably, as Toulman (1994) argues, it might be because NGOs tend to be in a natural alliance with the UN's professional or technical agencies which in turn has created tensions between NGOs and Nation States. In other words, there is a

need for a critical look into whether the civil society especially the NGOs are being afforded the space, time and resources as local government institutions.

This study is therefore arguing that there is need for the redefining of the roles which developmental stakeholders should play. It however, emphasizes more on the role of NGOs, for instance, the study argues that if NGOs are to play a role in supporting the emancipatory agenda in Africa, then they should disengage from their paternalistic role in development. The point is basically that the state has failed and from a critical analysis, the African crisis is far beyond even intellectual capacity can comprehend. Hoping for a solution to come out through the state in any means is rather too bleak though not hopeless but by no means assured. For, the solution does not lie in the changing of leaders, constitutions or public mentalities but is likely to be a somewhat gradual process which is messy and fitful and slow with many imperfections along the way. This research explores into what exactly should be the characteristics of NGOs that can ensure sustainability even after the withdrawal of donor funding from the communities.

The hypothesis in this regard is the redefinition of the notion of development in an African context thus emphasizing the role of the NGOs and to explore whether there is a relationship between NGOs' operation and sustainable development in communities in which they work in.

## **OBJECTIVES OF THE STUDY**

This study is aimed at assessing the developmental role played by NGOs in sustainable local economic development. It also seeks to bring about a redefinition of what a developmental NGO should entail in an African context for it to achieve sustainable development. In other words it identifies the gap that exists in the definition of the roles that developmental stakeholders should play in the course of development. It is in this regard that the research therefore seeks to define what relations should be there between the NGOs, the state, businesses and even local communities for sustainability to be achieved. In doing so, the research will therefore try to find an alternative articulation which is not just a prototype of the West but which stresses the importance of participatory and sustainable development as one way forward for the South. This will be done through a critical evaluation of the concept and course of development in the African context and thus come out with a possible way forward.

## **JUSTIFICATIONS AND SIGNIFICANCE OF THE STUDY.**

The study seeks to draw attention to the gap that is being filled by NGOs in development. Deliberately, the study adopts a practical field survey so that the information from it which will be collected through questionnaires and interviews will help to highlight the role of NGOs as well as the gap that they fill in development. Thus the study will bring a new dimension in terms of information on the role of NGOs not only to South Africa but more so to the whole African continent and to other developing societies. This is because

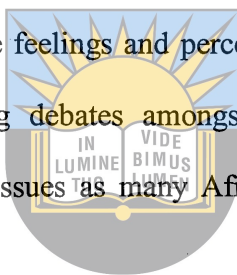
scholarly works, official and non-official reports have been published which focus on NGOs but still the question remains unanswered as to what exactly should NGOs entail in an African context for them to achieve a sustainable local economic development. Most African states are in need of sustenance and not more than that for them to cater for the well being of their people. If only sustainability at local levels can be achieved in local communities then somehow the problem or crisis in Africa can be a sure off easily achievable issue. In other words unanswered questions can only be answered after carrying out a detailed and valid study, hence the need to carry out this kind of study.



## **RESEARCH METHODOLOGY**

The study was carried out empirically involving the collection of data using in-depth questionnaires and interviews to the relevant community members of the “X Rural Center. It took the researcher a whole month to collect the information basically because some of the respondents were postponing their appointments dates due to some other commitments they had to attend to. In this regard the researcher had to be very patient for the success of the research. Sometimes there were transport problems because the areas were very remote and thus there is no regular reliable transport. Since the research adopted an empirical method, an assessment of the impact of NGO led projects on sustainability of their work amongst grassroots communities was therefore employed through a qualitative method. It was based on the assumption that through the use of relatively systematic procedures, relative hypothesis pertaining to a particular phenomenon can be developed and the feasibility of the experimentation and approximations to experimentation can be assessed.

Participation in this instance was pursued through the conducting of individual and group interviews, employing both structured and unstructured questions. In structured interviews there is a definite set of questions prepared in advance and the interview cannot deviate from the questions. On the other hand in unstructured interviews, the questions are left open. When open ended questions were asked the respondent was allowed to discuss his or her answer without restrictions. Its advantage is the ability to elicit information directly from the feelings and perceptions of the targeted group. This method also helped in provoking debates amongst respondents and this gave the researcher better insight into the issues as many African cultures rely on small group discussions for decision making.



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Furthermore in order to avoid biases created through the interviews, an observatory participatory approach was also implemented. In this case participant observation refers to a straight forward technique whereby the researcher immerses him/herself in the subject being studied in order to gain understanding perhaps more deeply than could be obtained, for example through questionnaire items. Arguments in favor of this method include reliance on first hand information, high face validity of data and reliance on relatively simple and inexpensive methods. The downside however, of this method is that of the increased threat to objectivity of the researcher, unsystematic gathering of data, reliance on subjective measurements and possible observer effects.

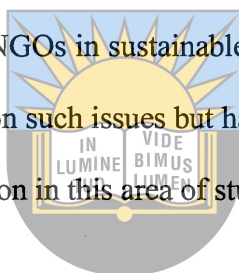
### **Population Sample.**

A population consists of the very people with the characteristics that a researcher wants to study. In most cases the population will be too large and inaccessible to collect information from all members, thus a population sample has to be drawn. A sample relates to a limited number of cases drawn from the larger population. The sample must be selected carefully if it is to have the same basic characteristics as the population that it represents. If it is not representative of the population from which it is drawn, then the survey findings cannot be used to make generalizations about the entire population. (Winship and More 1992). The population for this study consisted of 500 members of the “X Rural Centre” (name withheld for anonymity sake), which is an NGO based in the Eastern Cape. The population sample for this study will be made up of 50 community people who belong to NGO projects of the Eastern Cape Coalition for Non-Governmental Organizations. In other words the study has opted for 10% of the whole population to be the representative sample.

### **Sampling Procedure**

Random sampling was used to identify targeted people and to be more precise, stratified random sampling was used. In this case the population was divided into categories in terms of sex, age and race from which subjects were then selected randomly from each category. From the leadership committees 10 people were targeted for the interview. In terms of sex, 60% are supposed to be women basically because they consist 60% of the population in this project and 40% males respectively.

The study also made use of information based on theoretical works and other primary sources like the sustainable development summits and World Bank reports, secondary sources such as journal articles and books on theories of development. This has helped in understanding the role of NGOs in development, specifically sustainable development from the past and how its meaning has been transformed into the present situation and also how an African development NGO can be redefined. In other words, this had a greater impact on historical background and theoretical issues underpinning the whole aspect of the role played by local NGOs in sustainable development because this study is not the first one to be carried out on such issues but has it that there is a gap that needs to be filled as it brings a new dimension in this area of study.



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## **DELIMITATIONS**

NGOs encompass a wide range of classifications. They have become a multifaceted community and thus not all classifications can be investigated and analyzed in this single study. The emphasis in this study will be basically of the NGOs that are local and directly work with the grassroots communities in steering up sustainable development. Sustainability will be the main issue through out the study because without it then NGOs would be of no benefit or value other than that of just maintaining their own sovereignty. Also there is a lot of debate going around the issue of the viability of the term sustainable development as an implementable and achievable aspect. Various theories of

development has also been experimented in a bid to come out with the way forward for the development of the so called “third world countries”, but the results are proving that the opposite is taking place, that is, the development of the backwardness of these economies.

### **Conclusion**

There is still a lot that needs to be done so as to come up with a sound solution on the challenges facing the African continent. It is in this regard that this research takes off its route by deeply engaging the different theories that have been put forward in the past decades as being the routes to be taken for the solution of the problems besetting the African continent. The following chapter critically looks into the different theories that have been tried and in the process attempts a reformulation of what can basically be implemented as the way forward. In other words, the research is in a way advocating for a redefinition of the notion of development in an African context with much emphasis on the role of local NGOs.

## CHAPTER TWO

### A THEORETICAL OVERVIEW OF THE ROLE OF NGOs IN DEVELOPMENT

#### Introduction

Development as a socio-political and economic process has undergone significant reconceptualisation in recent years. In the immediate post colonial decades, the North felt obliged to determine the direction and pace of Southern development. This was basically because to them development implied industrialization and because they had undergone industrialization, they felt they were at a better standing to determine Southern development. It's unfortunate however, because Southern organizations and agencies are establishing their own right to self-determination. An n example is the fact that South Africa the government is determined to establishing its own right to self determination which is why outside funding for any projects has to come not directly to the projects or organizations but via the state so that the effects can be determined before application of the program. The focus has thus shifted from growth of industrial capacity to improvement of self-sufficiency in the provisions of basic elements necessary to human well-being, participatory organizational structures are required to promote the articulation of development priorities from the people most affected by the process of development. In the African context, the people-centered basic needs approach to development creates new roles for indigenous organizations to work within a large frame work of development.

The concept of development therefore as a process of self-determination and empowerment is now emerging as a desirable alternative to past theories. This is because

development from the modernization perspective was almost universally defined as growth in economic output and a corresponding increase in material standards of living. However, it is increasingly recognized that development viewed from a purely economic standpoint excludes a variety of other socio-political factors by which the well being of a society should be measured. The recent shift in development theory from a “growth-centered” to a “people-centered” approach encompasses the right of a population to secure basic human needs and the democratization of the process by which they can acquire these essentials. The people centered approach focuses on the agency to act by acknowledging that only individuals themselves can define improvement in their own quality of life.



The implication of this is that people at all levels of society should have the right to determine and implement their own development activities, taking into account their specific social, political and economic realities as is articulated by the Africans in terms of their own development in the Declaration of NGOs on the African Economic and Social Crisis. In South Africa these realities includes the marginalization and injustices of the past apartheid oppressive regime which brought huge inequalities among people in terms of racial and class lines. This Declaration is a coalition of over 30 NGOs representatives of the United Nations bodies, governments and intergovernmental organizations working together on an equal status basis on the issue of food security. The objective of it is to stimulate action to maintain a global focus on the critical role of women in all activities that countries feel are necessary for achieving full food security, (UN Document, 1998;). In this they argued that, “the way out of Africa’s critical

economic and social crisis lies in the re-acquisition of African peoples of power and control over their national and human resources, through a democratic governance that is considerate of the people's contributions and the strengthening of their capacities to define development goals, draw up strategies and undertake economic activities on the basis of people's needs" (Larrain, 1989;).

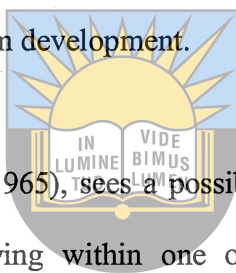
This chapter will therefore discuss the different theoretical explanations of the people centred/ participatory approach to development as a way forward to achieving sustainable development. It will look at the different classifications beginning with the modernisation theories then the neo-liberal theories and the basic needs theories respectively. Consequently an attempt towards formulating theories of transformative development from within that focuses on transformative participation as a way of bridging the state-NGO relations in development will be also made by critiquing the former theories of development that has yielded but the unexpected results to the developmental profile in Africa. In this regard, "transformative development from within", refers to development that transforms people from inside out, ideally the people in the communities are consulted before any intervention strategy is drawn because they understand their problems better.

### **The modernization perspective.**

The main theorists of the modernisations perspective include Rostow (1965) and Gunder Frank et al (1972) to mention a few. Modernizations basically implies social change from traditional to modern, that is, from simple to structural specialization, through the

breakdown of traditional elements, a society acquires the qualitative characteristics of modern societies that are rational and efficient (Rahim, 2006). As a concept in the sphere of social sciences modernization also refers to a process in which society goes through industrialization, urbanization, education and other social changes militating against traditional beliefs and practices and thus completely transforming the lives of individuals. In other words, the modernization concept comes from a view of societies as having a standard evolutionary pattern, as described in the social evolutionism theories, according to which each society would evolve inexorably from barbarism to ever greater levels of development and civilization. The more modern states would be wealthier and more powerful and their citizens freer and having a higher standard of living. This has been the standard view in the social sciences for many decades and thus modernization theory has provided the foundation for development activities in the decades following decolonization (Larrain, 1989). In a sense, the first mainstream post war theories of development within the capitalist world were born as modernization theories because the popular image of development was usually associated with modernisation. The theory stressed the importance of societies to be open to change and saw traditional forces as restricting development. Maintaining traditions for tradition's sake was thought to be harmful to progress and development. Modernization in this regards was conflated with westernization whereby the modernization of a society required the destruction of the indigenous culture and its replacement through identifying with the values of the western society and aping or becoming mirror images of these types of societies.

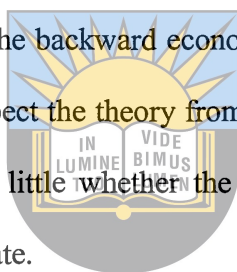
On the same note, Frank argues that sociological development is produced in the developed countries like the U.S for export to and use in the backward countries. There is the argument that there is some sort of acculturation or diffusion of skills, knowledge, organizational values, technology and capital and even personnel to the poor nations until over some time its society, culture and personnel become variants of that which made the Atlantic community economically successful (Frank 1972). This essentially means that for the backward nations to develop, they need to be led by the west into what is called development and not what they term development.



It is in this regard that, Rostow (1965), sees a possibility in identifying all societies in their economic dimensions as lying within one of the five categories which are; traditional society, pre-conditions of take off, take off, the drive to maturity and the age of high mass consumption. He sees societies as having a universal path to follow for them to develop and be at the same level with those that are already developed. The traditional society in this case has structures which are developed within limited production functions. A ceiling exists in the level of attainable output per head because of unavailability or lack of regular and systematic application of science and technology. The structure is developed within limited functions based on prenewtonian attitudes towards the physical world. The precondition for take off on the other hand embraces societies that are in the process of transition. Traditional societies are being transformed in ways necessary for it to exploit the fruits of modern science, to fend off diminishing returns and thus the blessings and choices opened up the march of compound interest. Take off stage is when the old blocks and resistances to steady growth are finally

overcome. Drive to maturity has higher investment and finally the high mass consumption where real per capita income per head rises and the structure of the working force changes (Rostow, 1965:4-10).

When viewed critically however, this kind of development is found to be empirically invalid when confronted with reality. It is inadequate in terms of its own classical social scientific standards and policy wise it is ineffective for pursuing its supposed intentions of promoting the development of the backward economies. This is because if a rendered policy is ineffective it renders suspect the theory from which it is derived. If theory used is inadequate it matters relatively little whether the claims about particular aspects of reality are in fact empirically accurate.



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For many decades though Africa attained its independence in the 1960s, social engineering in the colonial context was western and driven by the state whilst other role players were marginalized. Intrinsicly, there was an alleged homogeneous meaning of development cutting across cultures and all other spheres of development. This has however, made the discourse on development not an internal process but one that is directly tied to external interests. Imperative to note here, is the fact that, political independence in Africa was achieved through the ability of the leadership of nationalist movements to capture the imagination of popular formations, uniting them in the promise that only through self-determination and independence could all their aspirations be achieved. With the attainment of political self determination from the colonial authority however, the new occupiers of the state machinery (the elites) were reluctant to accord

the same rights to others. The state became the sole developer and unifier of society. The popular associations, political organizations and unions that had brought about the nationalist leadership into power gradually began to be seen as an obstacle to progress (Manji, 2002). In other words the centralization of the state was a colonial legacy in Africa.

In this regard questions arise as to “what is development then?” Is it value-laden or purely a utilitarian. Dudley Seers’ argument that “development is a normative concept, a synonym for improvement which is centered on the realization of the potential of human personality by fulfilling physical necessities” (cited in Rahim, 2006:82). In other words, “the concept of development should have a human face; it should go beyond the reproduction of physical existence and thus complement other social variables which make human beings more than utilitarian creatures. People should be the centre of development for them to be able to regain their political, economic and social autonomy to make a difference where there were none before. This means that if the goal of development is to make things happen for and by the people then, development is therefore a people driven struggle whereby people are hardly passive beings but are rather active agents of social transformation” (Rahim, 2006:862). The modernization perspective therefore is purely structural as it emphasizes on growth and individualism, thus paying little attention to the human dimension. In a sense each society should regain the right to organize its existence as it sees fit outside the system now in place, by limiting the role of economics, giving up the accumulation of material goods, encouraging creativity and ensuring that decisions are taken by those directly concerned.

Technically, modernity simply refers to the present and any society that is still in existence is therefore modern because modernity is independent of culture and can be adapted to any society. The proponents of modernization however, typically view only western society as being truly modern arguing that others are primitive or unevolved by comparison. In other words modernization is viewed as a process whereby a development such as new data technologies controls the limits of human interaction. From a human perspective however, both the developments and the altered opportunities made available by these developments are shaped and controlled by human agents. In this regard, modernization is a product of human planning and action and also an active process of being both changed and criticized.



