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**ASSESSING THE ROLE OF CIVIL SOCIETY IN POVERTY ALLEVIATION: A CASE STUDY
OF AMATHOLE DISTRICT, (EASTERN CAPE).**

By

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Submitted in partial fulfilment of the requirements for the Master of Public Administration Degree



Excellence in Public Administration & Community Service

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DECLARATION

I, Xolisile Gideon Ngumbela (201411255) hereby declare that the content of this dissertation is my own original work and all the sources and quotations that I have used have been indicated and acknowledged by means of complete references and that this work has not previously been submitted to any other University for the award of a degree, either in part or in its entirety.

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DEDICATION

To the memory of my late parents, Mandlovandile Gladstone and Fundiswa Phyllis Regina Ngumbela, my late uncle and aunt Vuyisile Vizard and Fezeka Priscilla Mnqanqeni and my brother Thanduxolo Crosby Ngumbela, whose courage, determination and support remains my source of inspiration forever.

I shall always remember your contribution in my life.

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ABSTRACT

The purpose of this study is to conduct an assessment of the role of civil society organizations with regards to poverty alleviation. The study is conducted in Amathole District, Eastern Cape Province. The sample for the study is constituted by 3 civic society organizations (CSO), which are located in 3 local municipalities; namely, Amahlathi (Ikhwezi Women Support Center), Mbhashe (Nyhwarra Home Base), and Mngquma (We Care Ministries) Local Municipalities. In terms of the data collection, semi-structured interviews were conducted with 14 officers from these civic society organizations. Concerning the research design, a combination of a qualitative and quantitative research approach was used. Concerning the findings of the study, the following points were noted: the different forms of interventions by civic society organizations, poverty eradication strategies, challenges that were experienced by civic society organizations, and the logical framework versus unexpected changes.

It is probably safe to make mention that CSOs in the Eastern Cape portray a positive attitude and willingness to learn to manage the organizations better. The continuing support from the Department of Social Development will go a long way to assist the CSOs to become sustainable, in the context of management and efficient running of these organizations.

The study thus concluded that specific benefactor-beneficiary dynamics are crucial for the success of any anti-poverty intervention. A greater need for the robust pro-poor social policy, availability of resources with which to translate it into action, and local entrepreneurial potential do not in themselves bring about success; they must operate in a certain way and be supported by certain principles and commitment for them to become powerful proper vehicle for alleviating poverty.

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CHAPTER 1: INTRODUCTION AND ORGANISATION OF THE STUDY

1.1 Introduction And Background Of The Study

The persistence of poverty worldwide is a major concern of the 21st century. According to the United Nations (2005:9), five years after the millennium summit where the objectives of the Millennium Development Goals (MDGs) were reached, more than 1 billion people still struggle to survive on less than \$1 a day as it is used by the world bank as a poverty measure.

The overwhelming finding is that more than a decade into democracy, the Eastern Cape Province remains trapped in structural poverty. This shows in all aspects of its demographic, health and socio-economic profiles. Methods, measurements and statistics vary, but from the various studies and datasets one can estimate that between 20% and 60% of the population live in poverty. Table 2.1 below shows Human Development Index (HDI) and poverty indicators for all Districts, the Province and South Africa in 2000 and 2012.

The HDI provides an indication of human development based on life expectancy, health, education and income of a country or region. A ranking of 1 signals a high HDI, and 0 signals a low HDI. Between 2000 and 2001, the Eastern Cape has seen an improvement of 0.13 points in its HDI while South Africa's HDI improved by 0.12 points. As expected, the urban, Metropolitan Municipalities, Buffalo City and Nelson Mandela Metro have the highest HDIs in the Eastern Cape, 0.70 and 0.71 respectively. While still showing lower HDIs, Alfred Nzo and OR Tambo districts show an improvement of 45 and 43 percentage points respectively, indicating that social assistance and public services have had a positive influence on households in the democratic period. The Eastern Cape has an HDI similar to North West (0.63), KwaZulu-Natal (0.62) and Mpumalanga (0.64).

Poverty rates have declined by between 7% and 24% percentage points between 2000 and 2012 in the Eastern Cape districts. The main explanatory factor for reduction in poverty rates is provision of social grants, which will be discussed in more detail below. However 42.2% of the provincial population still live in poverty, with the highest rates in Alfred Nzo (57.7%), O R Tambo (53.9%) and Joe Gqabi (49.8%). The lowest poverty rate is in the Nelson Mandela Bay Metropolitan Municipality, at 28.3%.

Table 1. 1: Human Development Index and Poverty

District	HDI*			Poverty rate (%)*		
	2000	2012	% Change	2000	2012	% Change
Cacadu	0.52	0.65	0.13	44.0	32.6	-11.4
Amathole	0.43	0.59	0.16	65.2	41.1	-24.1
Chris Hani	0.43	0.58	0.15	64.9	45.4	-19.5
Joe Gqabi	0.42	0.58	0.16	70.2	49.8	-20.4
O.R Tambo	0.40	0.57	0.17	71.8	53.9	-17.9
Alfred Nzo	0.39	0.56	0.17	74.3	57.7	-16.6
Buffalo City	0.63	0.71	0.08	35.1	28.3	-6.8
Nelson Mandela Bay	0.59	0.70	0.11	40.1	26.7	-13.4
EC	0.50	0.63	0.13	58.7	42.2	-16.5
SA	0.56	0.68	0.12	46.5	35.9	-10.6

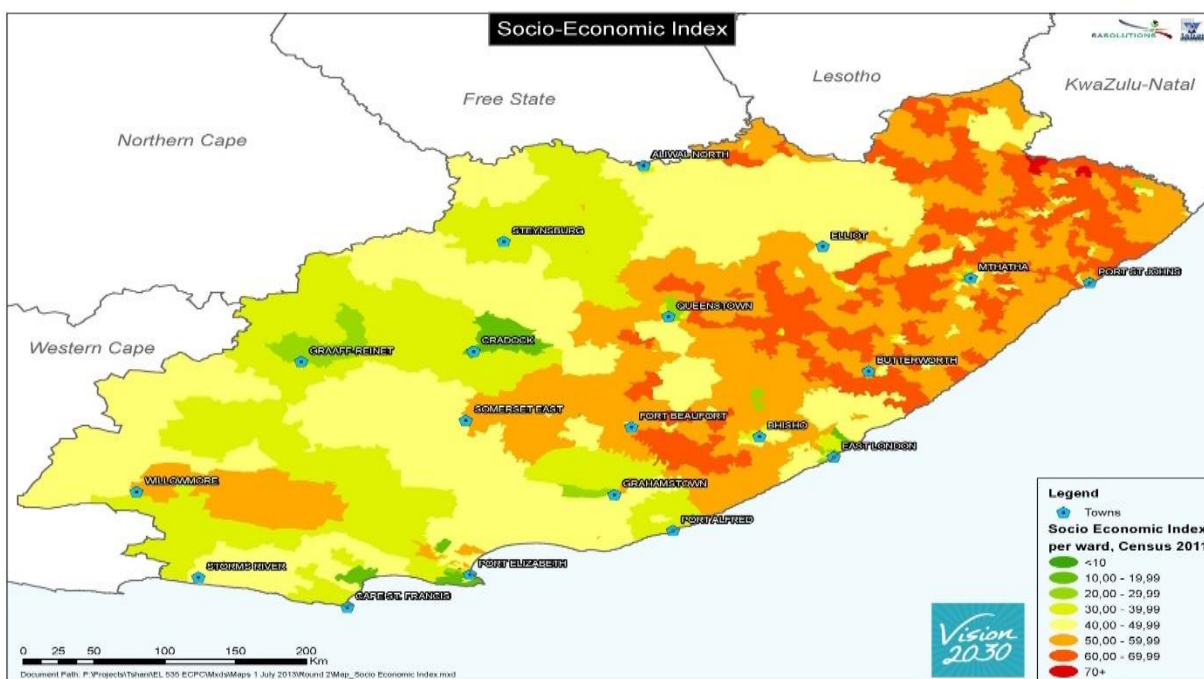
Source: Global Insight, 2013

More in depth studies show that district municipalities vary considerably in terms of income and poverty. According to May and Nzimande's report on income, assets and poverty in the Eastern Cape, the Nelson Mandela Municipality and Cacadu District Council have comparatively low incidence, depth and severity measures of poverty, while OR Tambo and Alfred Nzo have both a high percentage of their population below the poverty line, and greater depth and severity of adversity. Not only do these areas have the greatest percentages of their population living in poverty, but depth of poverty is most severe in these districts. The OR Tambo District is of particular concern given its population size and because this district accounts for 32 percent of the poverty gap in the Eastern Cape. It is followed by the Amatole District which accounts for 26 percent of the poverty gap. The OR Tambo and Alfred Nzo Districts also have the highest levels of unemployment (May, 2012).

Studies conducted by the Department of Social Development found that due to migration and disease, older women take a major responsibility for child care. There are high numbers of female-headed households and female single parents. Spatial differentiation is further illustrated using Census 2011 data at ward level.

The map below shows an index of socio-economic underdevelopment based on indicators for education, income and unemployment. The map shows that areas with a high score, in red, have low levels of socio-economic development, and areas with a low score, in green) have higher levels of socio-economic development. The map shows that most of the former Bantustan areas have higher scores, while levels of development are higher in the western, central, and urban parts of the province. The map clearly illustrates that the structural legacy of the homeland system remains and that areas such as the OR Tambo and Alfred Nzo Districts should remain targets for social and well as economic intervention.

Figure 1. 1: Socio-Economic Index Map



Source: Prepared from data from StatSA Census 2011

Social grants have contributed to the reduction in poverty that Figure 1 shows. It can be argued that social grants are the most significant component of government’s anti-poverty strategy. Social grants provide a safety net and target the elderly, children and the disabled. Households often survive on old age and child support grants if there is no other income. In 2012 there was a total of 2 655 831 social grant beneficiaries in the Eastern Cape. Of these, 1 837 801 received the Child Support Grant and 492 248 the Old Age Grant. The Eastern Cape has the highest percentage of population receiving social grants (40.5%), compared to a national average of 30%. While grants have a positive impact, there is a need to couple social assistance with access to basic services and other public social services, as well as job creation for sustained impact over time. Other anti-poverty measures include economic interventions to expand opportunities for employment and self-employment in particular community- and public works programmes, provision of quality education and skills and health care, promotion of access to assets including

social capital, and promoting social cohesion. These are all addressed in the following sections of this report.

In the Province of the Eastern Cape, the Provincial Growth and Development Plan (PGDP) which was developed for years 2004-2014, lifted “poverty eradication” as a priority and the Department of Social Development was given a responsibility to lead the coordination and launched the “war on poverty” from 2006. In the implementation of this programme from 2007, integrating and coordinating existing poverty eradication initiatives in the 11 least developed local municipalities in the Eastern Cape was seen at the short term goal and then the medium to long term goal was to work towards a family-based social service model. All this resulted in finally adopting the Anti-Poverty Strategy in 2012.

This Anti-Poverty Strategy used the strengths and opportunities emanating from the experiences of both the government and civil society. Those experiences were over 20 years of work and aimed to change how interventions are implemented through collaboration and integration of programmes towards the same target, maximizing on the results of those interventions and stretching the use of resources. The strategic goals of the strategy are; “i) Eradicate extreme poverty and hunger; ii) Promote sustainable community livelihoods and self-reliant households; and iii) ensure well targeted, joined-up implementation and service delivery by government and its social partners.”