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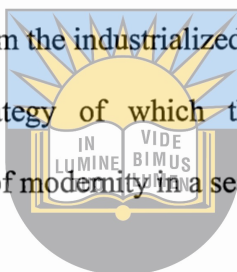
Furthermore there is a difference between the initial conditions of the so called developed countries on the event of their entry into modernization and today's developing countries. For instance the modernization approach carries the assumption that many problems of developing countries should be resolved by modernizing their legal and social structures according to an idealized western notion of development. In this, there is a failure to appreciate that the so called problems in developing countries had a different dimension altogether to those of Western societies in its pre-modern stage. The reformers were poorly informed about the political, economic and social conditions of developing countries. For instance, developing countries have multi-sectoral structures whereby both traditional and modern structures are prevalent. It has also been found that political development was neither a necessary condition for modernization nor a sufficient one.

Huntington, (1993) commented that it was indeed a mistake to equate modernization with political development in the first place, as many aspects of modernization such as urbanization, increasing literacy, industrialization and the spread of media, coincided in developing countries with their stagnant political development or even with the decay of political institution.

Modernization also emphasized on the growth of modern industries and on the contrary, the traditional indigenous industrial activities in African societies were impeded during the colonial era and suppressed in order to secure the colonial powers' companies or those of white settlers. If African governments had wanted to ensure that African industry could catch up on the development that Europe and North America had once gone through, they should have begun with what already existed and built up and expanded the industrial sector from the ground up and internally in the pace with the development of the other sectors like local crafts and trades at small scale entrepreneurs. Essentially if modernizations were to have a human face it should not have just implied economic output which leads to trickle down effects as is implied by the modernizations theory. It should however, have encompassed changes with regards to all the different spheres of development which are; societal changes, structural changes, cultural changes and economic changes which would eventually lead to a ubiquitous transformative development.

This is because with minimal capital and maximum labor input, limited and mostly handed-down commercial and technical knowledge, without experience in company

management and marketing, using easily procurable tools and locally available raw materials and adapting to the low educational level of their workers as well as patchy infrastructures, these businesses, produced goods and provided services for the local people in town and country. Most of the new governments however, did not recognize and promote these activities as the starting point for development. Instead they saw them as being backward and subjected them to discrimination and marginalization and pursued a different strategy making sure the most up-to-date production technologies were transferred to African countries from the industrialized nations. This has implemented the beginning of modernization strategy of which the expectations from this were disappointing as it created islands of modernity in a sea of handed down imperfections.



Furthermore, the approach carries the assumption that the backwardness of the African states is an original condition which is characterized by indices of traditionality and thus those characteristics has to be abandoned. Rodney (1995) in this regard argues that Europe underdeveloped Africa in many different ways like for instance through slave trade where the able bodied men were taken out of the continent to work as slaves. The argument here is that Europe developed from use of African labor even though some Western critics argue that this act also benefited Africa through the development of infrastructure and even the now staple crops for most African countries like maize and cassava originated from the west in this way.

This is not true however, because the implications here are that there were no stages prior to the present stage of backwardness and also that the currently developed states were

once underdeveloped. All this is quite contrary because all nations have a history, none of them is today the same way it was centuries or even decades ago. Also the backward state of the African states is an externally imposed condition. Developed states did not develop in isolation but rather they had relations with the rest of the world. An example is the fact that, in Africa the slave trade transformed societies long before colonization did so again. In a sense, this also implies that through their labor the African states also played a crucial role in financing the capitalization of the now modernized states.



Intrinsically, there is therefore a direct linear relationship between diffusion of modern orientations and national growth because the greater the number of modern individuals the greater the possibilities for societal development. Practically speaking however, in the African context, the more modernized the people are, the more mobile they become and as such Africa records the highest brain drain of skilled labor. There is more of the depletion of the scarce resources in developing a workforce which in turn does not directly contribute to the development of the continent as a way of ploughing back but rather attains a license to fly abroad.

The fundamental question therefore, if one looks reflexively on modernization is about individual mobility, which seems to be a great opportunity for individuals to finally be free and plan their own biographies. In other words, the individuals are valued more than the community because here status is achieved and not ascribed. This has an intense challenge to mankind especially in an African context where collectivity plays a major role in daily lives because it has a lot of pitfalls, for instance, traditional social relations

and values disappear and are replaced by a much harder competition between people. There is now more importance in individuals than the community which is even contrary to the ongoing process of globalization which emphasizes the need for people to belong to a community for their own identity.

The approach was further supplanted by the minimalist state, which is the neoliberalism discourse which put much emphasis on the minimalistic role of the state and more roles given to the market. In this regard the main focus of neo-liberalism is the market whereby the ultimate goal of it all is a universe where every action of every being is a market transaction, conducted in a competition with every other being and influencing every other transaction. There is a new expansion in time and space of the market. There is emphasis on privatization of state owned enterprises, liberalization, deregulation and devaluation. This totally altered the development landscape of development in Africa and throughout post-colonial world. Similar to the modernization approach, the ideology had as its most important function, economic policy, safeguarding the right of minority elites to accumulate profits at the highest rate possible and others in the society benefit from any associated spinoffs (trickledown effect). The purpose of development is thus to guarantee economic growth so that other freedoms can be enjoyed at some indeterminate time in the future. State expenditure in this regard was supposed to be directed towards creating an enabling environment for growth and not be wasted on the provision of public services that in any case can be ultimately provided more efficiently by private enterprises.

Embedded in this neo-liberalism discourse however, were false paradigms that further crippled the African states most of which are suffering from external debts which are difficult for them to pay. There is the implication that the more a society modernizes and minimizes the role of the state, then the greater the possibilities for societal development which is not true in that, it only emphasizes individualistic fulfillments over collective discipline mainly because it follows a capitalistic form of development. This makes this perspective purely structural because it pays little attention to the well being of the masses thus resulting in more people becoming poorer with the dawning of each new day. The development of individuals in an African context can never be a solution since there is nothing like the so called trickle down effect which is assumed. Those who manage to make their way up never think of helping those at the grassroots level, they become comfortable and forget about what is happening down because of the colonial enslavement of the African minds. The grassroots people are even regarded as threats and thus nothing should be done to help them.

This has resulted in the distrust of the trickle down effect of past policies in that it does not tally with what is on the ground. In the current globalised capitalist society there is more of the agglomeration of capital in the hands of the few rather than the so implied trickle down effect. Also, one of the major barriers to true improvements in the well-being of African and other traditional societies has been a result of this concept of development as a process initiated by external authorities and imposed upon local populations because this encourages authoritarianism and also precludes a rational examination of development priorities which external forces are generally unable to

provide. The collective and individual creativity of the overwhelming majority of Africans has been undervalued and underutilized in the denial of their capacity to determine their own future.

The failure of development as defined by modernizations has thus precipitated a shift in theory because though the vision of development had appeared to be offering a more inclusive path to progress than had been the case previously, the discourse was little more than a superficial reformulation of old colonial prejudices. In other words, the whole aspect of focusing on development of people and their well being covers a wide range of perspectives and involves so many issues that it becomes naive to seek a universal meaning to the notion of development. It is imperative therefore, to acknowledge that all aspects around the concept of development are basically linked by the fact that development is a human undertaking involving humanity in its totality. The concept of development as a process of self determination and empowerment is now emerging as a desirable alternative to the past theories. Whilst development from the modernization perspective was almost universally defined as growth in economic output and a corresponding increase in material standards of living, it is now increasingly recognized that development viewed from a purely economic standpoint excludes a variety of other socio-political factors by which the well being of a society should be measured. Thus from this revaluation, development can be defined as a process by which the members of a society increase their personal and institutional capacities to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations. There is therefore, a shift from a growth

centered to a people centered approach that encompasses the right of a population to secure basic human needs. The idea of meeting basic needs of all before satisfying the greed of the few has therefore become a central topic in the world of development debate to date. Virtually all aid donors and many international governments are officially committed to make meeting basic human needs a primary objective of development.

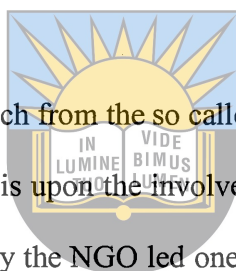
### **The Basic Needs Approach (BNA)**

Cassen, (1994) stresses that the focus on basic needs appeared to follow naturally from the evolution of development thinking during the 1970s. In this time emphasis shifted from economic growth towards the issues of poverty and income distribution after it became evident that previous development efforts largely by-passed the poor. The basic needs approach to development was thus stimulated by the World Employment Conference of the International Labor Office in 1976. They defined the five main basic needs as food, health, water and sanitation, education and shelter. By targeting scarce resources on the poorest 40 per cent of the population, the basic needs approach aims to eradicate or lessen hunger, disease and illiteracy with fewer resources and sooner than the round about method of raising incomes. This approach came as a counter to the failures of the modernizations approach to the development of developing societies because the approach instead generated a pool of frustrated and miserable people. In this regard, the development concept shifted to being basic needs oriented whereby priority was given to meeting the basic needs of all people through providing a standard of living adequate for health and well-being of individuals and their families (Gabriel, 1991).

Stemming from the failures of the modernizations approach, Gabriel sees a way forward as being a situation whereby a welfare approach is based on the transformation of the “backward” economies by industrialization, urbanization, technological transfer, financial aid and the integration of the third world economies into the capitalist world system. In this regard, the main actors would be the government and the voluntary sector with the government’s role being that of creating policies that support natural market process while that of the voluntary sector is of carrying out the social welfare with some minimal assistance from the government departments. His argument thus shares the same sentiments with this research as it also focuses on the redefining of the notion of development with much emphasis on the role of NGOs though of course not discarding the role of the state. There is however no distinct theory or set of policies that can be isolated and defined as the basic needs approach. This is because the approach represents a broad outlook on development which focuses on combating poverty and raising productivity of the poorest sections of the population. The basis of this vision is the belief that economic development can only be said to occur if it reaches all sections of the population. (Organization of Economic Cooperation and Development, OECD, 1977).

Streeton (1983) on the other hand argues that development from a human scale depends first on the acquisition of the material necessities for human existence such as clean water, food, clothing and shelter. In a way Streeton’s argument resembles the liberal approach to development which is described by Gabriel, (1991:17) as the “weak version” of participation. In this regard the weak version of participation is characterized by policies and programmes mostly of the bilateral and multilateral aid and development

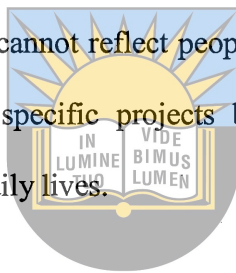
agencies which are the International Monetary Fund (IMF), the World Bank (WB) and the World Trade Organizations (WTO). In other words participation is viewed as a formalized process whereby the involvement of people will be an addition once minimal consumption levels have been met. The state here intervenes to replace the deficiencies of the “trickle down”, by direct provision of subsidised food, housing and other needs. Participation is therefore secondary and the participants are seen as essentially passive consumers of goods and services.



This research however borrows much from the so called “strong version” of participation, whereby there is increased emphasis upon the involvement of the indigenous groups and individuals in any project especially the NGO led ones. The poor and the powerless have to learn to direct their own development through grassroots organisations so that they will be able to tackle the causes of their backwardness and thus contribute to the way forward for their communities. In this way the poor and the powerless will not be viewed as passive but as potentially rich resource for self-help, given certain social and political circumstances. The emphasis of the basic needs approach is both on securing these minimum standards of material consumption at the individual level and on becoming self-reliant in attaining this goal. The sustainable provision of basic needs at the grassroots level is considered a prerequisite to political and economic empowerment.

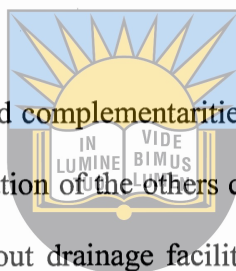
Within this context the identification of what constitutes the basic needs must be determined not by an external force but by the people who will be affected by the implementation of a subsequent development programme. Considering Africa’s past, the

development process there must be one of redefining and reacquiring the means of production on the basis of African need, rather than European priorities as the modernization perspective suggests. Since the definition of a basic need should vary both between communities and regions, and over time those individuals or groups best qualified to target needs and to mobilize resources to meet them will be those closest to the communities. The long term success of the programmes will therefore be more likely guaranteed by the education of the community concerned. This is because generally programmes imposed from above cannot reflect people's perceptions of their own needs nor their abilities to implement specific projects because sometimes they are even irrelevant to the realities of their daily lives.



Education in this regard is seen by the International Labor Organization (ILO), as a basic need and equality of access to educational services particularly in rural areas, is therefore an important ingredient of a basic needs strategy (ILO, 1977; 28 quoted in Rahim, 2006). A literate and numerate population is considered to be better able to respond to opportunities for improving production techniques. All education activities are based on the daily lives and livelihoods of indigenous people in order to reflect the local cultural needs. It can offer people the skills that they require for effective participation and for their abilities to press for better living standards. In other words, education is both an end in itself in that it helps to fulfill other basic needs as well as a means to lead to a decent life by becoming socially productive. The interrelated nature of education and development is viewed as a basic human need which equips people with the necessary knowledge and skills and enhances their capacity to accept change and new ideas. From

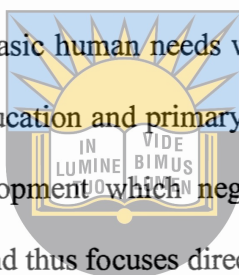
this perspective, a lack of educational achievements means many people cannot effectively participate politically, economically and socially at the local and national levels. Thus a lack of access to education is considered as a denial and violation of fundamental human rights in the BNA. The interface between educational achievements and development has helped shape the developmental discourse to be more human-centred than growth centric, thus going beyond consumerisms and pursuance of a decent life.



There is thus need for linkages and complementarities in the provision of basic needs in that provision of one need in isolation of the others can lead to counter productivity, for instance, provision of water without drainage facilities can lead to stagnant pools that attracts insects and spread diseases. In this regard the impact of investment in sanitation facilities on health depends on education in personal hygiene and curative medical services are likely to be rather ineffective if people are chronically malnourished, use germ infested water, have no sanitation facilities and follow poor health facilities. Thus Streeten sees education as a very important basic need that helps in the fulfillment of other basic needs and helps in improving the quality of life. On the same note, Noor (1980) further argues that education can be accorded a higher place among the several basic needs because it forms a critically important factor in the BNA as it is fundamental to the fulfillment of all the other basic needs. Through education such basic needs as utilization of health facilities, shelter, water and sanitation can be realized and it also can have effects on the behavior of women on decisions relating to fertility, family welfare and health. Thus lack of access to it denies many people the opportunity to participate

fully and meaningfully in the social, economic, cultural and political life of the community.

More importance is also placed on participation whereby all people (indigenous) are expected to take part in the projects going on in their areas at all varying levels like decision making and even in the education process and rendering of the other basic needs. In a sense, the approach brings about a basket of material and participatory aspects as it focuses directly on basic human needs which take into account the right of access to public goods such as education and primary health care. The approach thus de-emphasizes growth driven development which neglected to evaluate the benefits of growth in national development and thus focuses directly on basic human needs.



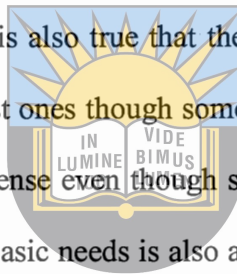
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This kind of approach sounds reasonable as compared to the modernizations approach, though there are indeed a lot of critiques against it like for instance, Streeten (1983) argues that, if this approach has so much to recommend why has it failed so far to become the chief focus of development aid programmes. There is need to demystify the myths that are embeded in it for instance, meeting basic needs on a sustainable basis calls for considerable investment and steady growth, but distributed on a more equitable basis for example through expanding the production of food rather than export crops and favoring efficient labor-intensive technologies rather than capital-intensive ones. In addition a growing body of evidence suggests that a basic needs approach acts as a stimulus to productivity. A healthy literate and well-fed labor force is capable of greater

physical and mental effort than one that is ill, hungry and malnourished as shown by examples from Japan South Korea, Taiwan and Israel (Streeton, 1983).

The other myth embedded is the fact that the “basic needs” is driven by socialism or communism and as such most countries that co-operate with the western nations do not wish to adopt these ideologies or forms of government. The argument is that, it is a fact that the only societies which have succeeded in meeting the basic needs are those which have also reduced inequalities. It is also true that there is less inequality and poverty in socialist countries than in capitalist ones though some socialist countries have also failed in meeting the basic needs. In a sense even though socialism is not a prerequisite to the BNA but it somehow helps. The basic needs is also argued to be lacking serious analysis and of being largely rhetoric because its implementation is either fuzzy or inefficient and unsuited to achieve the declared objective and possibly counterproductive.



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It considers participation as an addition once minimal consumption levels have been met. The state in this case intervenes to replace the deficiencies of the “trickle down”, by direct provision of subsidized food, housing and other needs. Participation is secondary and participants are seen as essentially passive consumers of goods and services instead of recognizing the ongoing struggle of the poor themselves to provide their basic needs and thereby emphasizing on participation and employment. In this case the poor are not viewed as passive but as a potentially rich resource for self-help, given certain social and political circumstances.

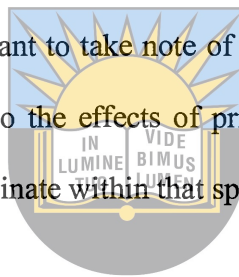
In other words, the proper objective of participation should be to ensure the transformation of existing development practice and social relations, institutional practices and capacity gaps which cause social exclusion. The local patrons should be portrayed as being of great utility to lowers with the former preferring to work through the poor within them rather than take their place. Within historical processes of community formation, popular agency can often be co-opted into projects of establishing local ethnic territorial hegemony and utilized as the basis upon which local development is pursued. This is because within an African context participation forms an element of local citizenship obligatory which is frequently institutionalized within hometown associations (Henry, 1996).



Such traditions and associations contain structures of domination which oblige members of clans and ethnic groups to enact development as part of their identity. This is the basis of many local initiatives instead of basing their approach on participation as a right approach that has been pursued by international development agencies over the past two decades because the traditional form can in some instances lead to heightened levels of oppression and the emergence of civic virtue. In other words transformations need to reach beyond the local and involve multi-scaled strategies that are operationalised at all levels- individual, structural and institutional and are linked to a radical development project.

Furthermore, the temporal dynamics of participation are also important in understanding the potential for transformative development. There is need to understand how

institutions and agencies evolved over time because somehow participation is ill-informed in that it tends to homogenize the places in which political actions occur. The most prevalent tendency is that of treating the local and community as self-evident and unproblematic social categories. In other words there is need to view places as sites where complex social worlds are situated so as to avoid the tendency and thereby produce less essentialist analyses. Political practices take place at and across a range of sites which put community back not in an idealized or abstract sense but as a living and contested entity. Thus it is important to take note of the historical construction of place-based identities that is sensitive to the effects of prior processes which are themselves shaped by forces that may not originate within that space.



Representation is another important issue that has to be considered in the BNA because for reforms such as decentralization to be transformative they need to be promoted by a political party that represents both a substantial section of the disadvantaged and excluded citizenry within a broader project of social justice. This is an important aspect which can mean speaking of, that is, constructing account and writing texts or “speaking for”, which means advocating, mediating or even a combination of the two. This will ensure the involvement of all members rather than the interaction of the leaders only in decision making. This will avoid the risky usually made by the poor who willingly hands over this right to others. Williams et al (2002) similarly repositions local power brokers as being highly valued by the poor as people who can represent them at higher levels rather than as self seeking entrepreneurs of those who might seek purer forms of involvement of the poorest themselves. At times for reforms like decentralization to be

transformative they need to be promoted by a political party that represents both a substantial section of the disadvantaged and excluded citizenry within a broader project of social justice.

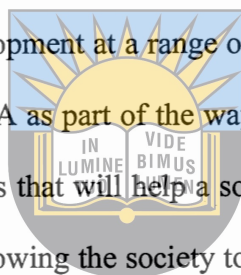
Possibly, stemming from such considerations, Baran (1959) argues that in the underdeveloped countries, it's only the state that has the position to mobilize the surplus potentially present in the economic system and to employ it for the expansion of the nation's productive facilities. On the same note, Goulets (1992) adds that, both the indigenous bourgeoisie and the private sector were not in a position to lead the struggle against colonization or inherit state power after independence. The role of the post colonial state remains prominent in economic development. In this study, therefore, considering its emphasized role of NGOs in sustainable development, the role of the state is not being discarded in the developmental profile, but rather NGOs are considered a necessary partner in steering sustainability only when they work within the parameters or mutually with the state and not independently as also apply the role of the state.

It can also be argued that the BNA is somehow a problem solving approach which can be a devastating quality in that the leadership in this case denigrates the community by emphasizing the severity of the problems in order to attract resources and people in these communities. This ends up internalizing a view of the people themselves as incapable of initiating positive change, thus leading to a perverse feeling of hopelessness. Communities become further weakened by reliance outside institutions to solve their problems and perversely those institutions develop a vested interest in maintaining this

dependency. Also through this viewing of a community as a list of problems and needs leads to a fragmentation of efforts to provide solutions, thus denying the breath and depth of community wisdom which regards problems and community's own problem solving as tightly intertwined. There is therefore need for a shift from a problem based focus to an asset based approach which is transformative in thinking, practice and even educational courses.

It is also not clear whether the basic needs approach mobilizes the power of the poor to improve radically their situation or whether it reinforces the existing oppressive order. This is because the approach has always not been beneficial for instance to the rural population who are usually replaced by new technology and mechanizations which drives them out of the productive economic activities. Manufactured goods also replace the local hand-made items thus destroying local industry and commerce. Planning in this approach is also top-down just like in the, modernizations rather than being interactive, as a result it tends to encourage dependency rather than self-reliance and independency. The other problem with the basic needs approach is on the specification of what basic needs actually are, and at what level they should be satisfied. If they are determined by the poor themselves, what should be done when their choices are obviously suboptimal and differ from those of policy makers? To what extent should basic needs be met from internal resources and with outside support? Are the basic needs an end in themselves or are they merely an instrument for developing human resources (productivity) Does income inequality necessarily conflict with the achievement of basic needs or are they compatible.

Moreover, Rahim, (2006) argues that, by focusing on basic needs for the development of underdeveloped countries the BNA fails to become a grand theory on a world scale. This can be further supported by the fact that there is no distinct theory or set of policies that can be isolated and defined as the BNA. It is important however, to note that even though both the modernization and the BNA have failed to steer sustainable development, there are however, good reasons for remaining optimistic concerning the potential of participatory approaches to development at a range of levels. This research thus employs some superior ideas from the BNA as part of the way forward, for instance, investing in economically productive activities that will help a society to carry its own weight in the future rather than focusing on allowing the society to consume just enough to rise above the poverty line which is what the BNA basically does. In this regard, “transformative development from within” is the strategy being advocated for because it ensures the development of people from within their communities, of which considering the experience of the South African rural communities from apartheid this can be a necessity.

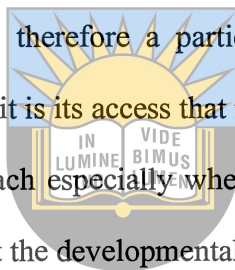


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### **Transformative Development and the NGOs.**

Transformative development is some sort of endogenous community development that culminates in building communities from the inside out (from within). There is respect of the cultural identity and lifestyles of each society and the approach is somehow a need oriented and based on the transformation of social structures. In this regard the assets of a community are identified and mobilized thus leading to a creation of local economic opportunity. In a sense, it is an asset based community development approach whereby

the starting point should be the existing assets and strengths of a community (unrecognized and hidden assets) which needs to be identified or mapped. Such assets may include personal attributes and skills as well as the relationships among people that fuel local associations and informal networks. Thus starting from mobilizing such assets can activate more formal institutional resources such as local government, formal community based organizations and even the private enterprise. This will also sustain community development process and multiply their power and effectiveness. Intrinsically this implies that social capital is therefore a particularly important asset because it provides access to other assets and it is its access that is the most critical resource of all, it is key to a people-centered approach especially where there are complementarities and commonalities of interests amongst the developmental stakeholders.



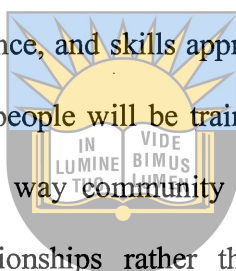
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This basically implies that, whilst past theories such as the modernizations and the BNA have focused on economic growth and provisions of basic needs respectively as being the way forward for the development of the developing countries, in transformative development, social capital is put at the centre of any alternative way to development. This is basically because the battle to get development is viewed as a process that has to inherit an inside out, that is, it should start in the minds of the people, their social interactions and abilities. In other words the biblical proverb which says "...as a man (sic) thinks in his heart so is he... (Proverbs 23verse 7)" can explain it better. People should have their own right to think about the way forward to their development because if things are dictated to them, then duplicates which are not helpful at all are to be produced. This has been the case for decades, thus through a development from within

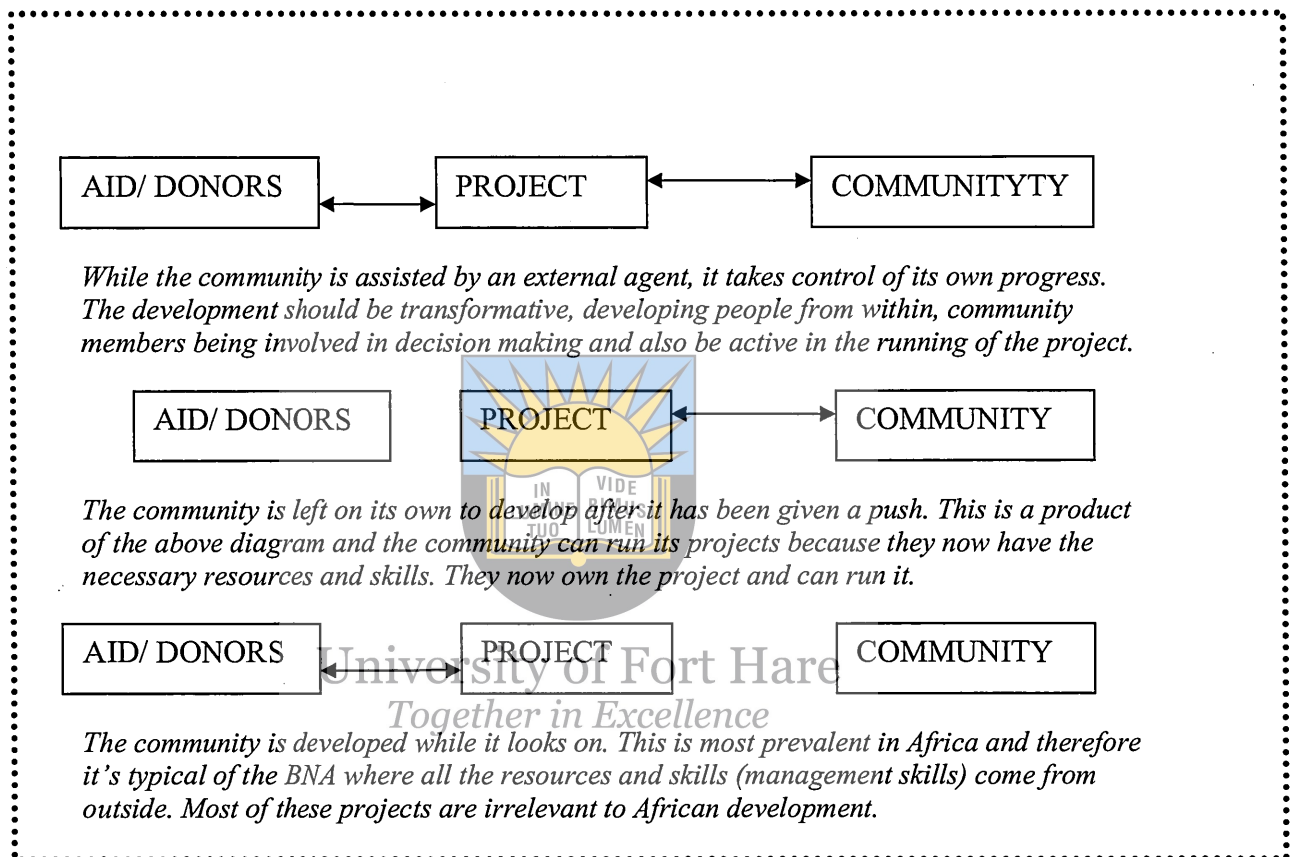
which takes a transformative kind of approach, people should be allowed to think their way out so that instead of duplicates, originals are to be produced which is what is needed and will be the best models.

When community development takes a transformative approach it must be educative. The education rendered to the people has to produce employers not merely employees. The education also needs to be focusing on capacity building. This is when the education focuses on developing the confidence, and skills appropriate to run and manage projects to serve the community. By this people will be trained to run projects that respond to their needs and priorities. In this way community development will be creating and encouraging interdependent relationships rather than dependent relationships of a community with the others. A transformative approach to community development in Africa and other third world countries is an alternative that can yield better results as demonstrated in diagram 1 in the next page.



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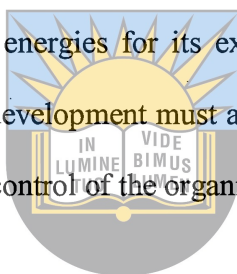
**Diagram1: The diagram is an illustration of approaches to community development and how transformative approach to development can be reached.**



Adopted from Kotze and Swanepoel (1983:4).

A transformative development also implies that even after the withdrawal of donor funding the communities can still continue with the project without any problems because it would have acquired both the leaderships and the technical skills that are necessary for the sustenance of the project. This means that people should not be given “fished fish” but should be taught how to “fish” so that they can be able to sustain themselves.

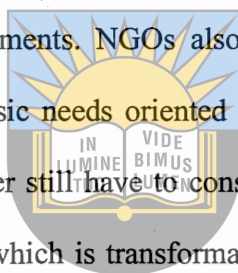
In this case when people participate in the project from its initial stages this will promote a sense of community ownership of the project, the motivation to continue with and further develop, thus the project increases greatly. The programme will also be rooted in the traditional culture of the society which further improves chances for long term successes and sustainability therefore. This will even ensure equitable distribution of the benefits thus enhancing empowerment within the community itself as it also allows for collective commitment, determination and willingness by the people to undertake sacrifices and expand their social energies for its execution. In other words a people oriented basic needs participatory development must always hold as an explicit objective the empowerment of people in the control of the organization



In some sense, the distinction here is similar to that made by Escobar (1995) between “development alternatives” and “alternatives to development”. This means that, NGOs as “development alternatives” are seen as exercises in reform having little effect on the underlying role of development in ordering and governing society. On the other hand, as “alternatives to development” they are seen as exercises more likely to transform society and enhance human fulfillment. The distinction thus being between a partial, reformist, intervention, specific alternative (resembling the BNA) and a structure changing, radical, systemic alternative which is what can be termed transformative development. In a sense a transformative approach to development will lead to a locally and economically sustainable environment as the very people who are concerned become the centre of the development. The fruits can therefore be enjoyed even by the future generations. This

kind of development also calls for complementarities and commonalities of interests amongst the different stakeholders concerned in the field of development.

Local NGOs in this regard are considered as being uniquely suited to pursuing development within the participatory paradigm because of their long history of involvement in the development process. They tend to have accurate knowledge and understanding of local needs and capabilities and also they are smaller and more flexible than official agencies and governments. NGOs also possess a natural affinity to the philosophy of people centered, basic needs oriented development in focusing on small scale local priorities. They however still have to consider a shift from a problem based focus to an asset based approach which is transformative in thinking, practice and even educational courses and that aims at developing people from inside out.



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In South Africa today, local NGOs face increasing hostility from a national government suspicious of their motives and reluctant to relinquish political space to civil society (Cawthra et al. 2001). Many local NGOs have lost large numbers of their staff to positions in the state apparatus (James 2000, Smit 2001), and the NGO sector is in dire financial crisis as a significant proportion of the donor funding it had almost exclusive access to, under the apartheid is now targeted at the democratically elected government and its development initiatives. In most cases local NGOs are even less powerful than they were under apartheid when they had the ear of the international development community as well as its trust and resources (Pieterse 1997). The environment is so hostile which as a result can not give birth to an economically sustainable society.

Analytically, taking it from the way Bangladesh has made it to where they are today, through sharing a pragmatic kind of approach whereby both the state and the NGOs respond to people's needs and intervenes in their interests, South Africa can also learn something from there. Both the state and the NGOs in this case can move towards a closer identification with the common African norm of "Ubuntu", as a way of mobilising and claiming legitimacy by identifying with this African value. "Ubuntu" is a Sub-Saharan African ethnic or humanistic ideology focusing on people's allegiances and relations with each other. The ideal of "Ubuntu" is that the individual and the collective are inseparable. In other words the actions of one person have repercussions throughout the community. Thus, this value can unite the different role players in development to have mutuality of interests as they will have to know the centre of their focus as compared to the modernisation approach which focuses on raising competitive individuals rather than societies. The African society values collectivism as is portrayed in the words of Desmond Tutu in his analogy of the meaning of "Ubuntu", where he says;

A person with ubuntu is open and available to others, affirming of others, does not feel threatened that others are able and good, for he/she belongs in a greater whole and is diminished when others are humiliated or diminished when others are tortured or oppressed (Tutu, 1999: 132).

In other words the concept of "ubuntu" defines the individual in terms of their several relationships with others which is basically what identifies Africans and thus should also define their developmental profile, that is, should be a collective participatory approach whose centre is the people themselves and thus tucks "development from within" which

is transformative in nature. In the political sphere in this regard, there should be unity or consensus in decision making as well as the need for a suitably humanitarian ethic to inform those decisions.