In terms of income, the table shows wide spatial disparity with highest incomes in the two metropolitan areas and Cacadu district. Alfred Nzo has the lowest average income, followed by Amathole, Chris Hani and OR Tambo. Apart from Nelson Mandela Bay, all the districts have lower than national average annual income. This shows the marginality of the province in terms of income. An important feature is that internally, the province has lower inequality than the rest of South Africa. None of its districts has higher than national Gini-coefficient for either 2001 or 2011. Inequality is highest within the metropolitan municipalities

1.2 Statement of the problem

Most people residing in Amathole are vulnerable to poverty and the growth of their vulnerability increases the spread of poverty in their societies. This clearly shows that there is a presence of abject poverty among the Amathole people which emanates from illiteracy, unemployment and lack of access to infrastructure as well as economic and social vulnerability. A relevant example in the case of the Urban Renewal Programme, a government initiative announced by the Former President of the Republic of South Africa Mr Thabo Mbeki during his state of the nation address in 2001. The Urban Renewal Programme is a programme whose main task was to fast track improved service delivery and the quality of life. According to Mr Mbeki (2001) the key focus of the programme was to fight poverty and underdevelopment through decent job creation, infrastructure development and the stimulation of growth. The programme was going to be run under the guidance of the national department of Provincial and Local Government to promote the coordinated service delivery in Urban renewal Nodes in the country. When followed closely the programme is targeting the urban communities, with special focus on vulnerable groups such as women, youth, the aged and the disabled.

Both the departments of Social Development and Health have funded a large number of sustainable livelihoods projects and youth development projects within the Amathole District Municipality. Most of these organizations are reportedly doing well whilst others are still struggling to remain afloat as per grant contracts entered into between themselves and the funders which is the Government departments in this case. Clearly there are noted problems with the implementation of the effective strategies on Amathole District communities to eradicate poverty. The research will be monitoring and evaluating the strategies that are employed by the Amathole District Municipality to eradicate poverty and also assess their effectiveness in their communities. There is a general upheld view that these organizations are facing challenges that are due to poor alignment within the municipalities' strategic plans or rather Integrated Development Plans, no coordination and proper mapping of these organisations, poor management, lack of government official's visibility in doing monitoring and evaluation on them within their jurisdictions.

1.3 Objectives of the study

The study is conducted with the following objectives.

- ✓ To assess the role of the civil society in poverty eradication strategies in Amathole District Municipality.
- ✓ To find out the challenges, obstacles and prospects to state intervention with respect to Poverty Alleviation.
- ✓ To suggest remedial action that can promote or inhibit poverty alleviations strategies in the Municipality.

1.4 Research Questions

The study attempts to contribute answers to the following research questions.

- ✓ Are there any strategies in Amathole District Municipality to eradicate poverty?
- ✓ What are the challenges, obstacles and prospects to State intervention with respect to poverty alleviation?
- ✓ Are there any coordination, monitoring and evaluation strategies to eradicate poverty in Amathole District Municipality?
- ✓ Can civil society effectively alleviate poverty?

1.5 Significance of the Study

This study is an attempt to contribute to the debate about the important role that is played by Civil Society in poverty alleviation strategies in the Local Government setting. This role is an important role that is not only contributing to job creation but the promotion of good governance and to ascertain effectiveness of the civil society interventions in the local governance sphere of the country. At a scholarly level the study will also help the municipality to better manage and coordinate the civil society organization's that are within its area of operation and be able to rectify their weaknesses in poverty eradication strategies. The study will also point to state intervention in poverty alleviation beyond party political lines to promote harmony and national unity. This research hopes to

modestly make a contribution into effective strategies of poverty alleviation employed by Amathole District Municipality and also contribute to community development debate. Based on the findings the researcher will also make tentative recommendations about where the services should be strengthened and by whom when and how. New information gathered and gained through this research will be disseminated through appropriate professional and public media so as to promote transfer of best practices and improve and inform policies that are targeting the communities in terms of poverty alleviation and unemployment in the country.

1.6 Theoretical Framework

The study will employ two main theories in order to properly investigate the effectiveness of poverty alleviation strategies on communities of Amathole District Municipality. The two theories are democratic theory and public Participation. The researcher strongly feels that the two theories are the most appropriate theories to help analyse the research questions in this study.

The development of South Africa is not only about poverty reduction but about democratisation. The relationship between the democratic theory and civil society and the participatory theories' approach towards civil society is significant to analyse the development policy of South Africa. The democratic theory also gives the chance to question how democratic South African policies are. It is important to ask the democratic nature of the South African policies because as the researcher one sees democracy as a part of development. The other reason that made the researcher to choose this theory is because the researcher is interested to assess how much involved are the citizens in development and decision making at large. According to Eken (2008:17), democracy emphasises the "importance of the participation of citizens in governance" so one would want to see if there is "a room for civil society in the development process".

Eken (2008:17) further argues that the participatory theory leads to examining the civil society organisation's "participation including democracy from a different angle other than the democratic theory". Surely this theory gives one the opportunity to see whether civil society is capable of involvement within the development policy for South Africa. "What kind of changes that should be done in order to include civil society in a democratic system is the other thing which is hidden in the theory". So clearly this theory will greatly assist me to answer how things can be changed in order to involve civil society.

Finally, for this study, democratic and participatory theories are going to be the theories which are included in this research work. And the major question then that would be answered by this study would be based on the of failure or success but supported by evidence in assessing effectiveness of partnership between civil society and government in poverty alleviation strategies in the selected projects be attributed to democratic and organisational theories and if so, to what extent.

1.7 Literature Review

Van Rensburg (2009: 8) describes poverty "as old as the mountains and as wide as the sea" saying that "Poverty has been with us for so long and we have grown so accustomed to its ugly face that we are in danger of not noticing or not caring about the terrible consequences of this disease". He further argues that "it is unimaginable to think that there is a corner of the globe where poverty in some form or another is not a destructive or disruptive force in any given society". According to Van Rensburg, most probably, "it is the feeling of hopelessness and the lack of knowledge and skills to make a difference that cause many people to be indifferent to the problem. But poverty creeps up on all societies and touches all communities in so many ways. We may probably assume that the problem is worsening, as more and more people are dehumanized by its destruction". Clearly then it is therefore no longer possible to ignore it as "something that is not our problem" but their problem anymore.

Poverty is not simply the absence of financial resources. According to Sen, poverty is the lack of capability to function in society. Clearly the work of Sen (1992, 2001) as quoted by Van der Berg (2010: 1) broadens our understanding of poverty as a condition that results in an absence of the freedom to choose arising from a lack of what he refers to as the capability to choose and function effectively in ones' society. According to capegateway.gov.za, "Internationally, poverty is frequently defined according to monetary income. In this view, the poor are those who fall short of an income threshold and or a certain amount of expenditure for consumption. However, in South Africa, poverty has been seen in a broader perspective as more than low income or low expenditure. It is seen as the denial of opportunities and choices most basic to human development to lead a long, healthy, creative life and to enjoy a decent standard of living, freedom, dignity, self-esteem and respect from others (Stats SA, 2009). The Poverty and Inequality Report prepared for the Presidency in 1998 defined poverty as the inability to attain a minimal standard of living, measured in terms of basic consumptive needs or the income required to satisfy them. Poverty was seen to include alienation from the community, food insecurity, crowded homes, usage of unsafe and inefficient forms of energy, lack of adequately paid and secure jobs and fragmentation of the family."

In the Millennium Development Goals Country Report of 2010 it is clearly stated that majority of South Africans are still living under inequality and poverty stricken conditions despite a series of poverty alleviation strategies employed by the South African Government in partnership with organized civil society. The above is also supported by Human Sciences Research Council in 2011 when they revealed that, "Poverty in the Eastern Cape is a national Disaster".

South Africa entered a new era in 1994 when political freedom was achieved for every citizen of the country. However the struggle was never over due to unending poverty that was ravaging the country as a whole. According to Ngwane et al (77 – 87; 2001) the struggle that was left was the "Second Struggle" which is the struggle that every citizen

should have economic freedom, that is freedom from want, and freedom from poverty. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. But that would need a new approach which will move from being passive to one that is active with people being champions of their own development and destiny with government effectively developing people's capabilities to lead the lives they desire. According to National Development Plan and National Planning Commission, a more prosperous country that is progressively eradicating poverty and inequality will also, over time, eliminate the effects of Apartheid and Colonial discrimination that have so scarred the South African Society over the years of landlessness and separate development.

Some studies have been undertaken to address poverty however they only look into addressing poverty from a national perspective with smaller geographical area being the province. This dissertation aims to assess partnership between civil society and the department of health in implementing poverty alleviation strategies in the Eastern Cape, Amathole Health District.

1.8 Research Methodology

The research design is a clear guideline that one employs into how one is intending to conduct his/her research. This is also supported by Bless and Smith (1995:63) when they argued that research design can be explained as a step by step plan right from the beginning to the end. They further aver that this plan is a proper guide for the researcher in collecting, analyzing, interpreting and observing facts as they are presented during the research process. In this study the researcher will focus on qualitative, quantitative and focus groups research methods to get insight that will provide meaning to the suggested remedial action that can promote or inhibit poverty alleviations strategies to be employed in Amathole District Municipality and also provide best practices for intergovernmental

relations and promote good inter governance of the three public administration spheres which is Public Administration, Private Administration and Civil Society.

1.9 Indicate which instruments/methods will be used

The researcher will use a variety of research methodologies i.e. focus groups, quantitative and qualitative methods in order to get an insight that will give meaning to the study in showing effectiveness of the strategies employed by the Department of Social Development in the Amathole District Municipality when addressing poverty.

Focus group interviews would be used as a main method for data collection for the community leaders and members. And since the researcher will be the main facilitator the use of mother tongue will be predominantly used to get as much information as possible without any hiccups'. The researcher then will look at the relevant methodical aspects of the Focus Group Interview. And it must be stated right from the onset that focus group interviews will be supplemented by questionnaires to enable the researcher to ensure synchronization with what is being said by the participants in the focus group interviews and the group interviews.

The qualitative research paradigm within which the focus group interviews method is embedded, distinguishes itself from qualitative research method through various distinguishable features, Mouton (2001:270). Which can be summarized as following;

- ✓ Research is conducted in the natural setting of social actors.
- ✓ Focus is mainly on process rather than on outcome
- ✓ The primary aim is in-depth descriptions and understanding
- ✓ The main concern is to understand social action in terms of its specific context rather than to make generalizations relating to theoretical population
- ✓ The insider view is emphasized
- ✓ Interpretative understanding through credible inter-subjectivity is pursued.

- ✓ The research is mostly inductive in its approach resulting in the generation of new theories.

In the quantitative approach the researcher will be mainly guided by the collected data that will be reduced into numerical presentation of what is being measured. In that manner the researcher will utilize questionnaire surveys in which closed ended questions will be computed and graphically analyzed to give proper credible quantitative meaning to the study. And according to Bless and Smith (1990), quantitative research method uses quantifiable data to record specific aspect of society.