This is because NGOs in South Africa have played a pivotal role in the anti-apartheid struggle and in providing crucial social services to disenfranchised populations under the apartheid government. The ANC itself, just prior to its historic election win in 1994 recognised this critical role for NGOs in South African development, when it published its ideas for reconstruction and development in the country. It noted that mass organisations like NGOs must be actively involved in democratic public policy making and that measures should be introduced to create an enabling environment for social movements (Michael, 2004; 114). It surprises however to discover that after the struggle these partners are just ignored and their role is no longer considered as important. The fact that most people at the grassroots level are still suffering is a pointer to the fact that something needs to be corrected, a certain gap has to be closed which is why this research is arguing that local NGOs have a role to play in the development of South Africa. This is because local NGOs are familiar and have more knowledge about the societies in which they work.

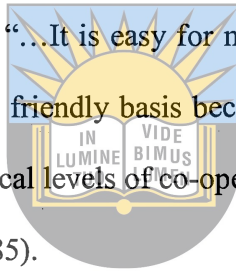
It can be a possibility for communities to mobilise various community assets to bring about a positive change ranging from social, structural, cultural and economic changes. Particular individuals like traditional leaders or leaders that emerge because they have had some formal education, they have travelled or worked elsewhere and returned with

new ideas can be in a position to catalyse the process of development in their communities. They can be able to recognise the potential within the community as well as the potential outside which can be through the “sons and daughters” living elsewhere, sometimes in larger centers, and also opportunities available through linkages with external institutions.

This has worked in Tanzania whereby the strong history of social co-operation and collectivism has created a present-day society in which the principle of organisation for the common good is embraced. The local NGOs there have managed to have a highly specialised approach to development work whereby the local NGO sector is characterised by very little duplication. This duplication can happen in cases where there is no mutuality of interests among the role players like is the case in South Africa. In this regard there will be wastage of resources focusing on same issues because of the rivalry. In Tanzania, NGOs do not complain even about lack of funds not because they do not lack, but because they see their role as one of doing the best they can with the little they have, which is a good spirit (Michael, 2004). Probably this could be part of the legacy of the socialist rule in the country and its self-help philosophy as some may argue. But still there is a strong spirit of voluntarism portrayed and this has allowed NGOs to survive and mutually contribute to development in the country.

There is now a significant change in the government’s attitude towards NGOs in the county as can be evidenced by the fact that research have even indicated that the voice of local NGOs as a whole has also been gaining prominence in the growing national debates

over land issues and constitutional reform. This has even resulted in a close relationship between NGOs and government personnel in the country which explains why there are no tensions between the two as compared to South Africa where most of the NGO staff is shifting to government positions. From this Tanzanian experience also, it is clear that a mutual relationship instead of animosity between the two can yield better results in terms of sustainable development. If there are good relations between the personnel from both parties then it will be easier even to facilitate the work of both parties in the same way an NGO director was quoted saying; "...It is easy for me to contact people who are in the government and talk to them on a friendly basis because of the strong personalistic ties which seem to have encouraged local levels of co-operation between the government and the NGO sector" (Michael, 2004; 85).

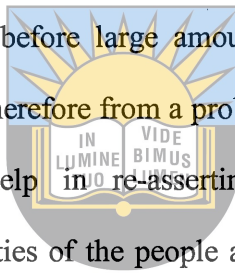


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There is value placed on people in this regard from both the NGO and the government side which is the reason why the research places much value on the role that local NGOs can play in sustainable development especially in an African context. NGOs are uniquely suited to pursuing development within the participatory paradigm basically because of their commitment in integrative values, over political or economic values. This gives them a natural orientation to the perceived needs of politically and economically disenfranchised elements of the population that are not met through the normal political processes of government or the economic processes of the market. Post colonial Africa has witnessed a variety of programmes initiated and implemented by Northern organizations with a grass root perspective of development, defining their priorities on a human scale.

In other words local NGOs should rise up and correct their history and also reclaim their image. An example of this history is the fact that in West and Central Africa, non-profit regional training institutions with a strong focus on rural development have acted on behalf of village communities since the mid 1960s (OECD, 1988). Women's groups have formed the foundations of many of Africa's most dynamic self-help organizations functioning today. Such indigenous self-help organizations have replaced the strong family relationships that existed before large amounts of male rural-urban migration occurred (Jonson, 1990). A shift therefore from a problem solving BNA to an asset based transformative approach will help in re-asserting the African heritage through emphasizing the inherent capabilities of the people and thus re-motivating them to take control over their livelihoods not remade. Thus local NGOs are the best to steer up a sustainable African development because they are basically meant to facilitate the articulation of the needs of the African people and they provide a foundation for the poor to construct in ways suited to their own needs. Their long history of involvement in the development process makes them to have accurate knowledge and understanding of local needs and capabilities as compared to the Northern NGOs.

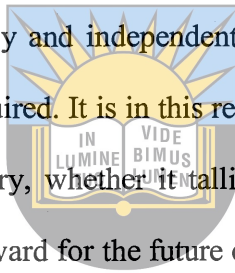


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## **Conclusion**

It is clear from this intensive reviewing of literature that, it is the failure of successive generations of imported western development strategies and projects to deliver meaningful reductions in poverty and achieve basic needs in Africa that have provoked a deep questioning of Western concept of development. Non-Governmental Organizations

(NGOs) and development practitioners are now increasingly focusing their attention on strategies which build upon local knowledge, skills and resources whereby the concept of self-reliance and local economic development are examined in the context of development challenges which face Africa. Considering the transformative development from within as the way forward, it can also be realized that while people can develop themselves in this context, there are some issues that have to be resolved. For instance, due to their disempowerment and historical marginalization, isolated individuals are at present incapable of autonomously and independently pursuing their own development and thus a collective action is required. It is in this regard that the following chapters will focus on empirically testing theory, whether it tallies with what is on the ground and eventually looking at the way forward for the future of development in the South African context. The immediate chapter to this therefore gives a clear profile of the area that was used as the field for testing theory.



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## CHAPTER THREE

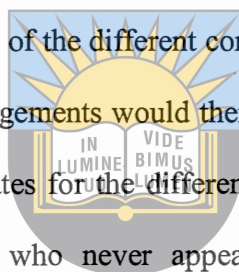
### THE NGO ACTIVITIES

#### Introduction

This research was carried out in the Eastern Cape Province of South Africa where data was collected from the rural communities that have projects going on which were established by the “X Rural Centre” which is an NPO that operates in basically offering trainings on different areas like Home Based Care and courses that involves hand work like beading and gardening. Three communities were visited which includes **Community A**, **Community B** and **Community C**, all of which are rural communities (names withheld for anonymity sake). The study was empirical, involving the collection, exploration and reporting of information on role of NGOs in sustainable development. Both quantitative and qualitative approaches were used in the collection of data. In this regard data was collected through interviews as well as questionnaires. The questionnaires were given particularly to the chairpersons of the communities, director, financial manager and the coordinators of “**X Rural Centre**” which is the organization in charge of the trainings in the different communities where the research was undertaken. This was basically because these people were literate enough to respond to the questionnaires on their own. The questionnaires contained questions that ranged from the individual work the NGO is doing to its relationship with the different communities to which the services are being offered.

Interviews with the community members took the form of direct discussions with the help of an interview schedule where by the researcher would fill in the information as the

respondent answered. The respondents in this regard were the community members of the different communities as mentioned earlier. A mobilization cycle/community development cycle was used whereby the researcher had to first get the permission and authorization to do the work of data collection in the various communities from the community representatives like the chiefs and the headsmen as they call them. This process took an agreement between the researcher and the director of the NGO whereby the community was alerted about the in coming of the researcher and thus it was easier to mobilize the community members of the different communities in which the organization executes its training duties. Arrangements would then be made with the chairpersons for the setting of the appointment dates for the different communities. This thus made the work easier for the researcher who never appeared as a stranger in any of the communities but appeared as part of the community members just carrying an academic research.



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The people would in this regard gather in one place on the days of appointment and the researcher would always be available though at times the people had to postpone the meetings when the researcher had already arrived, thus calling for patience. As the research had employed a stratified random sampling for the selection of the respondents, it was always the rule for the researcher that 60% of the respondents in each community has to be females and 40% males so as to keep up with the plan of the proposal. These percentages for both males and females were derived from the fact that from the population of the people trained by the organization 60% were females and 40% were males which eventually was adopted by the research to be the standard for the

determination of the number of people to be interviewed per gender respectively as explained clearly in **chapter 1** of this study. Confidentiality was emphasized to the respondents in all the data collection, even as it was ensured by the anonymity of the interview schedules. The interviews were conducted in a singular fashion so as to eliminate any mob answers and to get various answers that could facilitate a clear picture of the situation. This is because this would prevent a situation whereby in a group setting some participants might not have an opportunity to air their views without any form of outside interference from the more vocal members. Caution against people assuming that the research will solve the problems was assured through explaining to them that this was a voluntary exercise and conducted by a student for academic purposes. This was because some of them felt that by mere participating in the interviews they had to be paid one way or the other. The attitude of the respondents thereafter was one of a positive nature because initially they could not fully understand the purpose of the study as some had the impression that the researcher was from the government office coming to evaluate the projects. Thus the explanations helped because afterwards the respondents were more than willing to offer their time to conduct the interviews which was positively recommended and appreciated by the researcher.

#### **PROFILE OF THE ORGANISATION.**

Though the actual name of the organization is withheld for confidentiality sake, it is said to have been derived from the sufferings of the people and thus it implies “a bursting out of people from pain”. In other words this organization was borne out of the pains or sufferings of the people because they had been neglected by their government (as they said) and any other source of helping hand in terms of relieving them from the challenges

they face in their communities. As a result the organization was a response to these cries/ crisis from the people.

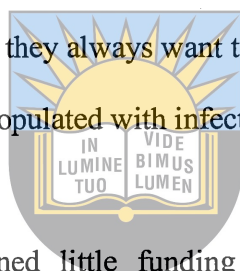
The organization's background was in such a way that it was established in 1998 by a number of local inhabitants with its main aim being the upliftment of the disadvantaged local communities. It was registered as a Non-Profit Organization (NPO 025-201). It initially concentrated on training rural people in life-skills programs and micro-enterprise income generating projects and managed to organize and conduct a considerable number of such courses from 1998 to the early part of 2002. These projects were funded by the local communities and contributions by the participants, but due to the lack of outside sponsorship these activities could no longer be continued and the organization became largely dormant. This was basically because the most of the community people were poverty stricken though they had a heart for development.



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The project was however revived by the local support from a few members in 2002. They established an office and were registered with the national department of social development as a NPO. Since then the organization actively established linkages with national, provincial and local government as well as other institutions/local NGOs operating in the area and embarked on an active campaign to obtain public and private sponsorship for its proposed activities. They made contacts with "Hwesta", which is a community of artists and those devoted to art like for instance, digital art, skin art, themes, wall paper art, traditional art, photography, poetry/prose and any form of art. In this way, the necessary training and other requirements were fulfilled for provisional

accreditation as a Training Service Provider (TSP). Since then, with limited local support a number of workshops and courses were conducted in Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome (HIV/AIDS), Sexually Transmitted Diseases (STDS) and Tuberculosis and Directly Observed Treatment Short Course (TBDOTS) Training, Life-Skills, Health and Home Based Care and general Capacity Building in local communities. These trainings were necessary in these rural communities because most of the sick people are generally found there, including even those who got infested when they were in the urban areas they always want to go back and die home, making the rural area to be somehow highly populated with infected and affected people.



In 2003 the organization obtained little funding from the European Union (EU) Foundation for Human Rights for a two-year project aimed at alleviating the effects of HIV/ AIDS. Sexual Transmitted Infection (STI) and TB on the basic human rights and living conditions of children in affected households/ families. It has trained a number of fieldworkers and is at present actively conducting a research programme and building a database on this problem, as well as, assisting affected families to obtain public and or institutional aid. At least this helped in the sustainability of the skills because even when the funding is not there people have the know-how, that is, social capital trained and readily available to help in the communities that they are part of.

During 2003 the organization under the auspices of and with funding from the University Museums and Collections (UMAC) also organized and conducted a project that dealt with growing flowers as a course and succeeded in one of the local

communities. Since then a partnership agreement was signed with UMAC to become its service provider in the Eastern Cape and planning is at present being done to undertake further capacity building programmes in partnership with UMAC in the near future. The organization also assisted the Independent Electoral Commission (IEC) with trainings in preparation for the 2004 elections in local communities and it received limited ad hoc funding.

With the limited funding received from the above institutions the organization is hard pressed to maintain its head office to retain its trained head office and field work staff and continue its much needed activities. This might sound difficult when considering the issues that the BNA focuses on, but the point is an organization will always have to have some administrative costs for it to stand and be organized. In spite of continuous consultations with the local municipal as well as regional and national authorities only empty promises of public funding has so far been received which in a way affects the sustainability in terms of funding.

## **PROFILE OF THE COMMUNITIES**

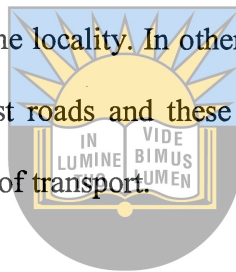
### **COMMUNITY A**

This is a small community that is on a mountainous terrain with rich valley soils that supports thick vegetation. The place is remote and is challenged in terms of access to certain amenities, for instance, there is no clinic in the area and people only get the services of a mobile clinic which they said visits the area hardly twice a month. There are

a number of old people and orphans who needs a lot of care yet there is no orphanage home or even an old people's home.

### **Women**

Women are the majority population in the area as even the community chairperson was a woman. Shops are also scarce and people usually have to go and do their shopping in Fort Beaufort town yet transport is a big problem since even hiking is so difficult because the hiking place is very far from the locality. In other words, there is poor infrastructure in that the roads there are all dust roads and these are usually not preferred by most drivers thus leading to the scarcity of transport.



In this community it was easier to get people for the research interviews because the day which was scheduled for these interviewed was the same day where there was a community meeting and thus it was after the meeting that the people had to be interviewed which was a great success in this regard. In this community 18 people were interviewed of which 11 were women. These women were of the consensus that the NGO was doing more than good in their community because the community is just too remote and at times unreachable especially during rainy seasons because the roads are only dust roads which sometimes flood with water. Thus the NGO is argued to be a great tool for the community's empowerment and development. This is because since the NGO is involved in providing Home Based Care for the sick ,people in the community even when the place is unreachable during the rainy times then there are always people to attend to the sick.

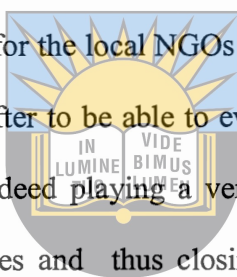
These women also argued that their labor was a great input and resource for the development of the community because they were more than willing to work though they only have the major challenge being that of funding. In a way these people are a form of social capital that has the necessary skills for Home Based Care, for example, which are needed on a daily basis. They also said there is need for an orphanage and an old people's centre which would help the needy people in this regard to be catered for easily rather than following them door to door which is time consuming and not very much effective.



### **Youths**

The youths are the second majority population in this community. Out of the 18 people interviewed in this community 5 were youths and they were all local residents of the community as they indicated that they were born and bred in the very community. They were all of the opinion that the NGO was of great relevance to their needs because they were even involved in the initial start of the projects that it offers and as such they contributed in the decision making process with regards to which projects to take first. They argued that the project has been and eye opener for many of them and even a form of career guidance course because somehow after the trainings they were able to identify the careers that they would love to pursue in their lives. In this regard they argued that some of them have even gotten employment and some are working as volunteers in clinics and are somehow assured of a better future to come their way as they continue to serve. In other words the youths were arguing that they have been helped to be socially relevant to the development of their communities.

Men also in this community identified themselves as builders of the community and were of the opinion that the NGO was relevant to the community's needs (people to attend to those who need home based care) because it addressed the very issues that were affecting the people in their daily lives. There were 2 men who were interviewed in this regard and both of them were so positive about the NGO and they were of the opinion that the government should help sustain its activities through the provision of funding and even making some budgets specifically for the local NGOs at the beginning of each year. This would help the government thereafter to be able to evaluate the progress that have been made because these NGOs are indeed playing a very crucial role in reaching to the unreachable grassroots communities and thus closing the gap which the government have been failing to close up (inability to reach to other areas).



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### **PROFILE FOR COMMUNITY B**

This community is so remote, with poor roads and thus somehow difficult to access. It is located on an elevated flat terrain with rich soils as could be seen by the thriving gardens in the area. The area was showing signs of ongoing developmental processes as compared to the other communities visited because there is an ongoing work of building a community clinic which is big and about to be finished. This shows the development of the community. There is even a big building which has different apartments/rooms for the projects going on like the sewing and knitting projects. Some of the rooms in the building are even being used as classrooms for the school children. The projects are sustained even the gardening ones because they have some big tanks for water storages even

though there is need for them to be continually supplied with the water. In terms of other services in general the area is a bit better serviced, though, of course people still have to go to Alice town for other amenities since there are no shops in the community.

### **Women**

The population as shown in table 1, in this community was mostly made up of the women and the youth and the men were very few. The interviews were conducted easily though of course they initially postponed the scheduled times arguing about some other commitments like working at the clinic and some other meetings elsewhere that they had to attend to. Eventually however, the interviews were very successful because there was thorough look into the information that was needed and the people could understand what was demanded of them. A total of 15 people were interviewed from this community as shown in table 1 of which 8 were women who all of them were local residents born and bred in the very community and thus were very familiar with the issues confronting the community.

These women identified themselves as a multi-faceted group that has a multiple of duties to carry out as African women in an African rural context (duties like being mothers, housewives doing the cooking, washing and cleaning duties in the home and still expected to take part in the taking care of the sick in the community). They argued the NGO was so helpful in terms of educating and paving a way for cooperation among the community members. They also said that the trainings (home based care and others) which were offered by the NGO were very key considering the state of the community,

for the development of their community especially on the issue of HIV/AIDS and TB because even as there is a clinic being built they felt that it won't be a difficult task to find some people who are ready to do volunteer work and thus help in the running of the hospital.

### **Youths**

The youths who were interviewed in this research were also all local residents born and bred in the community and the entire consensus was that the NGO has done more than good to their future career guidance and even on how to contribute to the development of their community through even sharing their knowledge with the other youths and making sure they understand the importance of having such skills as community members whose communities are facing challenges. They argued that they are now a strong tool (social capital) in terms of contributing to the solutions of the problems besetting their communities rather than add to them. Out of the 15 people interviewed in this community 4 were the youths. They argued vehemently that all the youths should be taught how to be part of the solutions to their community's problems and they were also of the argument that such NGOs should also be supported from all angles of development because they are doing a great job that is capable of enhancing the development of the communities that are very much underdeveloped in terms of in terms of fighting the challenges that are facing their communities..

## Men

Three men were interviewed out of the whole population and they all were of the consensus that the NGO has done more justice to their community. They argued that there was need for more cooperation and participation (more people should be committed to the trainings) from the whole community so that such jobs of developing the community are not tackling from one sector of the community which usually is the men who think they have better ideas for development as compared to their female counterparts. In this regard they argued for a transformation of the whole of the patriarchal structures of the South African societies to give room for the cooperation and participation of all members in the developmental process of their communities as this they believed would do more justice than harm to the communities.

  
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## COMMUNITY C

The community though remote is better serviced in comparison to all the other communities visited. It is a densely populated community as could be indicated by the cluster of houses. Basically it has almost all the basic services like clinic, water, electricity, road infrastructure to mention a few. The people in the community were so eager to be interviewed, with most of them showing signs of understanding the need to share the information about their community as they argued that they believe that in one of the days they will find their community somewhere in higher ranks.

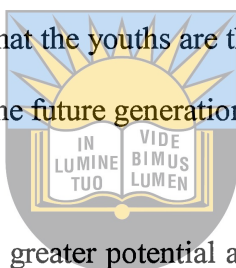
## Women

All the respondents from this community were local residents born and bred in the community. In total 10 people were interviewed of which 6 were women. These women were so happy about the NGOs as they all had positive remarks on it and were of the argument that it was doing a great job in training the people because most of them were just so hopeless about their lives and spent most of their times in such things as drinking and just enjoying themselves sometimes in ways that would risk their lives. In a way the majority of the population in the community is into alcohol. They argued that after the trainings their way of viewing things had totally changed and they now perceived things differently because they now are positive on their futures. Some of the women were already working in the local clinic whilst some were doing the volunteering work of going to houses of those people who needed home based care services and thus they have a feeling that they are being relevant for the needs of their community. They therefore recommended that other women in other communities can also be of great help in such activities if they would communities themselves and allow the NGO to offer to them the trainings that they needed. In a way they are a form of social capital that needs to be tapped into for the solution of the social problems besetting the community. This they argued would even help other women to be more relevant and responsible in their family's needs.

## Youths

In this community 2 youths were interviewed and they were of the opinion that the NGO though it was indeed relevant to the men and women they felt it was more relevant to the

youths in this community because most of them as a result of alcohol, are involved in issues of violence and probably its because there is high unemployment in the area. They thus argued that there should have been made to be the bigger percentage of the population to receive the training. These youths said that they felt that their lives would never be the same again as they now perceive things in a different way which is so positive and in a way transforming the thinking of the young generation is a surety to the transformation of the future generation and thus the sustainability of the services being offered. Sustainability in the sense that the youths are the leaders of tomorrow and if they are empowered then it means even the future generation is empowered.



The youths also argued that there is greater potential and strength amongst the youths to bring about transformation in their communities provided they have all the necessary resources because they still have the energy and are even able to come up with new ideas for the development of their communities. They argued that especially in their community, if the lives of the youth are affected positively then the community would see a great positive turning point because even in most of the criminal activities like house breakings and fighting the youths are also involved.

### **Men**

In this community 2 men were interviewed and they also were of the consensus that the NGO was doing a great job in the development of the community in that after getting the trainings most people felt challenged to go and find something to occupy them in form of jobs and volunteering to offer help for the needy in the community. This therefore gives

the community a sense of responsibility and togetherness in fighting the challenges (diseases, poverty and unemployment) facing their communities. The men also argued that the project was doing more than justice by putting the women at a level where they can cooperate with their male counterparts without feeling inferior. This is boosting the output of community efforts in that the women constitute the majority population in the community and thus they are more of a strong form of social capital (labor force).

The use of both structured and unstructured questions was of great importance in this research because the structured interviews, whereby there is a definite set of questions prepared in advance and the interview cannot deviate from the questions, allowed the researcher to keep the respondent on track and thus give the relevant information. On the other hand, use of unstructured interviews, whereby the questions were left open helped in allowing the respondent to discuss his or her views without restrictions. Its advantage was that it aided the ability to elicit information directly from the feelings and perceptions of the targeted group. This method was also used to help in provoking debates amongst respondents which were intended to give the researcher better insight into the issues in as much as many African cultures rely on small group discussions for decision making.

Furthermore in order to avoid biases created through the interviews an observatory participatory approach was also implemented. In this case participant observation is a straight forward technique whereby the researcher immerses himself in the subject being studied in order to gain understanding perhaps more deeply than could be obtained, for example through questionnaire items. Arguments in favor of this method include reliance

on first hand information, high face validity of data and reliance on relatively simple and inexpensive methods. The downside however, of this method is that of the increased threat to objectivity of the researcher, unsystematic gathering of data, reliance on subjective measurements and possible observer effects.

## Conclusion

Having shade a clear picture on the case study for the research, it is clear that that there are lot of challenges that the local communities face which somehow are viewed in varied ways depending on the category that is defining them, for instance, women feel they are the very inferior components of the communities who for a long time have been neglected and considered inferior in terms of contributing in decision making for community development. It is in this regard that the following chapter will center on data presentation and analysis in a way to explicitly lay down the results of what is on the ground with regards to the South African local NGOs. An assessment of the impact of NGO led projects on sustainability of their work amongst grassroots communities will be employed through a qualitative method. In this way the relative hypothesis pertaining to the role of NGOs in sustainable local economic development is going to be assessed so that its feasibility can be weighed.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

This chapter focuses on the presentation and interpretation of the information as is revealed by the analysis process done using SPSS soft ware. The respondents of this study consisted of women, men and youths as shown in table 1 below. All of the people who were interviewed were local residents in the different communities in which the study was carried out.



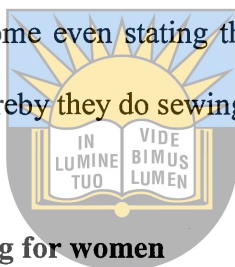
**Table I: Categories of the different people that were interviewed.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	women	23	53.5	53.5	53.5
	men	8	18.6	18.6	72.1
	youth	12	27.9	27.9	100.0
	total	43	100.0	100.0	

All of these respondents were born and bred in the respective communities in which they were interviewed which include Community A, community B and community C of which the real names are reserved for reasons of confidentiality. In total 43 people were interviewed amongst whom 23 were women, 08 men and 12 youths as shown in table 1. In this regard, to keep in line with the proposed percentages of the population groups, the total number of females interviewed was 26 (women and youths) whilst that of men was 17 (men and youths) which thus gave 60% females and 40% males respectively. About 97.7% of the whole interviewed population was of the opinion that they were very happy with the coming in of the project because to them this was an eye-opener and empowerment tool for the development of the community. Only about 2.3% were not

sure of what the project would offer when it started, so they were neither happy nor angry but were just uncertain of the way they could react. They however, argued that they understood that it was so relevant to their needs after it was explained to them what it was all about, thus even now they are still happy with the contributions made by the project in the community.

As revealed in table II, 60, 5% of the population was of the view that the project was both educating and empowering with some even stating that they have already started their own gardens and even projects whereby they do sewing for people and for their families.



**Table II: What the project is doing for women**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	educating	3	7.0	7.0	7.0
	empowering	11	25.6	25.6	32.6
	nothing	3	7.0	7.0	39.5
	1 and 2 apply	26	60.5	60.5	100.0
	Total	43	100.0	100.0	

The women view their role as multifaceted in the community. They argued that they are wives, mothers, caregivers as well as community builders. They said this somehow is just part of what every African woman would expect in a traditional or rural setting. They said the project was doing more than a lot for the women in the community. Due to the existence of the project women have a meaningful as well a positive role to play especially in community building and taking care of their families. The mandate of uplifting the community no longer falls only on the shoulders of the men but the women as well and this was evidenced by the presence of women in the committee.

**Table III: How the project changed lives of men**

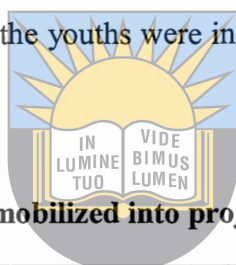
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Career guiding	3	7.0	7.0	7.0
	Skills development	19	44.2	44.2	51.2
	Helped them to cooperate	21	48.8	48.8	100.0
	Total	43	100.0	100.0	

**Table IV: How the project changed the lives of women**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Career guiding	3	16	16	7.0
	Skills development	19	56	56	51.2
	Helped them to cooperate	21	28	28	100.0
	Total	43	100.0	100.0	

The above tables are meant for a comparison on the way the project has changed the lives of men and that of the women. From table III, it is clear that the lives of the men have been changed greatly on the issue of cooperation. About 48.8% of the changes that have happened in the lives of men are with regards to the issue of cooperation. This supports the fact that men in this research were vehemently arguing that they used to think that all issues of community development have to lie on their hands and not any other persons, because to them women though of course helpful in some way, were regarded as the weaker parts in the community. 19% of the changes that occurred in the lives of men were attributed to the issue of skills development whereby they attained the necessary skills which they did not have initially on the issues of how to help those in need. In

comparison to that of the women however, as shown in table IV, the highest percentage change in the lives of women was in the area of skills development which was 56%. This probably could be a result of the fact that women identified themselves as naturally qualified for the job of being caregivers and thus they were so committed in the project so as to master the skills. Its only 3% change in the lives of men that can be attributed to change in terms of career guidance probably because most of them were not searching for jobs as is the case with the youths whose percentage change in terms of career guidance was 58%. This shows that most of the youths were in need of direction or counseling in terms of career guidance.



**Table V: how communities were mobilized into project**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	campaigns	36	83.7	83.7	83.7
	Attracted by benefits	6	14.0	14.0	97.7
	Experiences from previous projects	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

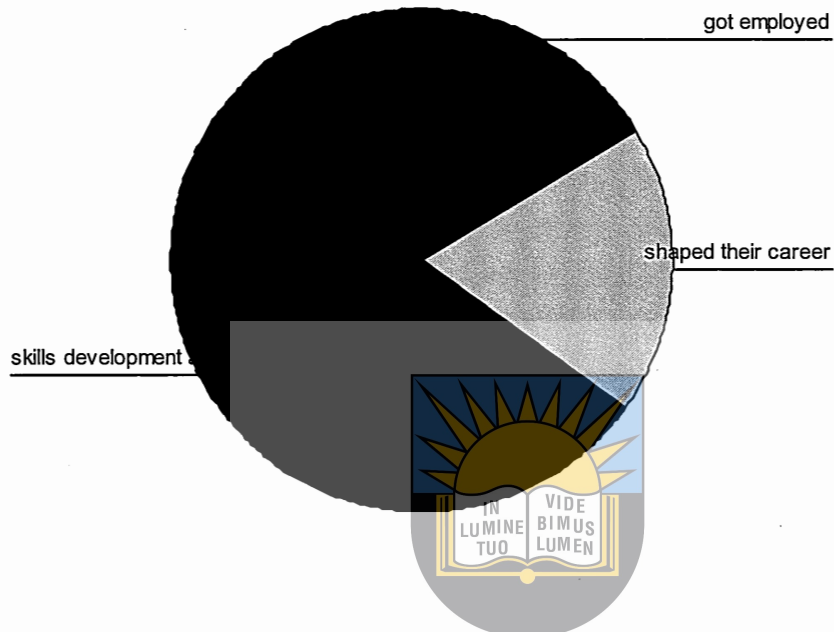
**Table V** above reveals that of all the interviewed people in the communities, 83.7% were mobilized into the project through campaigns. Almost the whole community was made aware of the project through the campaigns made by the Qaqamba Organization when it arrived in the different communities. Seemingly most people did not have any experiences from any previous projects before as is indicated by the 2.3%, which shows those that became part of the project because of their previous experiences. 14% were attracted into the project by the benefit that would be attained afterwards which includes

the issue of getting employment, certificates and even improving their CVs. In other words the organization was so good in terms of its mobilization strategy because it managed to attract such a large group of people who never had experiences before on the work of NGOs which is a recommendable issue for the success of an organization.

In terms of benefiting from the project, as shown in table VI below, the different categories of people benefited differently in such a way that there is somehow a correlation between the way the people's lives were changed and how they benefited from the project. This somehow reveals a direct linear relationship between the two aspects in that in the same way the women's lives were changed greatly in terms of skills development they did benefit more on that area of their lives. The youth also benefited more on the issue of career shaping and even getting employment. In other words there is a somewhat direct linear relationship between change in one's life and the way they benefit from the project because in a way this would indicate a greater development in that area of their lives.

**Table VI: how have you benefited from the project?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Got employed	7	16.3	16.3	16.3
	Shaped their career	8	18.6	18.6	34.9
	Skills development and CV	28	65.1	65.1	100.0
	Total	43	100.0	100.0	



**Figure 1: Pie chart showing the different ways in which people benefited.**

This chart reveals that the majority of the interviewee's lives were affected in the areas of skills development, career guidance and getting employed (which also entails cooperation in the development of the community). This means therefore that a transformation in a particular area of one's lives also determines the aspect in their live or behavior that would be affected. In other words changing the way people think will thus ensure a whole transformation of their lives as they will develop interest in that area of their lives.

**Table VII: What problems were faced and how were they resolved?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	financial	33	76.7	76.7	76.7
	Poor community participation	10	23.3	23.3	100.0
	Total	43	100.0	100.0	

Basically from table VII above, the greatest challenge which was faced by the project was that of financial support. 76.7% of the problems that were faced by the project were on this issue of finances. Most African organizations even those that have the potential to grow are faced with the challenge of financial support which therefore is an area that needs great attention. 23.3% of the problems were on the issue of community participation which was poor. In a way this can be attributed to the issue of lack of funding which affects the progress of the project. People usually are attracted by finances and where there is lack in relation to that then there is a problem. As shown in table VIII below there is need for the empowerment of leaders especially to address the issue of sourcing funds and also mobilizing the whole community to participate fully in the project that helps improve the well being of their communities.

**Table VIII: As women what do you think can be done to improve the project?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Empowerment of leaders	25	58.1	58.1	58.1
	Exploring new areas	1	2.3	2.3	60.5
	Any other	17	39.5	39.5	100.0
	Total	43	100.0	100.0	

In other words there is a lot which still needs to be done in terms of ensuring the progress of the projects in the communities. In this regard people were expressing their concerns more the issue of government intervention which they argued would be of great help because people on their own can not sustain the running of the projects because some people especially in the rural areas are willing to cooperate but have no source of income(unemployed) so they would rather spend much of their times looking for jobs. In a way if only the projects could meet the living expenses of the people then they would be willing to be part of it. The youths were also arguing that the old people needs to cooperate with them and accept them as help providers when they are doing the home based care because in most cases the old people are not ready to be helped by the young people. This is basically because of some cultural reservations whereby the young are not supposed to see the nakedness of the elderly. This therefore brings about tensions yet there is supposed to be a mutual cooperation amongst the people.