1.10 Identify your target population.

The research will be targeting four civil society organizations that are operating in the Amathole District and Community Development Workers that are employed by both the contracted civil society organizations and Department of Social Development and are getting a stipend from the Project that will be researched by the researcher for the purposes of getting information to analyze and come up with results. The study will also revisit the annual reports and interview the NGO Funding unit and Supply Chain Managers of the Eastern Cape Department of Social Development to get information as well as the Board members that are governing these civil society organization's and find out if they can provide any information in so far as their poverty alleviation programmes are concerned. According to Mouton (1996:34) in research methodology when you talk of a population, you simply mean a collection of objects, events and or individuals that are sharing common characteristics that a researcher is interested into studying, so thus the choice of the above targeted population for this research study.

The four organizations to be studied were purposively selected by the researcher from the four local municipalities of the district

1. We Care HIV/AIDS Ministries that is operating in Butterworth and is at Mnquma Local Municipality.

2. Ikhwezi Women Support Center that is operating in Cathcart and is at Amahlathi Local Municipality.
3. Nyhwarha Home Based Care that is operating in Idutywa is at Mbhashe Local Municipality.
4. Alice Hospice that is based in Alice is at Nkonkobe Local Municipality.

1.11 Number of interviewees

- ✓ Amathole District Manager x 1
- ✓ Social Development Manager x 1 (District Office)
- ✓ NGO Coordinator x 1 (District Office)
- ✓ Information Manager x1 (District Office)
- ✓ Supply Chain Manager x 1(District Office)
- ✓ Community Members x 1 (1 from where the Organisation is operational)
- ✓ Project Manager x 1 from the Organizations' getting funding from government
- ✓ Community Health Workers (2 per organization)
- ✓ Ward Councilor x 1 (from the ward covered by the Organization)

The researcher will create a tolerant environment within the focus groups that will encourage the participants into sharing perceptions, points of view, experiences, wishes and concerns without pressuring them to reach consensus. Data will be collected through semi-structured interviews that will be conducted face to face. The researcher will analyze each response and reduce them into themes and group them together for ease of analysis in chapter four of the study. Interviews are deliberate active listening whose purpose is to draw other people out, to discover what they really want to say, to give them a chance to express themselves fully and to assist in the solution of mutual problems (Strauss and Sayles, 1980). Interviews save time because the information needed is found on the spot.

- The interviewer gets first-hand information.
- They are less expensive.

- Interviews are conducted face to face, it is important to have direct contact with the person you are interviewing. Chances of interviewees being assisted are limited.
- The interviewer will get a chance to get immediate clarity on something that is not clear at all.
- As they will be face to face, there is an element of trust and openness between the two parties.

1.12 Research Hypothesis

The research question resulted in the hypothesis that the strategies employed to alleviate poverty or means of overcoming the problems and challenges facing officials in terms of strategies to addressing poverty alleviation in Amathole District Municipality could be improved if proper civil society coordination and monitoring can be strengthened. The hypothesis is deductive because it starts from the existing theoretical point of view that collaboration between government departments, District Municipality and Civil Society including vibrant social giving philanthropy sector involvement is a given necessity if the past massive and complex social deficits are to be overcome (Smith, 2007:3).

1.13 Ethical Considerations

Kumar (1999) states that researchers are to make sure that the privacy, rights and the welfare of their participants are guaranteed at all times. The participant's confidentiality will be guaranteed and safeguarded at all costs. The participants will not be forced or coerced into providing information and any information they are not at liberty to disclose or they are not comfortable with. The researcher will also assure the participants that no physical or psychological harm will happen to them as a result of their participation on the

study; in other words, there will be no reprisal whatsoever. This implies that the researcher proposes to uphold all ethical standards in pursuit of these findings.

The researcher will seek the permission from the Amathole District Manager of the department of Social Development to carry out an assessment of the Civil Society Organizations and from the Community Health Workers that are employed in the four selected Organizations for this study. The sought permission by the researcher will be in the form of a letter that will serve as introduction and a registration confirmation letter from the university and a copy of the approved research proposal and specimen of informed consent.

1.14 Scope and Limitations of the study

The research will be confined within the four selected Organized Civil Society Organizations that are formally contracted to render poverty alleviation services at the Amathole District Municipality by the Eastern Cape Department of Social Development that are paying Stipends to beneficiaries as a form of poverty alleviation contribution by the department. The South African government has employed multi-pronged approach in fighting poverty and unemployment in all fronts. It is worth mentioning right from the onset that only four projects will be selected for the research purposes.

1.15 Clarification of Concepts and Terms

- **Affectivity** – adequate to accomplish a purpose, producing the intended or expected result or the owner to be effective.
- **Civil Society** – the part of the society that consists of organization and institutions that help and look after people, their health and their rights. It does not include the government and their family.
- **Community** – community refers to social unity

- **Department of Health** – a primary objective of the Department of Health is to ensure that people who are sick and having health related problems receive assistance and to promote their health status of individuals, groups and communities (South African Parliament: House of Assembly 1993)
- **Department of Social Development** – is defined as prioritizing human needs in the growth and progression of society. Social development also governs the norms and conventions that govern human interaction. The focus is on improving the lives of regular citizens, especially the poor, to make society a better place for everyone.
- **Experience** – Knowledge or skill resulting from practice or learning (Longham Dictionary of Psychology and Psychiatry 1988 vs. “experience”)
- **Food Security** – is basically when a family has enough food in the household for all of the people that live in that household. Everyone in the household is basically taken care of and does not go hungry.
- **IDP** – Integrated Development Planning. “Principal strategic planning instrument which guides and informs all planning and development and all decisions with regard to planning, management, and development, in the municipality.” Municipal Systems Act 32, 2000, chapter 5 and 35 1(a).
- **Job Satisfaction** – “...a worker’s attitude about various aspects of the job” (Kruger 1986:5)
- **LED** – Local Economic Development. Local Economic Development is a participatory process which encourages social dialogue and public-private partnerships in a defined geographical area. LED enables local stakeholders to jointly design and implement a development strategy which fully exploits local resources and capacities and makes best use of the areas comparative advantages (ILO).
- **MDG** – Millennium Development Goals. The Millennium Development Goals (MDG) are eight goals with measurable targets and clear deadlines for improving the lives of the World’s poorest people. To meet these goals and eradicate poverty, leaders of 189 countries signed the historic millennium declaration at the United Nation’s Millennium Summit in 2000.

- **NGO** – According to solubilis.in, “A non-governmental organization (NGO) is any non-profit, voluntary citizen’s group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements.”
- **NPO** – Non-Profit organization. According to rent-a-student.co.za, “An NPO is defined, in terms of section 1 of the NPO ACT, as a trust, company or other association of persons established for a public purpose and of which its income and property are not distributable to its members or office bearers except as reasonable compensation for services rendered.”
- **Poverty** – the poor characterize poverty as isolation from the community, lack of security, low wages, lack of employment opportunities, poor nutrition, poor access to water, having too many children, poor education opportunities and misuses of resources amongst other.
- **Poverty Alleviation** – is a shorthand for an intervention aimed at a sustained improvement in the economic status of the poor, by raising incomes and creating new opportunities for employment, which in turn bring about increased consumption, savings and investment” (Riddell, 1990:48).
- **Poverty Eradication** – the concise oxford dictionary of current English (1982) describes it as ending deep poverty and bringing the general poverty rate down to address income adequacy to meet the basic necessities of life rather than relying on programs that make the poor responsible for their poverty.
- **Researcher** – this term has been used interchangeably to refer to the author and researcher of this dissertation.
- **Social Security** – the assistance provided by the government for those in need through being unemployed, ill or disabled.

- **Strategy** – is a broad plan or policy for achieving something or the planning and directing of the whole operation of a campaign or war.

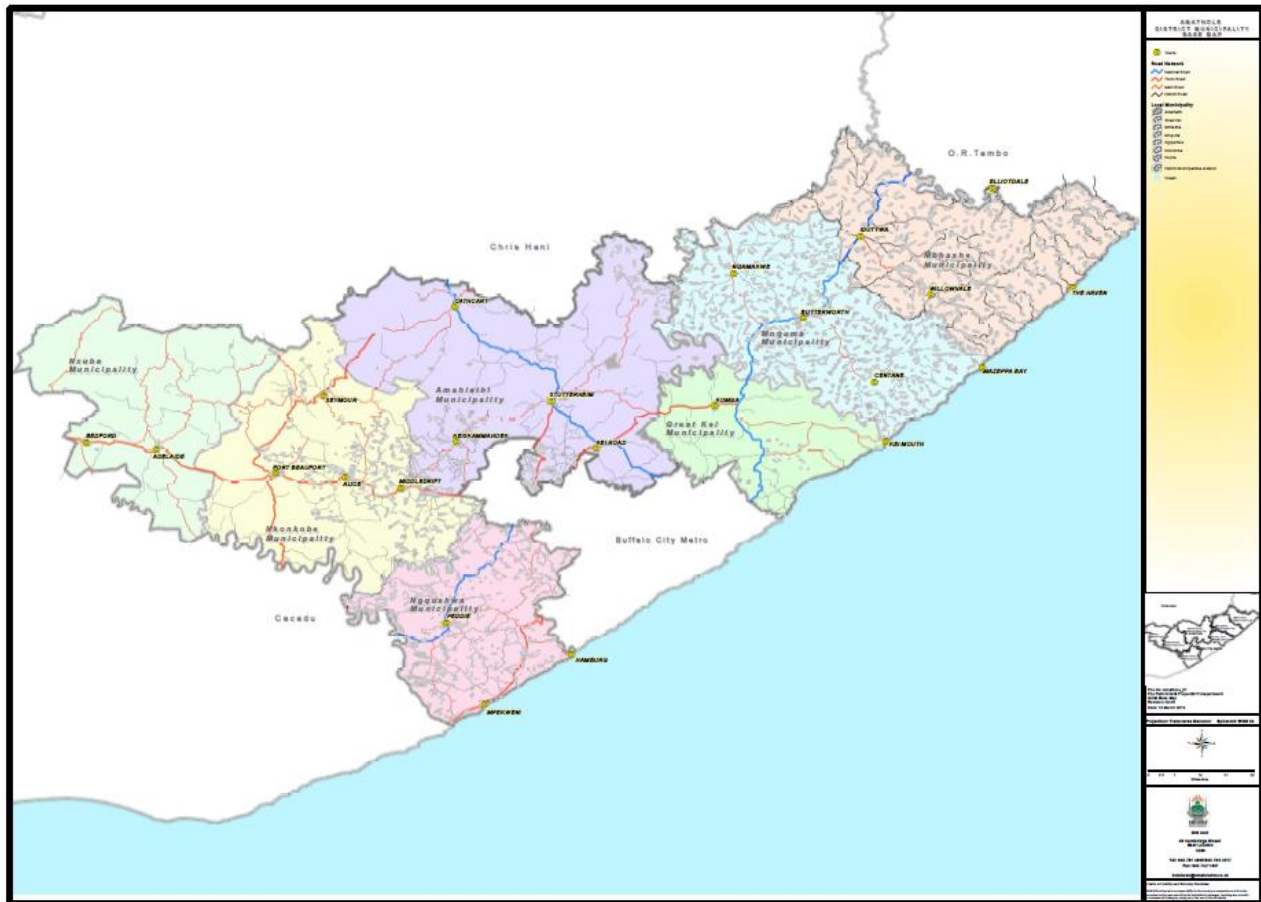
1.16 Case Study

The major purpose of the case study research is to establish how improvements can be made in service delivery through using sustainable partnerships between government, business and civil society organisations. In the relationship between the above mentioned actors government is being regarded as the main actor of the three but within agreed upon rules of the fair play. The researcher of this study has identified Amathole District Municipality in the Eastern Cape Province of the Republic of South Africa as a specific case with particular elements and characteristics. According to Welman and others, (2006:193) we are directed towards an understanding of the uniqueness and idiosyncrasy of a particular case in all its complexity when case studies are used.