**Table IX: Is the project sustainable**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	42	97.7	97.7	97.7
	Not sure	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

In terms of the project sustainability as shown in table IX, the research has shown that the project is highly sustainable as indicated by the 97.7% sustainability. There is no doubt the project is a sustainable one because the issue of sustainability was clearly explained to the people, as development that does not compromise the ability of the future generations to sustain a living. People argued that the project was a definitely sustainable one because of its scope of focus which is mainly on issues that have been part of life ever since the advent of men and thus will continue to be part of daily lives which therefore, gives a guarantee that such services will for ever be in high demand in the lives of any African community. In this regard about 76.7% of the respondents were of the consensus that the project's focus and people's commitment were the greatest factors to determine the sustainability of the project. In other words as long the challenges of the community remain and the people are more than willing to commit themselves in contributing to the development of their community then what can stop the project from running besides of course the second factor mentioned which is availability of resources. About 23.3% of the responses showed that the sustainability of the project also lies in the availability of the necessary resources for the survival of the project. These include both financial and material resources like for instance tractors, seeds, sewing machines and all the other necessities. In a way, the project is highly sustainable as shown in table X.

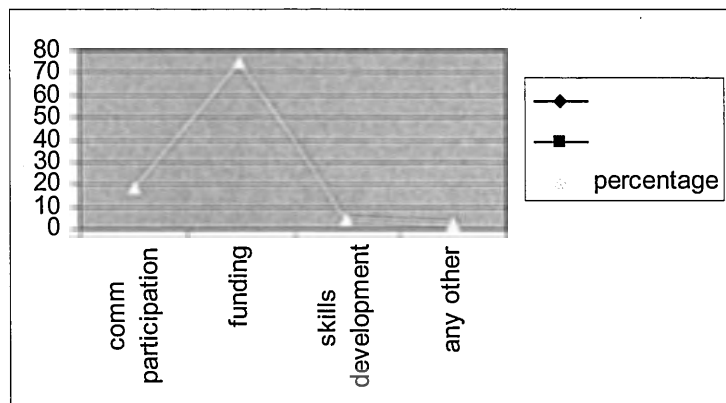
**Table X: Why do you say it's sustainable?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Its focus and people's commitment	33	76.7	76.7	76.7
	Availability of resources	10	23.3	23.3	100.0
	Total	43	100.0	100.0	

From this information it can be deduced that some of the factors that determine the sustainability of a project are; its focus, people's commitment and the availability of resources both financial and material for the running of the project.

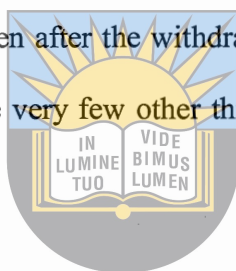
Diagram 1 on page 11 overleaf shows the different areas that needs improvement within the project. The greatest issue that needs attention is funding which shows 74.4% of the attention needed. In other words, the issue of funding is a big challenge for the organization basically because it is a true NPO in the meaning of the term, that is, it does not make any profit of some sort from the trainings that it offers. The project however, spends all it has on ensuring that the relevant people get the necessary trainings that are needed for their communities' development. This issue of "X Rural Centre" being a real NPO can also be evidenced or supported by its financial statement for the year ending 2006 where nothing was left in the account except for the amount enough to keep the account in existence. This information was obtained from the follow-up questions with the financial manager of the organization on the meaning of the term "non profit organization as it applies to the organization.

**Diagram II: Graph showing the areas that needs improvement within the project.**



There is therefore a serious need for the government to even intervene in a way that it sets aside funds that are budgeted specifically for the locally operating NGOs because they are indeed doing a great job in reaching to those areas which the government is not able to, yet they definitely need to be reached unto. The issue of the need for government intervention can be supported by the fact that, with regards to the responses to the question as to how the improvement can be brought about, 90.7% showed that through government subsidies as indicated in table XI. In other words, one can argue that in an African context one of the necessary conditions to bring about development in the communities is when there is collaboration between the government and the different organizations and in this regard specifically the NGOs in the execution of the duties. NGOs are good in working with the people, coordinating the whole process of development as they are always willing to work with such people and thus the government can intervene in being the bulk of the financier for the ongoing work. In this regard there will be greater results to be achieved.

Second from the issue of funding is the issue of community participation whereby 18.6% of the issues to be attended to, is that of community participation as indicated in Diagram 1 in the previous page. In this regard there is need for the authorities to make sure that all the community members are participating in one way or the other which can be further supported by the 9.3% shown in table XI in answer to the question as to how the improvement can be brought about. In Diagram 1, 4.7% also shows that there is also need for skills development especially on the leaders so that they are well equipped on how to properly run the projects so that even after the withdrawal of the donor funders there is continuation of the work. There are very few other things identified as helpful again in the sustainability of the project.



**XI: how can the improvement be brought about?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government subsidies	39	90.7	90.7	90.7
	Community participation	4	9.3	9.3	100.0
	Total	43	100.0	100.0	

Considering all the positivity shown with regards to the sustainability of the project, it is with no doubt that the respondents positively recommended other people in other communities to also join and be part of the project for the development of their communities. This of course was given with a number of different reasons to back up the arguments. For instance, 62.8% argued all of the positive responses that one can think of. All can apply to the question. In other words, this shows that the people were so positive

about the project's work. 23.3% of the respondents especially women as shown in table XII also recommended positively that other women elsewhere should join the project because of the possible ripple effects of empowering women because this would ensure them of the empowerment in a number of areas of the community's life. Women were in this regard considering themselves to be having a multi-faceted duty in the community whereby they see themselves as wives, mothers, caregivers, community developers and thus have so many duties to carry out in an African context and more specifically in the areas where they are currently located which is in the rural areas.

### **XII: What are the reasons for recommendations?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ripple effects of empowering women	10	23.3	23.3	23.3
	Community empowerment	5	11.6	11.6	34.9
	Non of the above	1	2.3	2.3	37.2
	All of the positives above	27	62.8	62.8	100.0
	Total	43	100.0	100.0	

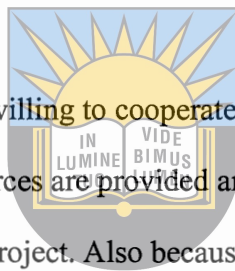
The other reason that was raised for the positive recommendations for the other people in other communities to join was the fact that if people are trained in the different communities, this would ensure community empowerment. 11.6% of the respondents argued that this would lead to community empowerment, meaning there will be greater development afterwards because every one would be of greater relevance to the wellbeing of the community. Only about 2.3% argued that they do not have any reason to

back up the positive argument because currently there is no funding and thus through this challenge a project can stop from moving on.

The general comments from this project were basically revolving around the issue of the need for collaboration between the government and the different stakeholders in pursuing the whole agenda of development. Specifically the government was being recommended to work hand in hand with the local NGOs so that there is development in the communities which can even lead to peace and the upcoming of new ideas on the way forward for development. The general consensus is thus that if there can be that mutuality of interests then good results can be reaped as was the case with the study carried out in Bangladesh whereby the mutuality of interests between the government and the NGOs led to the birthing of projects that can be internationally replicated to bring about positive developmental results (White, 2002) for example, BRAC's microfinance projects which are replicated by many organizations world wide.

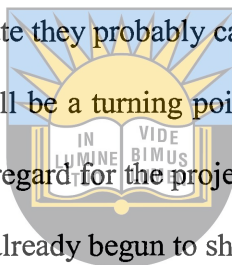
The organization has done more than justice to the communities in that even the youth who are part of the future generations were able to recommend that they have been made to realize their sense of worth and to have a sense of belonging as part of the community. In other words the projects was some sort of an awareness in terms of the potentials that people have locked in themselves that can contribute to the development of their communities. This is some sort an inside out kind of development because it develops the minds of the people and gears them towards building or spelling out the way forward in their well-being as a community. Through this project the people have learnt about the

importance of team work and sustaining of the projects which is part of what is needed for the solutions of the African problems, the issue of collectivity and togetherness because when people are united they are able to stand but if they are divided then they will always fall. Thus the instilling of such kind of understanding from the grassroots level is a sign of the potentiality locked inside the local organizations with regards to sustainable development because even the younger generations will be taught the right principles. Humble beginnings might lead to bumper harvests.



The people at large are very much willing to cooperate and have far reaching and focused goals provided all the needed resources are provided and thus this commitment is a major aspect for the sustainability of the project. Also because whether people are willing or not they will find themselves utilizing the skills they gained because these are basic skills that are needed in every day life so there is need to at least sponsor the people that are doing the work so that people don't just provide the help without any returns as this is discouraging. Also a number of communities are willing to join and be part of the project because the services provided are sustainable but the problem is on the funding issue because the project's services make it be a "here to stay" project as it tackles daily life issues which means whether funds are there or not people need help. More over, issues of Home Based care has become a global issue thus the project's services are sustainable and for the solutions to be gotten then there is need for even the poorest who appear to be the most affected to be empowered because these grassroots empowerment can yield better results as these people have been neglected for long. In most cases the health provision center focus on the curative part of health and does not consider the

environments in which people stay which can be tackled in this way whereby the grassroots people are empowered and thus are able to execute the skills on daily basis which will render health provision to a double edged sword characteristic, that is, attacking two issues at the same time. For instance the rural poor especially the women are the ones that are mostly dying of the HIV/AIDS pandemic and thus if the grassroots people are empowered probably this will help because its long since the battle against the issue has started and the cure is never finding successful results, so when people are empowered even on how to cooperate they probably can be helpful to each other in terms of advising and eventually there will be a turning point in the rates at which people are dying. The women thus had a high regard for the project arguing that, even-though it was still relatively new, it had however already begun to show a positive impact in their lives.



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## **CONCLUSION**

Thus generally, the results have proved the feasibility of the work that these organizations are playing in development. The research has proved beyond doubt that these organizations have greater potential to steer up sustainable development though of course with the help of the local government rather than external donors in terms of funding. External donors in this regard are being discarded because they usually come with conditionality. The local governments are recommended because this will be apart of pursuing their own mandate of catering for the well being of the people. In a way therefore this research is arguing that, South Africa, through its policy of allowing external funding to come not directly to the organizations but via the government, has taken the right track but something needs to be done in terms of the mutuality of interests

between the stake holders. This is because, this research has yielded a result that shows that in a South African context, if only the roles of the different stake holders in development are clearly spelt out sustainability is an achievable aspect in the developmental profile especially at grassroots level.

The next chapter therefore will focus on drawing some recommendations that will help in bringing the way forward in terms of development, not only for South Africa, but also for the entire African continent because the obstacles for development in the continent are almost the same and therefore sound progress can only come through collective research and sharing of knowledge amongst the member countries. This is because even though the problems on the ground may differ with regard to the characteristics of the areas in concern, still for the development of the African continent there is need for collaboration in terms of the work being done. Individualism results in underdevelopment and thus it is important for Africa to work as one community so as to yield positive results as compared to the western models that centers on individualism and as a result has yielded a society of people in developed countries, that are lonely, deprived of local support that they need, the symptoms of this being the large number of suicide every day in developed societies. Thus the recommendations that are to be drawn in the following chapter can be very helpful even to other countries.

## CHAPTER FIVE

### Recommendations and Conclusion

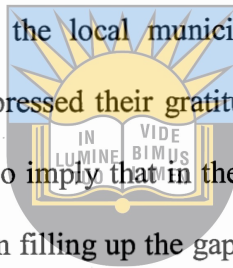
#### Introduction

This chapter, drawing from the results of the data presentation and analysis, focuses on the way forward for the role of Local NGOs in the South African context. In this regard, it brings about the bridging of the assumed or created hypothesis from the beginning which stated that “there is a need for the redefinition of the notion of development in an African context with much emphasis on role of the NGOs and thus exploring whether there is a relationship between NGOs’ operation and sustainable development in the communities they work in”. In many instances, Northern NGOs have always presented Africans as passive and helpless in the face of unavoidable crisis. They have created the impression that only Northern NGOs have cures for African development problems and have largely internalized this image (Larrain, 1989). Results however from this research have proved that this is not true in that the history of African self-help activities demonstrates that African countries have not merely been recipients of Northern “assistance” but active participants in determining their own development path. Even the way in which “X Rural Centre” (Chapter 3) came about also expresses this because it never came about as a result of help from the outside donor but it’s a brain-child of the locality as it was given birth to as a response to the sufferings of the people. Had it been that Africans were passive and helpless, then such an organization would not have been given birth to.

It is somehow an honor to find out that sound recommendations as well as lessons for future developments can be basically deduced from the findings of this research which was carried out from a purely Africans' mind birthed organization which is also focusing on the well being on the disadvantaged Africans. The recommendations and lessons will contribute to the shaping of the way forward for the role that NGOs have to play in order for them to achieve sustainable local economic development. The different roles that all the other stakeholders have to play in the developmental profile for sustainable development to be achievable will also be considered in this chapter. In as much as the research was carried out in different communities and all the people that were interviewed or participated were local residents, this was very helpful in terms of tapping into local indigenous knowledge about the communities which can also be a great inputting tool in identifying the relevance of the projects being undertaken by the NGO. The realities in this regard, are to be used to bring out a new dimension in the understanding of how the different stakeholders can collectively collaborate in development and thus bring about a way forward for development in the South African context.

It is of utmost importance to note however, before any recommendation is made, that indeed there was a gap that needed to be filled in the developmental profile of the South African communities. Taking into consideration the positive comments which the people had, that is, 97.7% of interviewed populations were happy, with the incoming of the NGO (X Rural Centre), it can be argued that this positive reaction from the people indicates that indeed there was a gap in the provision of the services which needed to be

filled. Thus the other pre-existing developmental stakeholders like the local municipalities, private sector and others could not fill in the gap, which is the reason why the NGO was greatly welcome. This therefore greatly supports the urgent need in the South African context for the role of local NGOs which have a better understanding of the societies in which they work. From the background of the “X Rural Centre”, it was clear that this non-profit organization sprang up as a result of the pains and sufferings of the local communities because of the neglect they were experiencing from their supposedly service providers like the local municipalities. The fact that in all the communities visited the people expressed their gratitude towards the work done by the NGO can be used in this instance to imply that in the South African context the role of local NGOs is still greatly needed in filling up the gaps which the other stake holders are failing to fill up. NGOs, for as long as their areas of focus in the rural communities is centered on strategies which build upon local knowledge, skills and available resources linking these to the issues of local economic development and self-sustenance in the context of the developmental challenges facing the economy, can be assured of a comparative advantage over other stakeholders which is a standpoint for their acceptability.

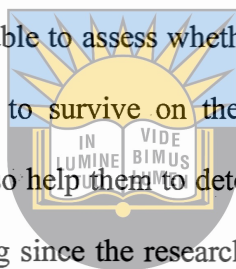


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## **RECOMMENDATIONS**

Finance in this research was the greatest problem indicated for the continuity of the projects since the respondents were of the opinion that there is need for government subsidies. This however, need also to be taken into consideration that communities ought to be able to finance their projects once they are set up running because a continued

dependency upon the NGO or government for financial support does not show sustainability of any kind but otherwise can point to the fact that people just want to be sustained and that's all if its not there, then there is no development. For instance in Community B's gardening projects, people sell their produce and are able to meet the needs of their community especially of the old people who needs to be cooked for. It is important therefore, for communities to start their own revolving funds (fundraisings) even before the withdrawal of the NGO so that the project is able to sustain itself through out. In this way they will even be able to assess whether their method of raising funds is viable and whether they are able to survive on these funds without added financial assistance of the NGO, this will also help them to determine how much help they would need if its there from the beginning since the research has proved that there is need for financial backing from the government.

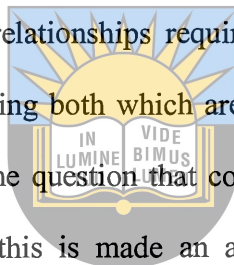


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These fundraisings can also be a tool for raising friends/partnerships and thus allows the building of strong relationships with other donors for financial sustainability. The development of relationships can also yield enormous benefits including peer recognition which strengthens organizational integrity, encourages the sharing of resources and may attract donor funds. This is because this will ensure long term relevance and survival of local NGOs sector that has been labeled as weak, fragmented, lacking coordination and having poor influence. Donors in particular, are keen on the notion of strategic partnership between peer organizations or similar types of NGOs where allocated funds have a complementary and reinforcing effect. Many of the donors argue that it makes sense to fund synergies across organizations to avoid duplication and potential dilution of

efforts. This networking issue can also be an instrument of developing power amongst the local NGOs that are usually considered to be suffering from lack of power.

The most significant relationships however, in this regard would be those that both contribute to organizational accountability and impact, that is, relationships that NGOs have with their beneficiaries because this helps in determining the needs and priorities of the people thus ensuring a vision that is responsive to changing contexts. In other words, establishing and building relationships requires an investment of time and an appreciation for the art of networking both which are lacking in the local NGO sector. How then can it be overcome is the question that comes in. This can be done through prioritizing networking, whereby this is made an activity that is integrated into the programmatic objectives of an organization. Even though donors will not be ready or willing to fund this networking it can be possible because eventually the web of relations that is built around NGOs can act as an important safety net for their long term survival and sustainability. Thus if the “X Rural Centre” and all other local NGOs in South Africa”, takes into consideration the mobilization of other organizations of the same caliber with them in their vicinity then they will have a stronger voice to stand and be heard and eventually be helped. A good example is the NGO Coalition in the Eastern Cape, there is need however in this regard to cluster the different local NGOs according to the services they offer so as to avoid replication of duties. This can also help the government to be able to identify the different areas that are affecting the economical development of the economy and thus be in a position to set aside budget targeted at

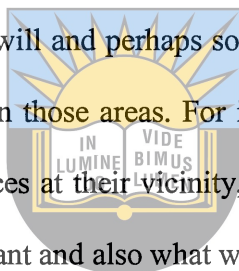


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helping curbing those problems through the different NGOs that have the capacity to carry out the duty.