1.17 Amathole District Municipality

The Amathole District Municipality is a large area of roughly 23,577.11km² and is situated between Port Alfred and Port St Johns. East London is one city that falls within this area, which is at the coast of the Indian Ocean. The District also includes the former Ciskei and Transkei homelands. It is surrounded by Cacadu District, Chris Hani District, and OR Tambo District municipalities.

Figure 1. 2: Map of Amathole District Municipality



Source: Urban-Econ Eastern Cape, 2009

There are seven local municipalities that make up **Amathole District Municipality's** area, as follows:

- **Amahlathi Municipality**, consists of Sutterheim, Cathcart, Keiskammahoek and Kei Road, as well as a number of peri-urban and rural settlements;
- **Nxuba Municipality**, includes Bedford and Adelaide and together with surrounding rural areas;
- **Nkonkobe Municipality**, which consists of Alice, Fort Beaufort and Middledrift, the smaller towns of Hogsback and Seymour, a number of peri-urban and rural settlements;

- **Ngqushwa Municipality**, includes the town of Peddie, the coastal town of Hamburg, with some peri-urban and rural settlements;
- **Great Kei Municipality**, includes Komga, the small coastal towns of Kei Mouth, Haga-Haga, Morgan Bay and Cintsa, and a number of rural settlements;
- **Mnquma Municipality**, with its main town of Butterworth, the small towns of Ngqamakwe and Centani, as well as peri-urban and rural settlements; and
- **Mbhashe Municipality**, which includes Idutywa, Elliotdale and Willowvale, and numerous peri-urban and rural settlements. Demographic Overview

This case study which is central to this study is a major source of primary data that greatly assisted the researcher to achieve the following:

- ✓ Identification of the role players in Amathole District Municipality and understanding into how they manage the civil societies that are working within the district.
- ✓ Understanding into how the civil societies that are working within the district are providing services.
- ✓ To clearly understand how the state services are delivered in the District
- ✓ To better understand the community profile
- ✓ To identify other role players that are contributing to poverty alleviation in the Amathole District municipality.
- ✓ To identify other role players that can be drawn to contribute to poverty alleviation in the Amathole District municipality.
- ✓ To understand and establish whether there are any existing partnerships that are effectively contributing to poverty alleviation in the District.

1.18 Preliminary Framework for the Research

Chapter 1

This chapter will be composed of the background to the research, the problem statement, purpose and objectives of the study, significance of study, in other words this chapter will provide an over view of the entire research (this one).

Chapter2

Chapter two (2) will deal with the literature review, including historical analysis of Poverty Alleviation Strategies employed by Management of Amathole District Municipality and the Department of Social Development within these three projects.

Chapter 3

This chapter (3) will deal with the research methodology, i. e. the methods employed to collect data to be used by the researcher to conclude on the findings, the research design or plan and data analysis will also receive attention in this chapter.

Chapter 4

In chapter Four (4), the results (summary of data) will be presented, i.e. the research findings will be made known through the use of the method used in chapter three.

Chapter 5

Chapter Five (5) will deal with conclusions found from the research, the possible solutions to problems or challenges that would have been covered and recommendations as to how similar situations could be dealt with in future.

Finally the document will end with a complete bibliography of sources followed by appendices which include the questioners.

Timeframes to Complete the Study.

Chapters	September	October	November	December
1. Introduction				
2. Literature Review				
3. Methodology				
4. Data Summary				
5. Conclusion				
6. Draft Dissertation (Ready for submission to Exams)				

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter deals with both theoretical framework and literature review for the study. The ideas that are discussed are as follows: the definitions and discourse of poverty; theories of poverty, i.e. empirical, functionalist, and dialectical theories; poverty alleviation strategies, in the views of the United Nations Millennium Development Goals, and within the South African context; and civic society organizations.

2.2 A THEORETICAL FRAMEWORK

2.2.1 Development planning and implementation

Strategic plan/s (strategies / a strategy) are long-term plans that are adopted by organizations in order to achieve specific goals and objectives. Van Baalen and de Coning (2012: 170) say strategic plans may be defined as relatively detailed statements of objectives of organizations, and the general statements of methods that ought to be utilized in achieving those objectives. Strategic plans also refer to formal and stated decisions of governing bodies, which are aimed at making changes in the current state of affairs. The changes can be political, economic, social, and so on. In other words, Strategic plans are the means of bringing solutions to problems that are experienced by particular societies.

In order for strategic plans to become valuable, they ought to be implemented. Their implementation takes place in the form of projects and programs that occur at the local level. For example projects for HIV AIDS, food security, job creation, and so on. Implementation also implies that the activities of projects must take place as a means of achieving strategic goals. Simultaneously, the implementation process needs to be coordinated in order to take place, for instance by development agencies like civic society organizations.

There are several approaches that are adopted in order to execute implementation of strategic plans. For instance, making use of (management) tools like logic framework, work schedules, monitoring and evaluation, and so on. Cernea (1994: 203) says in order to translate strategies to implementation, it is necessary for development agencies to embrace institutional procedures. The term institutional procedures refers to the designing of a sequence of practical steps that ought to be followed during each stage of a project cycle, i.e. project identification, preparation, appraisal, and supervision.

However, despite the embracement of institutional procedures or some tools, implementation process has a tendency of being accompanied by complexities. Hence Cernea (1994: 203) argues that perfect implementation is impossible; this is because of diverse factors that surface during implementation. For instance, communication breakdown among officers in development domain, competition between different interests groups about the resources of projects, and so on.

2.3 DEFINITION OF POVERTY

The definition and discourse of poverty are “multifarious and highly extensive”. However the concept poverty is commonly used in referring to the absence of the basic necessities of life, namely, income, good health, education, security, self-confidence, etc. (Emmanuel 2012: 43). Van Rensburg (2009: 8) describes poverty “as old as the mountains and as wide as the sea”. He goes on pointing out that poverty has been existing for a very long time. The manifestation of this phenomenon has taken place to such an extent that people have become accustomed to the ugly face of poverty, and that they are exposed to the danger of not paying attention to it or they have developed a sense of becoming ignorant of its terrible consequences.

It is mostly the feeling of hopelessness and the lack of knowledge and skills (as a means to make a positive difference to others) that makes many people to be indifferent to the challenge of poverty. Poverty creeps up in all societies and it affects all communities in

various ways. The assumption therefore is that the challenge is getting worse as more and more people are becoming dehumanized by the destruction that is caused by poverty. It is therefore becoming clear that to ignore it as “something that is not our problem” but their problem does not work (Van Rensburg, 2009:1-8). Therefore, Poverty affects everyone in diverse forms of societies. Collaborate efforts are necessary between different individuals and groups as the means of alleviating poverty.

In the review of Sen (1992, 2001) as quoted by Van der Berg (2010: 1) poverty is not just the absence of financial resources, its rather the insufficient capability to function in society. Clearly the work of Sen broadens the comprehension of the concept of poverty as a condition that results in a deficiency of freedom to choose, which arises from a lack of what he refers to as the capability to choose and function effectively in one’s society. In most cases, within the international context, poverty is defined in terms of monetary income. The poor people are presented as the ones who fall below an income threshold and or a particular amount of expenditure that is necessary for consumption purposes. However, within the context of South Africa, poverty has been or is viewed in a broader perspective, i.e. as more than the perception of a low income or low expenditure. It is perceived as the denial of opportunities and choices that are assumed to be essential to human development. These opportunities and choices are the ones that result into a long life that is characterized by the feeling of being healthy and creative. They also provide one with the opportunity to enjoy a decent standard of “living, freedom, dignity, self-esteem and respect from others” (Stats SA, 2009).

The definition of poverty is also presented in the Poverty and Inequality Report prepared for the Presidency in 1998. Poverty is defined as the inability for one to achieve a minimal living standard which is measured according to basic consumptive needs or the income that is required as a means of satisfying them. Moreover, the perception about poverty is that it includes a sense of alienation from one’s community, “food insecurity, crowded homes, usage of unsafe and inefficient forms of energy, lack of adequately paid and secure jobs and fragmentation of the family” (Poverty and Inequality Report for the Presidency, 1998).

In the Millennium Development Goals Country Report of 2010, it is clearly stated that the majority of South Africans are still living under inequality and poverty stricken conditions despite a series of poverty alleviation strategies employed by the South African Government in partnership with organized civil society. The above is also supported by Human Science Research Council in 2011 when it revealed that, "Poverty in the Eastern Cape is a national disaster".

The year 1994 in South Africa became a new era of achieving political freedom for every citizen of the country. However the struggle was never over due to unending poverty that was ravaging the country as a whole. According to Ngwane et al. (2001: 77 - 87) the struggle that was left was the "second struggle" which is the struggle that perpetuated the view for the attainment of economic freedom by every citizen, that is freedom from want and poverty. In terms of its potential, South Africa is capable of eliminating poverty and reducing inequality within the next two decades. But that would need a new approach which will move from being passive to one that is active with people championing development for themselves and destiny with government effectively developing capabilities of people to lead the lives they are longing for. According to the National Development Plan and National Planning Commission, a country that is prosperous and progressive in eradicating poverty and inequality, has better chances of eventually eliminating the effects of discrimination by Apartheid and Colonialism that have scarred the South African society over the years of landlessness and separate development.

Some studies have been undertaken to address poverty, however, they only address poverty from the perspective that is nationally orientated with provinces as minor geographical areas. This study aims to assess partnership between civil society and the Department of Social Development in implementing poverty alleviation strategies in the Eastern Cape, Amathole Health District.

In conclusion, poverty is defined in many ways. To mention a few of the definitions, it includes the absence of basic necessities of life to people, experiencing the feeling of hopelessness, lack of knowledge, the insufficient capability to function in society, and so on. It is a challenge that is affecting the diverse parts of the world including South Africa.

2.4 EXPLANATIONS OF POVERTY: EMPIRICAL, FUNCTIONALIST, AND DIALECTICAL THEORIES

There are several approaches that could be used to explain the causes of poverty and how to deal with it. In this discussion, the three types of theories namely, the empirical, functionalist, and dialectical theories of poverty will be used.

2.4.1 The empirical theory

The argument of the empirical theory is that poverty is caused by the fact that people are lazy or they have the deficiency of work ethics. Poverty therefore is perceived as a moral deficiency. Consequently, the solution for poverty alleviation in this instance is to devise campaigns for assisting the under-privileged people, i.e. aid or relief (Brand et al. 2013: 274). There are different kinds of initiatives to assist the poor people. These could include, for instance, food parcels, financial compensation that comes up in the form of government grants, and so on.

However, the disadvantage of this solution is that it encourages the underprivileged people to become more dependent on external support systems, e.g. on government, NGOs, and other individuals and groups, in order for them to survive in life. It also encourages the habit of laziness to the beneficiaries of the intervention. For example, in comparison to other African countries, the South African people are criticized for being lazy. This is because the majority of the underprivileged South African people are dependent on government grants (e.g. the child support grant) in order for them to earn income. This situation takes place while the majority of the African foreigners who stay in South Africa run their small businesses in the same communities of the underprivileged South African people. Sadly, this theory does not seem to provide a solution in mitigating the challenge of poverty. The solution it proposes makes poor people to become depended on external support systems.

Furthermore, it has been indicated earlier on, that the poverty that is experienced by the poor people is attributed to their laziness and inadequate work ethics. According to

Glasses (2013: 1) this is a superficial and simplistic kind of a perception, as it associates the cause of poverty with people's ignorance and being malicious in their practices. To a certain extent this view might be correct, but it is not always the case that people are poor because they are lazy or they lack work ethics. It has been observed that there are many instances whereby people have the necessary work ethics and are genuinely not lazy. Such people keep on working hard, and they take advantage of whatever work related opportunity they come across, but despite that they remain underprivileged. Therefore, there are other situations that prevent people from getting out of poverty. For instance, being denied opportunities by the people who are in control of organizational resources, e.g. funding, working equipment, etc. Consequently, poor people become unable to get access into opportunities like jobs, tertiary education, small enterprises, and so on. This is a common concern in the South African context (for example) whereby business (even jobs) opportunities seem to become accessible only to those who have political connections with government (senior) officers.

Therefore, the explanation of the empirical theory, concerning the cause of poverty is inadequate. There are many other factors that can make a contribution into the perpetuation of poverty. For instance, the inaccessibility into organizational resources as noted above. The acknowledgment of those factors would result into improved approaches of mitigating poverty.

2.4.2 *Functionalist theory*

According to the functionalist theories, poverty is caused by economic backwardness in third world countries (Glasses 2013: 1). That is why such countries remain underdeveloped. The proposed solution is that the underdeveloped countries need to get assistance from foreign countries in the form of economic development. Some examples of assistance could include (Glasses 2013: 1) the embracement of technology by underdeveloped countries, making use of foreign loans, etc. The principle is that by adopting such measures poverty would disappear as time goes on. Brand et al. (2013:

275) add, that foreign investment and economic growth would provide assistance in underdeveloped countries, “thereby poor people”, to overcome the challenge of poverty.

The criticism of this approach is that it makes the investing countries to become rich at the expense of the underdeveloped countries. The economic growth seems to take place more in rich countries while there is no progress in poor countries. Brand et al. (2013: 275) say foreign investment results in poor countries to remain poor while the investing countries become richer and richer. Eventually, poverty goes down to the poor people of the country.

In addition, according to the functionalist theory, everything in society is important, even if it looks insignificant, it is significant for the overall functioning of the society. Everything that is taking place in society has its purpose. In a way, the different elements in the society work together for the overall functioning of society. The combination of such elements keeps the society functioning harmoniously. For instance, the existence of poverty has a positive contribution to make in society. Because of poverty, there are organizations that end up working on poverty alleviation campaigns. Such organizations would need people thus poverty creates jobs opportunities for other people. The implication here is that poverty is an element that contributes to the overall functioning of the society (Prince 2010: 1).

2.4.3 *Dialectical theory*

According to the dialectical theory poverty is caused by the fact that capital or the resources of the society are controlled by few individuals (Brand et al. 2013: 275). As a result (Glasses 2013: 1), the majority of the people end up being excluded from the production systems. Some examples of the majority people are the workers, the masses, the unemployed, etc. This indicates that the cause of poverty is the manner in which power and resources are distributed, i.e. the manner in which the society is organized economically (Brand et al. 2013: 275). The solution here is the transformation of the economic system (Glasses 2013: 1).

This phenomenon is also relevant in the South African context. During the post-apartheid South Africa, some black economic empowerment programs were initiated as the means of addressing the exclusion of black people in the economic activities in the country, by the apartheid government. The idea was to give black people opportunities to grow economically. However, the consequence of this was the growth of a few individuals economically, while the majority of the people remained underdeveloped.

Therefore, the dialectical theory is useful in understanding issues around poverty. It uncovers that poverty is caused by inequality within the society. That is, the ownership of the means of production and resources are controlled by a few individuals. The transformation of economic system is the remedy in this situation.

2.5 POVERTY ALLEVIATION STRATEGIES

Poverty alleviation and its eventual elimination of others from active economic participation is a central objective of development. In pursuit of developmental solutions to developmental problems besetting the African continent, the international donor community is increasingly regarding Civil Society Organisations as an important partner in empowering people in their quest for efficient, effective and sustainable developmental services than those promoted by the government, (Bassey, 2008). This clearly shows that governments alone are not coping to cater for the welfare of its people (Matenga, 2001). Poverty then can be defined as a system of a relationships that have the cumulative effect of excluding people from the process of development and accumulation. Skewed power relations and economic, political or social injustices that deny people access to empowering resources such as safe water, land, health, and education as argued by Aliber, (2002:6). Alcock (1993:4) concurs with Aliber by agreeing that poverty has various facets that amongst other things includes a lack of income and productive resources to ensure a sustainable livelihoods for both self and family, hunger and malnutrition etc.

2.5.1 The United Nations Millennium Development Goals (MDGs)

The World leaders met in an ever largest world leaders Summit meeting held in United Nations headquarters in New York from the 6 to 8 September 2000 where at the end of the summit 189 world leaders and members of the United Nations unanimously adopted the United Nation's Millennium Declaration commonly known as the United Nations Millennium Development Goals. In this declaration the world leaders were all committing themselves to a new global partnership to reduce extreme poverty that was becoming a world crisis hell bent on surpassing any form of development the world was busy introducing into the fore. In the declaration the leaders also committed themselves into setting out a series of time-bound targets with a deadline of 2015. Also worth mention of the declaration was a development of Millennium Development Goals that were crafted as the following (UN declaration of September 2000):-

- Eradicate extreme hunger and poverty
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development.

The Charter was greatly hailed as an indispensable foundation of a more peaceful, prosperous and just world. Looking at the Millennium Development Goals one is tempted to conclude that the importance of any sustainable development to take place in most countries had to first have to deal with the issue of addressing poverty in all its forms. This has to be done in partnership with the developed countries and less developed and emerging economies. However, it is important to note that even job creation through sustainable development projects and economic growth as purported in the September summit of 2000 is not an automatic formula for poverty reduction. In 2007 the UN

secretary general Mr Bakin Moon also launched a two year effort devoted into actions that were to “promote full time employment and decent work for all”, that resulted into 2008’s new target for employment and four new employment indicators that were included under the Millennium Development Goals one. In this the new target was set as, achieving full and productive employment and decent work for all, including women and young people. The new indicators were crafted as the following (UN declaration of September 2000)

- Growth rate of labour productivity (GDP per person employed)
- Employment to population ratio
- Proportion of employed people living below the poverty line
- Proportion of own account and contributing family workers in total employment (vulnerable employment rate)

Right from the onset one must also pin point that for any country to deal with poverty in all fronts it needs a multi-pronged approach that is dynamic and multiple in nature with a series of relations with other sectors as a precondition for poverty eradication. Within the relations with other sectors there’s also a particular need for direct participation with the poor people themselves so as to commit them into sustainable means of poverty alleviation strategies as supported by the UN declaration of September 2000.

Surely and supported by numerous poverty commentators policies, regulations and strategies alone without an active participation of affected communities cannot necessarily bring poverty levels down. But seemingly through government commitment and safe and sound partnership between the Developed governments and the less developing governments of the globe, it may.

2.5.2 Poverty Alleviation Strategies within the South African context

South Africa, as a developing country, is characterized by elements of poverty. That is why the country has embarked on poverty alleviation strategies. There are fundamental elements that must constitute such strategies, namely, the addressing of the basic needs

of the local people, the creation of opportunities for self-employment, developing human resources and skills, to ensure that people are living in an environment that is safe and secure, (Ababio and Meyer (2012: 7). Thus the strategies that will be discussed in this chapter are: the macro-economic policies, the Local Economic Development (LED), government departments, and the development agencies of government.

2.5.3 Macro-economic policies

After South Africa's transition from apartheid government into democratic governance, diverse strategies were adopted as a means of alleviating poverty in the country. Such strategies were constituted by policies and legislation since the era of 1994 onwards. To mention a few (Ababio and Meyer (2012: 8),

- The Reconstruction and Development Plan (RDP). RDP was a macro-economic policy of South Africa, which was initiated by the ANC government since 1994. During the era of the early 1990s, this policy became popular with RDP houses, which were subsidized to the underprivileged majority black people. Amongst the objectives of this policy was to address the imbalances that were created by the previous government, e.g. white people were having huge houses, while black people had no accommodation (mostly in urban and semi-urban areas).
- Employment and Redistribution policy (GEAR). During the period of 1996, GEAR was established as another macro-economic policy. Interestingly, during the same year the Constitution (Section 152 of the Constitution of South Africa 1996a) mandated that municipalities have the responsibility of promoting development in their local areas. Such responsibilities included the implementation of LED in the country.
- Accelerated and Shared Growth Initiative for South Africa (ASGISA). Another macro-economic policy that was established in 2006 was called ASGISA. The policy was more focused in promoting industrial development in the country. The

value of this policy was that it would create job opportunities for the South African people, therefore alleviating poverty.

- New Growth Path (NGP). In addition, the country developed the NGP in 2010. The goal of this policy was the identification and the creation of job opportunities in the country. The logic with regards to this policy was that when people get exposed into job opportunities, the challenge of poverty would eventually disappear.
- Lastly, the National Development Plan (NDP). NDP came into existence in 2011. The areas of focus in this policy were skills development, job creation, the development of infrastructure, making improvements in the environment in rural and urban spaces, the promotion of health care, national unity, and good governance.

Therefore, these macro-economic policies were/are the means of alleviating the challenge of poverty in the country. In most cases, the challenge of poverty that was meant to be addressed by these policies was/is attributed to the previous apartheid regime. That is, the fact that the apartheid regime was excluding the majority of people in the economic activities of the country, while it was favouring the minority of white people. This created the legacy of poverty to the black people. Hence there was/is a need for policies to address this legacy of poverty.

2.5.4 Local Economic Development

The concept Local Economic Development refers to a partnership between municipal governments, the business sector, non - governmental organizations, and community interest groups. The goal of LED is concerned with building the economic capacity of a particular local area, that is, to make improvements on its economic culture, by activating and/or maintaining economic growth, to create jobs, and to improve the quality of life of the people (Mago and Hofisi, 2003: 57). Ababio and Meyer (2012: 7) add by pointing out that LED constitutes a part of comprehensive poverty mitigation plans as the means to

address the socio-economic needs of particular communities. This perspective of Ababio and Meyer may be supported by the fact that (for instance) LED forms part of the plans of the Integrated Development Plans in district and local municipalities of South Africa.