Furthermore, when taking into consideration what was said by the organization's staff (financial manager), when she said "a lot still needs to be done because the project is truly a non profit organization in the meaning of the expression. The organization has no source of funding, except for donations from the members, though it offers a lot of the direly needed services amongst all, to the communities. For instance, there are people in the communities out there who are suffering from HIV/AIDS, who however, are not comfortable with being treated in the hospitals or clinics and thus needs the home based care services from their community members". It can also be further argued that the work of local NGOs in the South African context is greatly needed and as such there is need for funding which is a great hindrance in the progress of the work of these organizations because in terms of participation people are willing to commit themselves. Results from the research have also shown that NGOs have potential as a great force for participatory development. They however, need some guidance and co-ordination to ensure consistency and sustainability because just like the "X Rural Centre" they are still small, young and sometimes weak as compared to their counterparts, the international NGOs who are huge, powerful and financially stable and thus can even support the work of these local organizations so that they can be able to empower the low income communities or act as consultancies.

In this regard these local NGOs will be able to facilitate community participation which is key for sustainable local economic development to be achieved in an African context. This deduction is stemming from the fact that communalism/working together is one of the major pillars of African development, for example community meetings are very important as was noticed from the results. It is however very important to note that community participation does not usually happen spontaneously in any community. There is usually need for mobilizers to work in raising awareness in the community that there are problems that needs the will and perhaps some management skills which might need some helpers to train them in those areas. For instance helping them to be able to identify what they have as resources at their vicinity, what they want, how they can use what they have to get what they want and also what will happen when they do that.

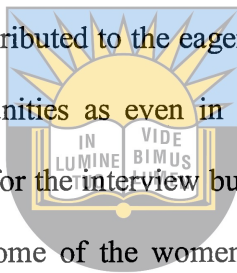


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The participation of all target members of a target community irrespective of their social characteristics is essential to both sustainability and community strengthening because participation specifically means full community not some factions of a community, taking part in the control and decision making processes. Contributions of resources like donations, communal labour and supplies, dialogue and consultation with external agencies are encouraged although participation in this case is much more comprehensive and inclusive than either contributions or consultations. In other words an enabling environment has to be created because the community does not exist in a vacuum but within a political, social and economic environment and as such it is mainly composed of laws, regulations, procedures, practices, information and attitudes, each of which impinges on the community in a different way.

There is also need for gender balance as was revealed by the results. This is not just about women but about the relationship between men and women and the full participation of both men and women no matter what their biological and social characteristics may be. This is because from the field work data collection it was so clear that when women participate in the different community activities, they bring with them many characteristics that enhance the processes far more than when its only males who are involved. This can be basically attributed to the eagerness of the women to participate in the development of their communities as even in communities like in community C where at first no men pitched up for the interview but only women, the work being done there is commendable because some of the women have started their own individual projects like gardens and sewing that are progressing and helping them in financing their families.



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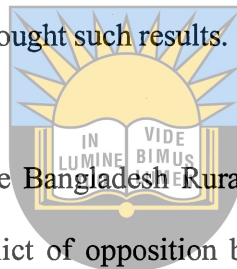
Women have for long felt excluded from any developmental issues that concerns their communities and thus through their participation have shown that they are a great and powerful instrument in the development of their communities. Also much of the population found in these rural communities was female so they are the greatest pool of human resource that can be identified which is why even the work or projects going on are mostly affiliated with them, for example their argument that women are naturally patience and hard working can be positively considered in this regard. Even though culture is alive (African patriarchy-males as the dominant forces of change), it must grow and change because culture that is preserved and does not change is dead. In other words

the involvement of women and youth in the decision making is a cultural change that has to be positively appreciated because women assist cultures to grow stronger by being adaptive and alive. Their being pro-active and affirmative action approaches to gender balance do not necessarily mean being opposed to or in opposition to culture.

In this regard people positively supported the issue of having all categories participating equally in the project which to them expressed the issue of the importance of collectivity in community development. The women in all the communities raised the point that some other projects that usually come were usually selective and thus they would feel that they were the inferior members of the community yet they comprise the majority population in the rural areas. This to them has always been a contradiction in terms, because they always asked themselves the question as to where then they are to be regarded as potential instruments of change in the developmental process in this democratic era. The project in other words became a vehicle through which they were placed in the right position as even now through their contributions change can be seen.

The other important issue is the issue of developing partnerships between public and private sector, NGOs, Community Based Organizations (CBOs) and communities. There is need for a balanced relationship between all the developmental stakeholders because in many instances there has been inequality of relationships between the low income communities and the central and district governments. Baran, (1992) argues that in an African context, there is no development that can succeed without the government's contribution. The government has a very crucial role to play especially in financing the

different programmes that are aimed at development. In this way reaching the grassroots can be a possibility if the central government does not only depend on the local municipalities but does also set aside some budgets for the registered NPOs since there is an assurance that these funds will by no means be used for the organizations' priorities because they have been financing the projects to the people free of charge, for example, "X Rural Centre" has been and is still doing this.. Collaborations thus among the different stakeholders can yield greater results than ever expected because even experiences from researches done elsewhere also brought such results.



For instance, experience from the Bangladesh Rural Advance Commission (BRAC), a local NGO, shows that the conflict of opposition between the state and the NGOs as development agents has shifted to one of complementarities and common interests. The comparative advantage claimed for NGOs has expanded from economic and welfare benefits to encompass also the political goods of civil society and popular participation. The experience reveals that in as much as there may be common experiences and interests between the state and NGOs, the question that remains is whether these necessarily coincide with the interests of those they all involve; the poor (White,1999). Is there sustainability amongst the poor communities which are being represented? a question that this study was addressing, basically because donor funding for NGOs in South Africa comes through the government yet its still questionable as to whether it steers sustainable development amongst the communities. In this regard the results of the research have revealed that sustainability is a greatly achievable goal provided NGOs are not seen as competitors to the state (like was the case raised in community C where the

people who were trained by the municipality and those trained by “X Rural Centre” saw each other as rivals) but rather as potential new partners in a mutually advantageous and collaborative project. This understanding needs to be expressed through the financing of the work done by the NGOs as partners with the government as was even the biggest concern raised from the research.

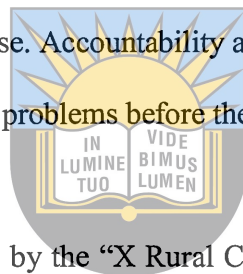
To elaborate on this point, the South African State in this regard, together with the NGOs can take a pragmatic kind of approach whereby both of them responds to people’s needs and intervenes in their interests. In this regard, both the state and the NGOs can move towards a closer identification with the common African norm of “Ubuntu”, as a way of mobilizing and claiming legitimacy by identifying with this African value, as explained in *chapter two* of this research. In this way, they will be able to work together mutually because they will be targeting the same goal from their respective dimensions.

Also the issue of tapping into the indigenous knowledge is very important because some of the issues being experienced in the field works can be well understood when the local people explain them themselves because they are familiar with what is confronting them. There is therefore, a great need to emphasize that the people should themselves identify the projects that can best suit their own circumstances and bring solutions to that. Indigenous NGOs have a level of local knowledge and experience that international counterparts can rarely match, whether in terms of speaking local languages, respecting social mores or understanding local customs and traditions (Michael, 2002). Their familiarity with local contexts and closeness to local populations makes them better able

to encourage community mobilization, ensuring both that local actors are not marginalized by external forces and that a sense of local responsibility for local needs can be fostered. Also most importantly local NGOs are longer-term vehicle for development activity in Africa-unlikely to disappear in years to come. This will greatly contribute to the solutions for the African continent's problems which have become a centre of attention for many scholars in this millennium.

NGOs also need to be more transparent in their dealings with local communities because in many instances these communities have been left out having benefited nothing but instead wasted a great deal of their time and money after having been abandoned by the NGOs that did not fulfill their promises. This would then explain why some of the respondents said they were not sure of their reaction when the organization came to their communities. Transparency is a very crucial aspect that should characterize all the NGOs that carry out their duties in the communities as this would ensure trust from the community members or the local people. Without this trust projects can even be rejected before they even take off or later be abandoned before their fruits are reaped. In other words, this implies that the community members should be always involved in the decision makings of the projects so that they will have a sense of ownership of the project since they would be the ones to decide what suits their needs or what is key at the moment, which if dealt with can lead to ripple effects of benefits. The "X Rural Centre" in this regard can be said to have in actual fact recognized this aspect because all the respondents said they were involved in the initial start of the project and thus were there in the decision makings with regards to which projects to embark on first.

The other issue is the one of accountability because; lack of it has led to the downfall of many projects especially after they have been handed over to respective communities. Communities need to be well aware of the fact that once they fail to account for their actions concerning projects, they may find themselves with no financial backing, technical assistance or any other kind of help. Backers of any kind are never willing to work with projects and communities where accountability is lacking, whether it be financial accountability or otherwise. Accountability also highlights the growth or decline of projects as it helps attend to the problems before they cripple the project.

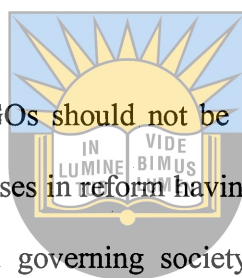


In as much as the projects offered by the “X Rural Community” deals more on training, most of the people indicated that skills development is still a key issue which needs to be addressed. This thus shows that there is need always for people to develop the skills they attained and even to improve them because these are not constant issues, continual practice will bring perfection. In other words people who have been trained have to continue practicing the skills that they obtained so that they don't forget but instead can even become experts in those areas which can even help them to secure better jobs. In other words, this calls for greater support and positive reception even from the people who are being helped because if they reject the help provided to them, then the service providers will be discouraged and thus leading to poor performance after the trainings which all amounts to wastage of resources.

Leadership is also part of the very essential ingredients in organizational sustainability and the most important determination of organizational performance. In this regard, this research has shown that part of what needs to be improved is on the issue of empowerment of leaders. According to John Clark, (1991:103), leaders function in terms of serving as a symbol of focal point for the organization's successes and failures. At the same time good leaders maintain a sense of balance between future vision and everyday operational matters. This helps the organization to keep, sustain and also enhance an organization's capacity to meet its objectives in a changing environment. Key elements in this are vision, innovation, decisiveness and a strong people orientation. Vision comes from values. The management dimension of visions having a focus. The leader with vision defines clear and compelling agenda that is communicated effectively with the institution and leads to broad alignment with that agenda. Innovation means a willingness to constantly question and challenge what is going on. Decisiveness means being proactive taking the initiative to shape and influence the organization's future. A people orientation means above all an emphasis on enabling others in the organization to do their best through learning and growing.

The other important issue also in relation to leadership is that of particular individuals like traditional leaders or leaders that emerge because they have had some formal education, they have travelled or worked elsewhere and returned with new ideas can be in a position to catalyze the process of development in their communities. These people can be a powerful tool in possibly mobilizing various community assets to bring about a positive change ranging from social, structural, cultural and economic changes. They can

be able to recognize the potential within the community as well as the potential outside which can be through the “sons and daughters” living elsewhere, sometimes in larger centers, and also opportunities available through linkages with external institutions. This was noted during the time of piloting the study area whereby the relevant staff from the organization had to first consult with the chiefs to get permission for the research to be undertaken. This therefore shows that there is still a great role that these traditional leaders have to play in the development of communities in the South African context.



It can also be suggested that NGOs should not be seen as “development alternatives” which implies that they are exercises in reform having little effect on the underlying role of development in ordering and governing society. Instead they should be seen as “alternatives to development” whereby they are seen as exercises more likely to transform society and enhance human fulfillment. This will even help in terms of solving the problem of the different stakeholders seeing each other as rivals. In a sense a transformative approach to development will lead to a locally and economically sustainable environment as the very people who are concerned become the centre of the development. The fruits can therefore be enjoyed even by the future generations. This kind of development also calls for complementarities and commonalities of interests amongst the different stakeholders concerned in the field of development.

## **CONCLUSION**

Conclusively, it can be argued that local NGOs play an increasingly relevant role in Africa, providing services at the level of the local community and civil society and implementing important development interventions in a variety of fields such as health,

education and gender. They must perform management, finance and fundraising functions so as to ensure successful and sustainable implementation of projects. In doing this they need to adopt a transformative approach as indicated in the previous chapters whereby the communities themselves are supposed to be in a position to retain the skills acquired after the training. Local NGOs in South African are therefore one of the most visible elements of African civil society and are growing in number, scope and importance as evidenced by the number of these organizations that are registered with the Eastern Cape Coalition of NGOs which is over 300 organizations. Substantial gaps however, still exist in our knowledge and understanding of these organizations. This research has sought to fill in some of these information gaps, like for instance it sought to answer the question as to whether there is indeed a gap that NGOs are filling in the developmental context, what role are local NGOs supposed to play in relation to other developmental stake holders (state and markets) and also what needs to be done for these local NGOs to steer real internal and external sustainability among the communities in which they work, as well as what needs to be done so that the contribution made by these organizations yields tangible results on the ground.

In this regard the most significant issue discovered in order to turn around the whole issue of the contribution made by NGOs in development was financial support specifically from the government and other developmental stakeholder to help these local NGOs to bring about a greater impact in the development of the communities in which they work in and thus the nation at large. In a way the sustainability of NGOs owes much

to financial backing which if its there then sound transformative development can be achieved in South African grassroots communities.

The work of the project has revealed that a firm foundation has been set for future sustainability in the communities even though of course the results might not be applicable to all local NGOs since they differ in terms of scope. The general trend however is that, even though in many instances, most projects fail to have a long term vision of future sustainability but instead focus mostly on the current problems, with the “X Rural Centre” there was a difference as the results of the research has indicated that the vision of the organization are far reaching. The community respondents showed a clear understanding of sustainability as it applies to their projects. As a result, even though the issue of sustainability is still a relatively new concept and is still undergoing debates before it is confirmed in the developmental context, results from this research proves that it can be achieved especially with the help of local grassroots organization.

It is important therefore, for the South African government to recognize these organizations as part of the ways of dealing with the upliftment of communities and their role in development to be highly appreciated as is the case in other countries across the world. This can lead to a greater contribution in terms of eradicating poverty among the rural communities and thus allowing the country to contribute positively in achieving one of the millennium goals which deals with environmental sustainability.

To sum up the whole issue, programmes that are geared towards the development of the local communities in South African and even Africa at large, should take a transformative development from within whereby the programmes and schedules are the ones that fit the people not the people fitting into these programmes. They need to be flexible for the enriching of personal interaction amongst all the members so that they become productive because human life is not fulfilled by consumption but it is fulfilled by productivity that gives satisfaction. Thus Africa needs to stop craving for the western models of development which have taken and will continue taking it backwards and instead strive to facilitate the development of grassroots social structures to meet the condition of today's world on the basis of African values.



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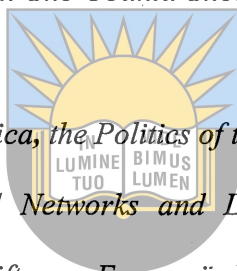
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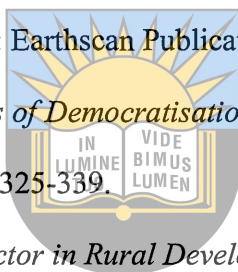
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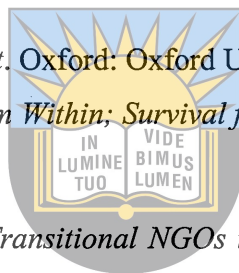
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## APPENDIX

### DATA COLLECTION

#### INTERVIEW- COMMUNITY CHAIRPERSON

1. Do you live in this community?
  1. Yes
  2. No
2. What can you say about the standard of life in this community
  1. Very good
  2. Good
  3. Fair
  4. Poor
  5. Very Poor
3. Are you familiar with the NGO in this community
  1. Yes
  2. No
4. How did the NGO get involved in this community?
 

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5. What is the relationship between this community and the NGO?
 

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6. What is the project doing for your community?
 

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7. How is the community involved in the project?
  1. Decision making
  2. financial support
  3. Labor and employment
  4. any other
8. Were members incorporated in planning and facilitation of the project
  1. Yes
  2. No
9. Do you feel that this project is contributing to the well-being of the people?
  1. Yes
  2. No
10. In what way is that? In relation to the environment, sustainability to the present as well as future generations.
  1. No one was providing the services that they provide
  2. They are replicating what was already done
  3. The project is a somehow a forecast of how the future can develop
  4. Any other
11. Is this the first project that this NGO has undertaken with your community?