One of the factors that determine the execution of activities for Local Economic Development is the nature of available resources in a particular area. For instance some areas are endowed with resources for agriculture; others are gifted in terms of tourism resources, and so on. It is these resources that ought to be used by the LED officers (in collaboration with the affected stakeholders) to develop projects for poverty alleviation in the interests of the local people. Mago & Hofisi (2003) concur, that the concept of LED is about creating opportunities for local employment and development. The practice of this goal is accompanied by the use of local resources as a means of encouraging livelihoods for local communities. Ababio and Meyer (2012: 57) support this view, they point out that the challenge with LED is to devise some means of making the best use of local resources and local knowledge, in the interest of benefiting the people who reside in a particular area. Therefore, the nature of available resources influences the type of projects that are developed in a particular area as a part of LED. Some common examples of LED projects include heritage, environment, co-operatives, small - medium and micro enterprises, tourism, agriculture, and so on.

In short, the Local Economic Development has a vital role to play in terms of bringing development interventions at the local level. This role surfaces in the form of projects that are executed in certain areas, for instance tourism projects, small enterprise development, and so on. However, LED is characterized by its own challenges. The manifestation of these challenges is exposed by the fact that there are still many people who live in poverty-dominated environments despite the existence of LED.

2.5.5 Government departments

Some government departments also have a contribution to make in poverty alleviating. The departments normally have units that are delegated towards tackling issues of

poverty. In this section the focus will be on 2 departments, i.e. the Department of Trade and Industry (DTI) and the Department of Public Works.

a) The Department of Trade and Industry

DTI plays a huge role in mitigating the challenge of poverty in the country, particularly by encouraging the development of small enterprises at the local level. This department does so by providing incentives to those who have an interest of adventuring in small enterprises. Consequently DTI has several types of programs and projects which are aimed at encouraging the growth of small enterprises. In this discussion there are two examples of projects/programs that will be uncovered, namely, the Co-operative Incentive Scheme (CIS), and Incubation Support Programme (ISP).

Co-operative Incentive Scheme: The goal of adopting the concept CIS is to decrease the expenses of conducting small enterprises, as a means of improving the viability and competitiveness of co-operative enterprises. The decrease in expenses takes place by providing incentives to community members who engage themselves in the activities of enterprises. The Co-operative Incentive Scheme is concerned with providing a 100% grant to registered primary co-operatives. The characteristics of primary co-operatives are that they are constituted by 5 members, and then each co-operative must be registered as a legal entity, in order to be able to benefit from these incentives (<http://www.thedti.gov.za>).

Incubation Support Programme: Through this program, the aim is to develop business consultants, so that they (consultants) can provide the services to small enterprises in their local areas. There are many types of services that may be provided by the business consultants, for instance: mentoring members of small enterprises, providing training services (e.g. in financial management, marketing products, etc.), assisting potential small enterprise owners in getting their businesses registered, writing business related documents for small enterprise owners (e.g. business plans, marketing plans, feasibility studies, etc.), and so on. The incentives that are received by the business consultants

from the ISP are “50:50 for large businesses and a cost-sharing of 40:60 for small medium and micro enterprises (SMME’s).”

b) The Department of Public Works

The Department of Public Works has a programme that is known as the Expanded Public Works Programme (EPWP), and it operates on a nationwide basis. This program is aimed at assisting the ordinary community members on the challenge of insufficient job opportunities and the dominating poverty. Therefore this type of intervention helps unemployed people with temporary work while they participate in “socially useful activities”. The temporary work occurs on 4 sectors, namely, environment, infrastructure, non-state & culture, and social sectors.

2.5.6 The development agencies of government

In addition to government departments, there are numerous independent agencies that have been initiated by government as means of assisting in mitigating the challenge of poverty in the country. Examples of agencies that will be discussed in this section include the National Development Agency (NDA), the National Youth Development Agency (NYDA), and the Small Enterprise Development Agency (SEDA).

The National Development Agency: The goal of NDA is to assist non-profit organizations with funding in the form of grants, that is, on projects at the community level, e.g. welfare projects (like home based care, homes for elderly people, etc.) food production projects (e.g. agricultural projects), and so on.

The National Youth Development Agency: NYDA’s purpose is to focus on youth development on different aspects of life. Among these aspects is to encourage the youth to build up their small enterprises and NYDA would provide support to them, for instance in areas like organizing finances for youth’s small enterprises, coaching them in running their enterprises, and so on.

The Small Enterprise Development Agency: The purpose of SEDA is to provide assistance to community members to develop their own small enterprises. SEDA does so by facilitating the process, for instance, organizing independent consultants to assist the potential owners of small enterprises with different services, e.g. training them, writing business related documents for them (like business plans) and assisting them in organizing finances for the enterprises.

2.5.7 The Discussion of poverty alleviation strategies

The poverty alleviation strategies that have been presented above, within the South African context, appear to have good intentions. If they could be implemented effectively, the majority of the people of South Africa would be free from poverty. South Africa as a country has more than enough strategies that could help the people in eliminating poverty; some of the strategies even duplicate each other. The existence of these strategies is in harmonious with the perspectives of Ferguson (1990: 9). He argues that development planning and implementation constitutes a part of collaborative endeavours towards fighting poverty and to improve the living standards of the people.

However, despite the existence of such strategies, a great number of people in South Africa are living in environments that are still dominated by poverty. This is because the development industry is controlled by unscrupulous officers, whose motivation at work is driven by their individual interests, at the expense of the poor people as the intended beneficiaries. The media reports so far have presented many case examples of government officers who have been involved in instances of money laundering, corruption, etc. This is an unfortunate situation because the outcomes of such practices lead to lost opportunities for initiating or maintaining interventions that would have assisted in mitigating the challenge of poverty.

Mgaqelwa, (Daily Dispatch, 20 August 2015:1), reported a case example of the involvement of two local government officers on corruption activities in the OR Tambo

District Municipality. Interestingly, the two officers were sisters and they were working in the same municipality. They were arrested by the South African Police after several months of investigation, in connection with the disappearance of an amount of 4.6 million in the municipality. Therefore the involvement of these kinds of officers in development work is unfortunate. This is because they do not assist in (in the eyes of Ferguson 1990: 11) eradicating poverty; instead they reinforce a system that causes poverty. That is why the cause of poverty may not necessarily be attributed to the deficiency of resources in the country; instead it is the symptom of powerlessness on the underprivileged people, hence Brand et al. (2013) say poverty is injustice.

2.6 CIVIC SOCIETY ORGANIZATIONS

The concept civil society refers to a diversity of interest groups that are created for a specific purpose. Some examples of interest groups could be ratepayers association, farmers association, civic associations, non-governmental organizations (NGOs), community-based organisations (CBOs), etc. (Craythorne 2003, cited in Mavee & Cloete 2011:65). Emmanuel (2012: 44) adds by mentioning that civil society constitute multi-purpose community centres, development trusts, residents' associations, community associations, tenants' associations, and so on. For the purpose of this discussion, the term civic society will be used interchangeably with civic society organizations (CSOs) since interest groups are some forms of organizations.

Civic society may be viewed as a space that exists between government and its citizens (Prestegard, 2005:24). In other words civic society symbolizes a collaboration of the intermediary groupings that operate within the social and political space between i) the primary units of society (individuals, families (nuclear and extended), clans, ethnic groups and village units), and ii) the government and its agencies (Mavee & Cloete 2011:68-9). The implication here is that civic society organizations coordinate collaboration between the government and the citizens. On the other hand, as much as they create this collaboration, their priority is to represent the interests of the citizens.

Civic society organizations have a huge role to play in the campaigns for poverty alleviation. Their value is that they mobilize people in order to participate in strategic plans and diverse activities of government while fighting against poverty. Mavee & Cloete (2011:68-9) say CSOs organize people to form powerful groups as a means of having influence in public policies, that is, by becoming active participants in policy formulation and implementation. CSOs also organize people in order to make public resources accessible to the people (especially the underprivileged people), rather than being monopolized by government officers. Therefore, the contribution of CSOs is significant to the ordinary citizens of a nation. By assisting them to participate in public policy and other activities of government, the outcomes become the encouragement of a sense of “accountability, transparency and eventually good governance”.

However, civic society has its own challenges. To mention a few: firstly, CSOs have the tendency of competing with each regarding donor funds. The ones that (Prestegard, 2005:30) have more organizational resources (e.g. large NGOs) stand better chances in establishing contacts with potential funders. The outcome becomes the maximization of their opportunities to receive funding. Such a situation could lead into the developing of the already established CSOs, while smaller ones remain underdeveloped. The lack of funds on the underdeveloped CSOs could make it difficult for them to execute their activities, hence they are not able to achieve their goals.

The unequal accessibility to donor funds by civic society organizations could create a sense of inequality among them. The feeling of inequality and competition with funding could decrease their chances of fighting for a common purpose. This phenomenon (inequality and competition) surfaces despite these organizations operating in the same space, i.e. (Mavee & Cloete 2011:68-9) between the primary units of the society and government and government’s agencies.

Secondly, Prestegard (2005:28-29) points out that development discourse has the tendency of romanticizing the civic society sphere. In fact this sphere is characterized by power relations and inequality, yet there is silence about the existence of such elements.

Participants in civic society are presented as being in consensus with one another, while there is conflict that exists among them. This is an indication that civic society constitutes a diversity of interest groups. This diversity of interests inhibits civic society from achieving its common purpose, which is poverty alleviation in this instance. Thus, these are just a few points among many critics of civic society.

Clearly, civic society has a huge role to play in poverty alleviation initiatives. It bridges the gap between government and the ordinary members of the society. It encourages the creation of public participation and democratic governance, on issues of common interest between government and the people, in this context it is poverty alleviation.

2.7 CONCLUSION

The focus of this chapter was on the theoretical framework for the study. The ideas that were discussed include: the definitions and discourse of poverty; theoretical matters concerning poverty (empirical, functionalist, and dialectical theories); poverty alleviation strategies, i.e. in the views of the United Nations Millennium Development Goals and within the South African context; and civic society organizations. Chapter three will deal with the research and methodology.

CHAPTER THREE: RESEARCH DESIGN METHODOLOGY

3.1 INTRODUCTION

The literature review in chapter two provides a theoretical background to the study. An exposure to a wide spectrum of literature and the research objectives has prompted the researcher to use specific research instruments. This chapter discusses research methods and instruments that will be used to collect data. The survey method, which mainly used questionnaires, will largely be used to collect data.

3.2 RESEARCH DESIGN

The research design is a guideline that is employed when conducting research. This view is supported by Bless and Smith (1995: 63); who argue that a research design is a step by step plan that is embraced by researchers, right from the beginning to the end of the study. This plan is a guide to a researcher during the process of data collecting, analyzing, and interpreting; the plan is also used while observing facts that are presented about participants during the research process.

In this study the researcher will be both qualitative and quantitative research designs to collect data. The qualitative research paradigm distinguishes itself from quantitative research method through various distinguishable features. According to Mouton (2001:270) these features may be summarized as following;

- Research is conducted in the natural setting of social actors.
- Focus is mainly on process rather than on outcome.
- The primary aim is in-depth descriptions and understanding.
- The main concern is to understand social action in terms of its specific context rather than to make generalizations relating to theoretical population.
- The insider view is emphasized.

- Interpretative understanding through credible inter-subjectivity is pursued.
- The research is mostly inductive in its approach resulting in the generation of new theories.