- 1. Yes
- 2. No

12. If not please give details of any previous projects.

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13. Were there problems faced concerning the project?

- 1. funding and other resources
- 2. lack of co-ordination among the members
- 3. poor participation by the local people
- 4. any other

14. How were the problems solved?

- 1. government intervention
- 2. solidarity
- 3. external funding
- 4. the project just collapsed
- 5. any other



15. How has this particular project changed the lives of the community?

- 1. from the experience gained some people got employed elsewhere
- 2. the community has just changed positively
- 3. there was no impact at all
- 4. any other

16. Has this change been positive or negative? (Elaborate).

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17. What other things do you think could still be done by the organization concerning the projects in the community?

- 1. empowerment of the community
- 2. explore new areas because this has been fully dealt with
- 3. nothing else

18. What relationship is there between this NGO and the local government municipalities? Is it positive or negative (Elaborate).

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19. Are there any other relationships with other local NGOs around and state which ones?

- 1. Yes
- 2. No

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20. Are those relationships helpful and in what way?

- 1. Yes
- 2. No

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21. What are your general comments and recommendations on the work of local NGOs?.....

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DATA COLLECTION

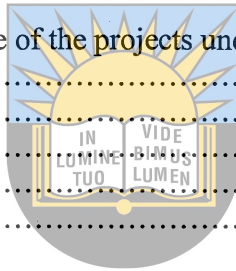
INTERVIEW- DEVELOPMENT OFFICER  
-PORTFOLIO CO-ORDINATOR

1 How are you involved with the NGO and in what capacity

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2. Can you describe the nature of the projects undertaken by the organization

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3. Are the projects community based? How is this so?

1. Yes

2. No

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4. What is the organization's view on community development regarding these projects?

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5. Can you please describe briefly the project currently in progress?

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6. What were the initial aims of the NGO for the community?

- 1. fostering community co-operation
- 2. providing basic needs to the people
- 3. providing financial support for development
- 4. any other

7. Has the project achieved these aims
  1. Yes
  2. No
8. If yes how
 

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8. What have been the successes of the project?
 

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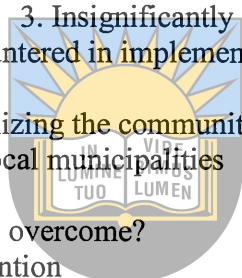
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9. Has the successes contributed to the well-being of the people?
  1. Very much
  2. Much
  3. Insignificantly
  4. Not at all
10. What problems were encountered in implementing the project?
  1. funding
  2. difficulties in mobilizing the community people
  3. tensions from the local municipalities
  4. any other
11. How were these problems overcome?
  1. government intervention
  2. external funding
  3. contributions from the local people
  4. nothing was done
12. Are there any further improvements that you think can be done for the project to grow?
  1. Yes
  2. No
13. If you answered yes which ones are those?
 

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14. What things need to be in place in order to achieve these improvements?
  1. enough funding to be set aside for this
  2. physical resources like vehicles to aid the developmental process
  3. sensitizing people on the importance of participation
  4. any other
15. How would these be carried out?
  1. government subsidies
  2. solidarity contributions
  3. community meetings
  4. any other.



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DATA COLLECTION

INTERVIEW- COMMUNITY REPRESENTATIVE (YOUTH).

1. How are you related to this community?

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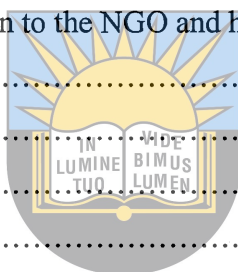
2. What was your initial reaction to the NGO and how do you feel about it now?

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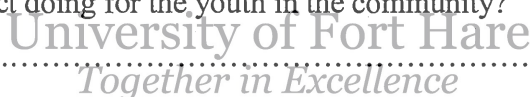
3. What is the project doing for the youth in the community?

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4. How has the project changed the lives of the youth in your community?

- 1. career guiding
- 2. skills development
- 3. helped the to be able to cooperate
- 4. employment source
- 5. any other

5. As a youth, were you involved from the initial start of the project?

- 1. Yes
- 2. No

6. How were the youth mobilized into the project?

- 1. campaigns
- 2. attracted by the benefits
- 3. had experience from previous projects

- 4. any other
- 7. As a youth how have you benefited from this type of project?
  - 1. got employed
  - 2. shaped my career
  - 3. developed my skills and improved my CV
  - 4. any other
- 8. What are the problems that were faced in the project and how were they resolved?
  - 1. financial
  - 2. coordination
  - 3. poor community participation
  - 4. any other



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- 9. As a youth what do you think could be done to improve the project?
  - 1. empowerment of the leaders
  - 2. exploring new areas
  - 3. any other
- 10. In your view, is the project sustainable and the best of your community's needs?  
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- 11. Which areas do you think needs improvements within the project?
  - 1. community participation
  - 2. funding
  - 3. skills development
  - 4. any other

12. How could this improvement be brought about?

- 1. subsidies
- 2. solidarity funding
- 3. community teaching meetings
- 4. any other

13. Would you recommend other youths to fully participate in this type of a project in other communities and why?

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14. Any general comments or recommendations on the project.

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## DATA COLLECTION

## COMMUNITY REPRESENTATIVE (WOMEN)

1. How are you related to this community?

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2. What was your initial reaction to the NGO and how do you feel about it now?

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3. What is the project doing for women in the community?

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4. How has the project changed the lives of women in your community?

1. career guiding
2. skills development
3. helped the to be able to cooperate
4. employment source
5. any other

5. As women, were you involved from the initial start of the project?

1. Yes
2. No

6. How were the women mobilized into the project?

1. campaigns
2. attracted by the benefits

- 3. had experiences from previous projects
- 4. any other

7. As women how have you benefited from this type of project?

- 1. got employed
- 2. shaped my career
- 3. developed my skills and improved my CV
- 4. any other

8. What problems were faced in the project and how were these resolved?

- 1. financial
- 2. co-ordination
- 3. poor community participation
- 4. any other



9. As a woman what do you think can be done to improve the project?

- 1. empowerment of leaders
- 2. exploring new areas
- 3. any other

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10. In your view, is the project sustainable

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11. What areas do you think need improvement within the project?

- 1. community participation
- 2. funding
- 3. skills development
- 4. any other

12. How could this improvement be brought about?

- 1. subsidies

- 2. solidarity funding
- 3. community teaching meetings
- 4. any other

13. Would you recommend other women to fully participate in this type of a project in other communities?

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14. What are your general comments and recommendations on the project?

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7. As men how have you benefited from this type of project?

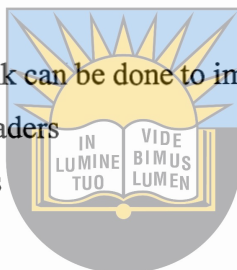
- 1. got employed
- 2. shaped my career
- 3. developed my skills and improved my CV
- 4. any other

8. What problems were faced, in the project, and how were they solved?

- 1. financial
- 2. co-ordination
- 3. community participation
- 4. any other

9. As a man, what do you think can be done to improve this type of a project?

- 1. empowerment of leaders
- 2. exploring new areas
- 3. any other



10. In your view is this project sustainable?

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11. Which areas do you think needs improvement within the project?

- 1. community participation
- 2. funding
- 3. skills development
- 4. any other

12. How could this improvement be brought about?

- 1. subsidies
- 2. solidarity funding
- 3. community teaching meetings
- 4. any other

13. Would you recommend other men to fully participate in this type of a project in other communities?

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14. What are your general comments and recommendations on this project?

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## DATA COLLECTION

## QUESTIONNAIRE- DEVELOPMENT OFFICER

## -PORTFOLIO-CO-ORDINATOR

1. How long have you been with the NGO?

1. 0-5 years                      2. 6-10years                      3. 11- 15years

2. How would you classify this NGO?

1. Relief and Welfare Agency (RWA)

2. Technical Innovation Organization (TIO)

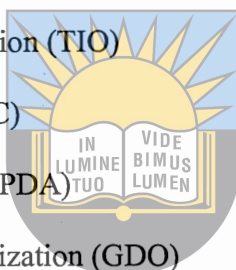
3. Public Service Contractors (PSC)

4. Popular Development Agency (PDA)

5. Grassroots Development Organization (GDO)

6. Advocacy Groups and Network (AGN)

7. Other.....



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3. At what level does the NGO OPERATE?

1. Across the country

2. At provincial level

3. At local level

4. Other.....

4. The projects are devised by

1. The NGO

2. The community

3. The NGO in collaboration with the community

4. Other.....

5. Funding for the NGO comes from

- 1. Northern NGO
- 2. The local NGO
- 3. Government
- 4. Donations
- 5. Other.....

6. Assistance from the NGO to the community comes in the form of:

- 1. Monetary funding
- 2. Technical assistance
- 3. Monetary and technical
- 4. Other.....



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7. What other kind of work is this NGO involved in, in this part of the country?

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8. What is the time frame for the NGO's projects?

- 1. 0-3year
- 2. 4-6years
- 3. 7-9years
- 4. 10years+

9. How long does the NGO work with the communities before handing over the projects?

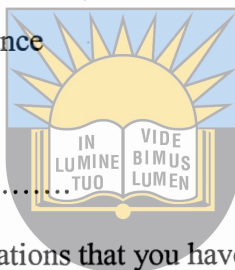
- 1. 0-2year
- 2. 3-4years
- 3. 5-6years

10. After the withdrawal, does the NGO practice a follow up mechanism? (Elaborate)

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11. In what form does the follow up mechanism come?

- 1. Monetary assistance
- 2. Technical assistance
- 3. Monetary and technical assistance
- 4. Managerial and administrative
- 5. Other.....

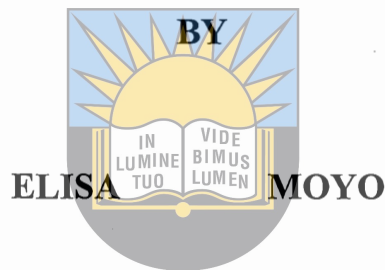


12. Any comments or recommendations that you have

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**THE ROLE OF NON GOVERNMENTAL ORGANISATIONS  
IN SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT:  
CASE OF SOUTH AFRICA.**



University of Fort Hare  
STUDENT NUMBER 200256785  
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**THESIS SUBMITTED TO THE UNIVERSITY OF FORT HARE,  
FACULTY OF MANAGEMENT, DEVELOPMENT AND  
COMMERCE IN PARTIAL FULFILMENT OF A MASTER OF  
SOCIAL SCIENCE DEGREE IN DEVELOPMENT STUDIES.**

**SUPERVISOR**

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## ABSTRACT

The failures of successive generations of imported western development strategies and projects to deliver meaningful reductions in poverty and achieve basic needs in Africa have provoked a deep questioning of Western concept of development. This stems from the fact that the state in most cases has failed especially on service delivery to cater for the well being of its people. Non Governmental Organizations (NGOs) and development practitioners are now increasingly focusing their attention on strategies which build upon local knowledge, skills and resources whereby the concept of self-reliance and local economic development are examined in the context of development challenges which face Africa. There are however a lot of negative perceptions, however, surrounding the whole issue of NGOs role in development, for instance, the issue of funding from external donors which makes them sometimes to pursue the interests of donors. This research, however, through its investigations, have come to conclude that, regardless of the NGOs' controversial role in development, they have the potential not in the form of replacing the state but that of complementing the state through service provision. In this regard the research made use of the South African context to argue that there is still hope for the development of Africa which can come through the redefinition of the roles which developmental stakeholders should play. Thus the research argues for more on the role of local NGOs, development taking neither a bottom-up direction nor the reverse but rather employing a transformative way from within.

## ACKNOWLEDGEMENTS

First and fore-most I would like to spell my heart felt gratitude towards my ever present helper the Holy Spirit, my Lord and Savior Jesus Christ who died for me and thus gave me the Spirit of Kingship which keeps me going and aiming higher because I understand that I was born more than a conqueror by his blood. To my God, my Father I say no words can express or reveal what my heart would love to say but because you search the heart and the mind, you understand this better than I myself do. Thank you so much for your love to me and for guiding me through this research, Ebenezer you are and I thank you for your promises that you are still taking me to greater heights, for I know that all your promises are Yes and Amen.



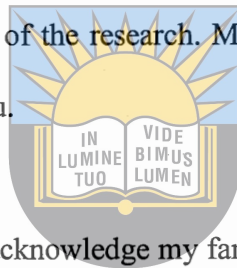
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My great thanks also goes to my supervisor Profesor A. Rahim for his patience and always constructive comments without which I would not have made it to this far. Prof, I know that there were times where I would completely lose focus but you never gave up on me, you were so patient and I would really love to acknowledge you for this because I gained confidence in what I was doing and I believe I will never be the same person after working under your supervision.

I do acknowledge that there are also a number of people who also contributed to the success of my work, though I can not mention them all by names, I would like to just mention these few individuals, Moreblessings Ncube, Michael Muvondori and Clemence Rusenga. Guys May the living God who sees in the secret richly bless you in the public.

You might not understand the meaning of this at this point but believe you me, this research was not a one day thing but it took two full years, and without a beginning nothing can stand, thus were your contributions.

I want also to acknowledge from the Development Studies Department, the Staff and colleagues who also contributed to the shaping of this research through their constructive criticisms. Special thanks also to the Department's Staff for standing with me in terms of provision of funds for the success of the research. Mrs Monyai, thank you so much for having faith in me, God blesses you.



Last but not least I would love to acknowledge my family for their faith in me. Mom and Dad, had it not been for your support with regards to me pursuing my studies, I wouldn't be where I am today. Our society does not value girl child education very much but you did, God bless you including the rest of the family.

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## DEDICATION

I dedicate this work to my family and more specifically to you Mum because I believe this is a direct fulfillment of your prophecy on me. To Vhudzisani, Tryagain and Tolerance, I want to say I have set the standard and may God bless you so that you may do better than this. The sky is the limit, thank you all for your support throughout.



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## DECLARATION

I Elisa Moyo, do hereby declare that this dissertation is my own original work. It has not been submitted to any other University for a degree.



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Signature.....

## DEFINITION OF TERMS AND ACRONYMS

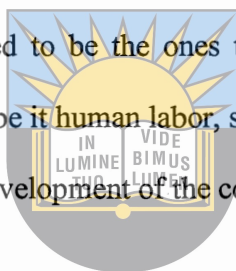
**Non Governmental Organizations (NGOs)** - even though these organizations are known to entail a wide range of organizations ranging from international aid organizations to grassroots organizations, in this research the term was used to refer to the non profit grassroots organizations that work with local indigenous communities in steering up a sustainable development that is defined in the terms of local indigenous knowledge, Ati, A.A (1993; 70-73).

**Sustainable Development** - has been defined as “development that meets the needs of the present without comprising the ability of the future generations to meet their own needs” (Bruntland Commission 1987). In this research it also implies the ability of the projects to continue operating without the aid or help of the outside funding and also to be able to resolve the challenges that arise in the course of operation without the intervention of the outside sources.

**Development** - as a term is suggestive of change which is usually a positive. In this research it was used to refer to a process by which the members of a society increase their personal and institutional capacities to mobilize and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations, Ndegwa, P (1985;34-38).

**Local** - can refer to any place ranging from community, township, town, city, province, nation, region .....world. In this research however the term was used to only refer to rural South Africa as a community.

**Local economic development** is an approach towards economic development which encourages local people to work together to achieve sustainable economic growth with the aid of the available resources at their vicinity. In this regard the local residents of a particular community are supposed to be the ones that identify the resources that are available around their community be it human labor, skills or natural resources which can then be used productively in the development of the community.



## ACRONYMS

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- NGOs – Non-Governmental Organizations
- INGO - International NGO
- BINGO – Business Oriented International NGO
- ENGO – Environmental NGO
- QUANGO – Quasi-autonomous NGO
- RWA – Relief and Welfare Organization
- TIO – Technical Innovation Organizations
- PSC – Public Service Contractors
- PDA – Popular Development Agencies
- GDO – Grassroots Development Organizations
- NPO – Non-Profit Organizations

HIV – Human Immune Virus

AIDS – Acquired Immuno Deficiency Syndrome

STDs – Sexually Transmitted Diseases

TB – Tuberculosis

DOTS – Directly Observed Treatment Short Course

UMAC - University Museums and Collections

IEC- Independent Electoral Commission

EU – European Union

HBC – Home Based Care

GDP – Gross Domestic Product

GNP – Gross National Product

BNA – Basic Needs Approach

OECD – Organization of Economic Cooperation and Development

ILO – International Labor Organization

CBOs – Community Based Organizations

BRAC – Bangladesh Rural Advance Commission.



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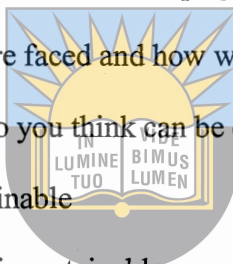
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