In the quantitative approach the researcher is mainly guided by the collected data that will quantitative approach the researcher will be mainly guided by the collected data that is reduced into numerical presentation of what is being measured. In that manner the researcher utilizes questionnaire surveys in which closed ended questions are computed and graphically analyzed, in order to give proper credible quantitative meaning to the study. According to Bless and Smith (1990), a quantitative research method uses quantifiable data to record specific aspects of the society.

3.3 DATA COLLECTION INSTRUMENTS

In this study the researcher will use a variety of data collection instruments (primary data). Namely, interviews, focus groups, and a case study; these concepts are defined below.

3.3.1 Interviews

An interview is a deliberate active listening process, whose purpose is to draw other people out, in order to discover what they really want to say, while giving people a chance to express themselves fully and to assist in the solution of mutual problems (Strauss and Sayles, 1980). The advantages of interviews are noted as follows:

- Interviews save time because the information needed is found on the spot.
- The interviewer gets first-hand information.
- They are less expensive.
- Interviews are conducted face to face, it is important to have direct contact with the person you are interviewing. Chances of interviewees being assisted are limited.
- The interviewer will get a chance to get immediate clarity on something that is not clear at all.

- As they will be face to face, there is an element of trust and openness between the two parties.

In this study the interview sessions will be scheduled for approximately 45 minutes on qualitative interviews, and 30 minutes on quantitative interviews. This is because the process require more time on qualitative interviews, as compared to quantitative interviews. Regarding the choice of language, the mother tongue (isiXhosa) shall be predominantly used while conducting interviews (including the case of focus groups), in order to get as much information as possible without any hiccups'. And then the collected data will be translated into English while writing up field-notes.

a) Semi-structured interviews (qualitative interviews)

In this study data shall be collected through using semi-structured interviews, which will be conducted face to face. Semi-structured one on one qualitative and quantitative interview will be held with the role players. This will involve posing a series of open-ended questions to all the role players. The interview is an alternative method of collecting survey data. One advantage interview is the fact that respondents seem more reluctant to turn down an interviewer standing on their doorstep than they are to throw away a mail questioner.

b) Structured interviews (quantitative interviews)

This study will further use structured questionnaires together with interviews face to face interviews. It is necessary to supply respondents with standardized clear concise instructions on how to complete the questionnaire and to fully explain what is expected from them without causing any discomfort but being professional at the same time. The researcher will try not to influence the respondents but to assist where it is necessary so as to get the answers required for the study.

3.3.2 Focus groups

Focus group interviews shall be used as the main method of data collection in this study. The basic goal in conducting focus group interviews is to obtain participant's views on topics of interest to the researcher. This means that focus group interviews must be conducted in a way that allows participants to share their views freely with the researcher with any fear or discomfort during the interview sessions. During the focus group interview's the researcher will listen to all the participants' points of view and all participants are encouraged to make their views and feelings known without prejudice. During the interview session the researcher will guard against forcing the members to reach consensus. Of most importance during the interview sessions the researcher must always uphold the principle of respect and confidentiality for other members might divulge sensitive information or hold a different opinion to that of the researcher. It is also wise for the researcher to have sensitized his/her audience (Focus Group Members) about respecting confidentiality of other participants point of views shared during the interview session.

The researcher will make use of structured open-ended set of questions that will be posed to the participants to guide and acquire a free-flowing process in terms of trying to facilitate that the participants feel free to air and share their opinions without being interrupted by the researcher.

3.3.3 Case study

The major purpose of the case study research is to establish how improvements can be made in service delivery through using sustainable partnerships between government, business and civil society organisations. In the relationship between the above mentioned actors government is being regarded as the main actor of the three but within agreed upon rules of the fair play. The researcher of this study has identified Amathole District Municipality in the Eastern Cape Province of the Republic of South Africa as a specific case with particular elements and characteristics. According to Welman and others,

(2006:193) we are directed towards an understanding of the uniqueness and idiosyncrasy of a particular case in all its complexity when case studies are used.

3.3.5 Document analysis

The study also involves revisiting both the annual reports, quarterly performance reports, monthly reports, minutes of meetings and the financial reports of the selected Civil Society Organization's and the department of Social Development. The study of these other sources of evidence will also be used to provide more information and points of clarity that might not have been properly captured during the face to face interviews and or during the Focus Group Interviews.

3.4 DATA ANALYSIS

The researcher when collecting a data will be guided by three principles of data collection when doing case studies as mentioned by Yin (2003). The researcher will promote use of multiple sources of evidence, creating a case study database and maintaining a chain of evidence. Through the process of triangulation a (Yin, 2003:100) "converge of evidence" will be developed when the data is analysed. The data will be analysed quantitatively by solely relying on "theoretical propositions" (Yin, 2003:111) as espoused in the literature review. These prepositions will assist in the answering of the research questions. The results will be presented in narrative format as suggested by Winegaard in 2004.

Regarding data analysis, the researcher will make use of coding as the type of data analysis. According to Charmaz (2000) coding is a system of attaching labels to pieces of text that hold the view that data is narrative constructions, and reconstructions of experience but does not constitute the original experience itself. Grounded theories analyses of such reconstructions begin with coding the emerging data as it is collected.

Henning, Van Rensburg and Smit (2004) state that codes are literally made up as the researcher works through the data. Charmaz further avers that that the study had to interact with data and pose questions to the data while coding. Coding helps the study to gain a new perspective on the material. At this stage of the analysis the researcher has read through the data and noted those themes that seem to transpire naturally. Now the researcher is ready to attach certain labels to the text or through a process of coding, start to define and categories'.

Finally for any researcher or rather research to successfully code the data from a constructivist grounded theory perspective the study needs to seek meaning in the data itself. The research has to look for views and values as well as facts, beliefs and ideologies, situations and structure. A constructivist approach is further necessitated by looking at the data with openness to feeling and experience as Charmaz successfully argued.

In this study the researcher will analyze each of the responses and reduce them into themes and group the responses together for ease of analysis.

3.5 TARGET POPULATION AND SAMPLING

The target population is a group of persons or objects that are of interest to the researcher or in other words that meet the criteria the researcher is interested in studying (Brink, 1999:133). In this study, the population will be 4 Civil Society Organizations that are contracted by the department of Social Development to do poverty alleviation projects in the Amathole District Municipal Area in the Eastern Cape Province.

The sampling method used in this study is purposive sampling. Burns and Grove, (2004: 353) describe purposive sampling as, judgmental or selectively involves the conscious selection by the researcher of certain participants, elements, events or incidents to

include in the study. In purposive sampling, researchers select typical or atypical cases that are likely to provide them with rich information about the phenomenon of study. According to Brink (1999:133) a sample consists of a selected group of the elements or units from a defined population. A purposive sample of four Civil Society Organization's participated in the study. The interviews were conducted until saturation was reached.

3.5.1 Target population

According to Mouton (1996:34) a population means a collection of objects, events and/or individuals that are sharing common characteristics that a researcher is interested into studying. The population of interest in this research is composed of civil society organizations that are operating in Amathole District Municipality, and board members of civil society organizations (CSOs/CSO). The target population is also made up of community development workers (CDWs) that are employed by civil society organizations through the government grant.

3.5.2 Sampling method

Sampling is a process of systematically selecting cases for inclusion in a research project. Samples can be divided into those that are based on probability or non-probability. Probability sampling will be used for this particular research. Out of a variety of sampling methods used in random sampling, purposive sampling was chosen.

This research will engage selecting a sample of four civil society organizations, i.e. the ones that are operating in Amathole District Municipality. The selected sample will also be composed of four board members of the civil society organizations, and four community development workers, i.e. the CDWs that are employed by the contracted civil society organizations by the Department of Social Development. These CDWs are the

ones that are receiving stipends from the four civil society organizations. Table 2 :(sample size) and Table 3 (details of the civil society organizations) are set out below.

Table 2.1: Sample size

Nature of the sample	Number
Civil society organizations	4
Board members of civil society organizations	4
Community development workers	4
Total	4

Table 3.2: Details of the civil society organizations

Name of CSO	Area of operation	Local nunicipality	Number
We Care HIV/AIDS Ministries	Butterworth	Mnquma Local Municipality	1
Ikhwezi Women Support Center	Cathcart	Amahlathi Local Municipality	1
Nyhwarha Home Based Care	Idutywa	Mbhashe Local Municipality	1
Alice Hospice	Alice	Nkonkobe Local Municipality.	1
Total			4

CONCLUSION

This chapter has described the research instruments that were used in order to pursue this study. The next chapter presents data that was collected in the field by means of interviews, observations and focus group sessions.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 THE INTRODUCTION

This chapter presents the outcomes of putting into practice, the objectives of the research methodology section that was presented in Chapter three. Stated differently the aim of this chapter is to process data in order to yield general conclusions for this study (Miller and Wilson, 1983: 29); that is, the chapter will attempt to answer questions that were stated in the introduction chapter (Chapter one). The topics that surface in the chapter are presented as follows: describing civic society organizations, law and registration of civic society organizations, number of participants and job positions in civic society organizations, generic role of civic society organizations in communities, poverty eradication strategies of civic society organizations, logical framework analysis and other tools, performance measurement, civic society organizations' challenges, and the effectiveness of civic society organizations.

4.2 DESCRIBING ORGANIZATIONS, LAW AND REGISTRATION

The findings that are presented in this section uncover that there were three civic society organizations (organizations) who participated in the study. All these organizations affiliate to three different local municipalities, under the umbrella of Amathole District Municipality. These local municipalities are the following: Amahlathi Local Municipality (Amahlathi), Mbhashe Local Municipality (Mbhashe), and Mquma Local Municipality (Mquma).

For ease of reference during analysis the three civil society organizations that participated in the study will be identified as the CSO 1, CSO 2 and CSO 3.

Table 4. 1: CSO identification names.

Name of the Organization	Identification Name	Area of Operation
Ikhwezi Women Support Centre	CSO 1	Amahlathi Local Municipality
Nyhwarha Home Based Care	CSO 2	Mbhashe Local Municipality
We Care HIV/AIDS Ministries	CSO 3	Mnquma Local Municipality

Moreover, with regards to their legal entity these NGOs are registered under Nonprofit Organizations Act 1997, i.e. the NPO Act (1997). Concerning the best description of these organizations, all of them have more than one description. Namely, (firstly) Amahlathi is described as a faith based organization (FBO), and a non-governmental organization (NGO). Secondly, Mbhashe is presented as a community based organization (CBO), and a non-governmental organization; and (thirdly) Mnquma is an FBO, CBO and the NGO.

Table 4. 2: Best description of organizations, law & registration

No. of CSOs	Areas of operation	Best description of organizations	Law and registration status
CSO 1.	Amahlathi Local Municipality	FBO and NGO	NPO Act (1997)
CSO 2.	Mbhashe Local Municipality	CBO and NGO	NPO Act (1997)
CSO 3.	Mnquma Local Municipality	FBO, CBO and NGO	NPO Act (1997)

4.3 NUMBER OF PARTICIPANTS AND JOB POSITIONS

This section is about the number of people who were participants in the study, in relation to the job positions they occupy in their organizations. These numbers are reflected in relation to Table 6 (indicating participants according to their numbers) and Table 7 (indicated by percentages) below. The frequency tables below indicate that the total number of participants in the study was 14. This total number is divided into three categories, namely, five participants in Amahlathi, also five in Mbhashe, and four participants in Mngquma. These numbers indicate that the number of participants in Mngquma (4 / 28.6%) is small, while the higher numbers are spread between Amahlathi (5 or 35.7%) and Mbhashe (5 or 35.7%).

With regards to the job positions of participants, the findings of the study reflect that the position of community development workers has the high number of participants (5 or 35.7%). This number is followed by the position of project managers, with the quantity of three (21.4%) participants. The numbers of participants carry on going down, up to the smallest quantity of participants, i.e. one care-giver and one client.

Table 4. 3: Areas of operation and positions in the organization

Job position	Areas of operation			
	Amahlathi Local Municipality	Mbhashe Local Municipality	Mngquma Local Municipality	Total
Board Member	2	0	0	2
Board Member and Care-giver	0	2	0	2
Care-giver	0	1	0	1

Client	0	1	0	1
Community Development Worker	2	0	3	5
Project Manager	1	1	1	3
Total	5	5	4	14

Table 4. 4: By % - areas of operation and positions in the organization

Area of operation	Municipality			Total
	Amahlathi Local Municipality	Mbashe Local Municipality	Mnquma Local Municipality	
Board Member	14.3%	0.0%	0.0%	14.3%
Board Member & Care-giver	0.0%	14.3%	0.0%	14.3%
Care-giver	0.0%	7.1%	0.0%	7.1%
Client	0.0%	7.1%	0.0%	7.1%
Community Development Worker	14.3%	0.0%	21.4%	35.7%
Project Manager	7.1%	7.1%	7.1%	21.4%
Total	35.7%	35.7%	28.6%	100.0%

4.4 GENERIC ROLE OF CIVIC SOCIETY ORGANIZATIONS IN COMMUNITIES

The findings of this study uncover that the civic society organizations play an important role in making improvements on the general well-being of people at the community level. The role they play is categorized into four points, namely, gender-based violence, community/home based care, health awareness campaigns and education, and income generation (see below). However, their contribution in the communities is not necessarily focused directly on poverty alleviation strategies; instead the initiatives for poverty alleviation form part of the projects of these organizations, for instance, combining an HIV/AIDS project with the job creation project.

4.4.1 *Gender-based violence*

- To provide counseling and paralegal support to woman and girls who have experienced gender based violence and/or who are living with HIV/AIDS.
- To empower CBOs, stakeholders, organizations and community members on programmes that address aspects of gender based violence and HIV/AIDS.
- To lobby and advocate for policy change and implementation, on issues that affect women and girls, for instance on gender based violence, HIV/AIDS, etc.
- To monitor the activities of the police services and court services, thus ensuring that women and girls receive effective assistance when seeking help, that is, with regards to cases that affect women and girls, e.g. about gender-based violence.

4.4.2 *Community/home based care*

- To provide the services of home based care to community members who are sick.
- To conduct community-based support centers in order to deal with different challenges that are experienced by community members. The aim is to assist

people who are living with HIV/AIDS, the disabled people, the orphans, the people who experience social problems, people with TB and chronic illnesses.

- To identify child headed families, orphans and vulnerable people in the community. The aim is to provide psychosocial support to them by making use of home based care system.

4.4.3 Health awareness campaigns and education

- To make improvements on the health status of community members by encouraging them to adhere to their consumption of treatment for HIV/AIDS and TB.
- To conduct health awareness campaigns as part of improving the health status of community members, especially with regards to HIV/AIDS and TB.
- To embark on activities that deal with health transformation and education, by collaborating with stakeholders that are relevant on this matter.
- To raise awareness within the communities regarding aspects that concern with gender based violence and HIV/AIDS.
- The Civil societies' supports the implementation of ongoing education and awareness programs for all the citizens so as to reduce the spread of HIV infection and to combat ignorance and discrimination.
- The Civil societies' are helping the government in ensuring that health promotion campaigns including promotion of VCT and proper condom use are held.
- Most organizations are used by both private sector and government departments in the appointment of ongoing support to peer educators in the workplace.
- Assists in the outreach to partnership with, and promotions of organizations involved in community based HIV/Aids initiatives and advocacy if the budget permits.
- Also helps out in the distribution of booklet with answers to common questions about HIV/Aids to all employees, and also form part of the induction process. In

this way, the civil societies participate in the HIV/Aids erosion program of the broader community.

4.4.4 Income generation

- To establish income generating projects as part of fighting poverty. The intended beneficiaries are the people who live with HIV/AIDS, and the community members.
- To create job opportunities for the unemployed community members.

The objectives that are presented in this section are harmonious with the argument concerning elements of poverty alleviation strategies, as pointed out in Chapter 2. The argument says there are fundamental elements that ought to constitute poverty alleviation strategies. These include (for instance) addressing the basic needs of the local people, creating opportunities for self-employment, developing human resource skills, ensuring that people live in a safe and secure environment, etc. (Ababio and Meyer (2012: 7). Therefore, the objectives that are disclosed by these findings reveal that poverty alleviation initiatives need to address the basic living conditions of the intended beneficiaries, especially with regards to the underprivileged people. Thus the objectives that are presented in this section are appropriate examples of addressing the basic needs of the underprivileged people as the intended beneficiaries of the interventions.

Furthermore, irrespective of definition or type of poverty as understood by different theoretician's, there is a general understanding that there are common causes of poverty and overarching them all is the changing trend in National and Global economic and demographic trends set up.

4.5 POVERTY ERADICATION STRATEGIES

4.5.1 Number of employees in organizations

The focus of this section is on the number of people who were employed by the three civic society organizations in terms of per local municipality (see Table 8 and Figure 3 below). The status of their employment is categorized as follows: full-time, part-time, and voluntary employment. The total amount of people who were employed by these organizations is 331. This number is divided into 45 full-time employees, 262 part-time and 24 volunteers. These numbers indicate that a large pool of people employed by these organizations on a part-time basis, followed by full-time, and voluntary employment.

The presentation of the findings in this study carries on to the number of people who were employed by these organizations in terms of per local municipality. It has been indicated earlier on that the total number of people who were employed by these three organizations is 331. Out of this total number there were 270 employees in Mnquma, 36 in Mbhashe, and 25 in Amahlathi. These numbers reflect that the greatest pool of people were employed by Mnquma Local Municipality, this was followed Mbhashe, and then Amahlathi.

The findings of this study therefore reveal that the three organizations have contributed in mitigating the challenge of unemployment in the Amathole region, although the greatest quantity of this employment takes place on a part-time basis. Thus, these findings indicate that the civic society organizations play a vital role in poverty alleviation, as they form part of the institutions that employ people.

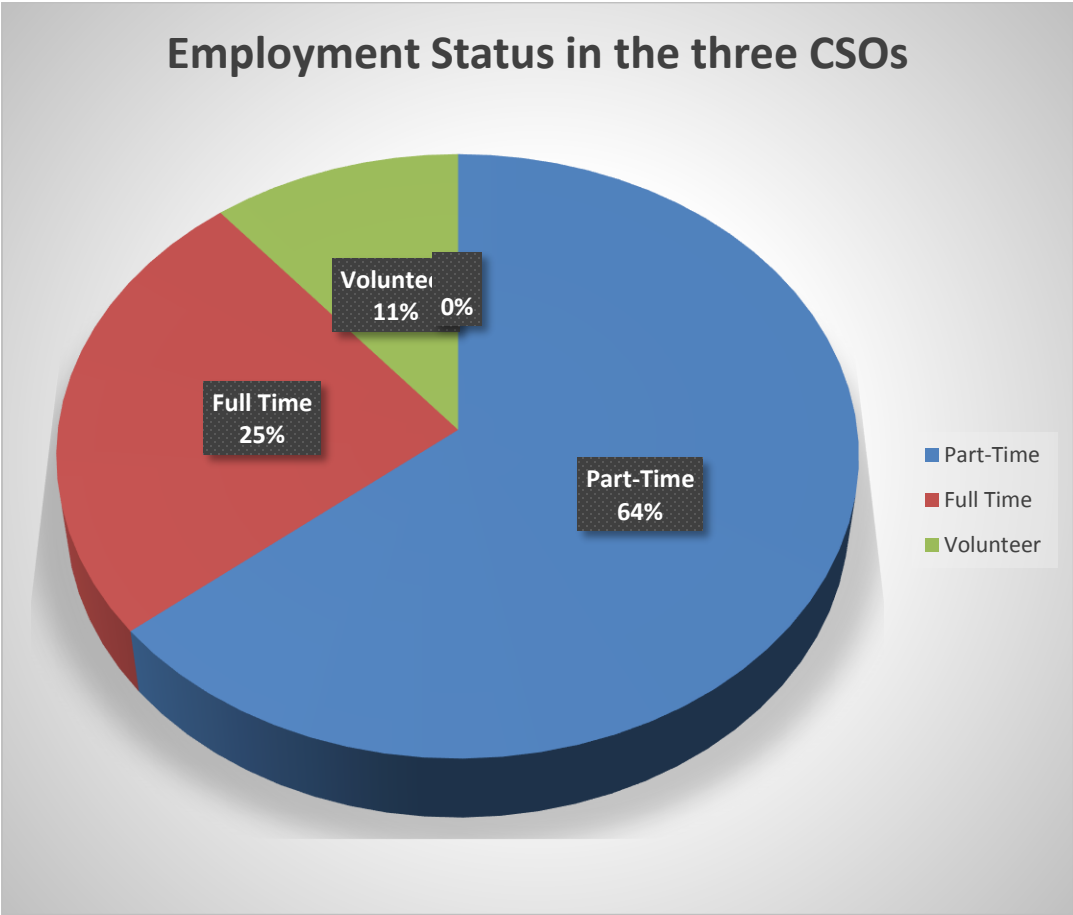
It was also revealed that civil organisations do assist government in fostering social cohesion with the communities, empowering society and ensuring society's role in the delivery of health services in our communities. The three organisations further revealed that their programme thus also enhances Government strategy to address the problems of social dislocation, isolation and alienation, by enlisting the participation of active citizenry in a social compact or partnership to address the social economic problems confronting them. This is considered to be an important dimension of social capital.

Furthermore, the findings of this study are in consensus with the views of the functionalist theory (Glasses 2013: 1). As pointed out in Chapter 2, the argument of the functionalist theory is that everything that exists in the society is significant even though it might appear as if it is not significant, or the things that exist in the society do not seem to be related to one another. The argument goes on, everything that takes place in the society has a purpose; hence different elements in the society work together for the overall functioning of the society. For example, poverty has a significant role to play in the society, even though it causes suffering to those people who are experiencing poverty. The significance of poverty is that it contributes into the overall functioning of the society. Because of the existence of poverty there are civic society organizations, whose aim is to mitigate the challenge of poverty. The contribution of these organizations in the society is that they bring job opportunities to several people in the very same society that is suffering from poverty. The implication here is that the existence of poverty is accompanied by both bad and good news, that is, while some people are suffering from poverty, others are benefiting from it as they get job opportunities from civic society organizations that have the mission of alleviating poverty. Therefore, the total number of 331 people (as indicated by the findings of this study) that were employed by the three organizations is an appropriate example of the functionalist theory.

Table 4. 5: Employment Status as expressed in figures

Areas of operation	Employment status			Total
	Full time	Part-time	Volunteer	
Amahlathi Local Munnicipality	9	2	14	25
Mbhashe Local Munnicipality	16	10	10	36
Mnquma Local Municipality	20	250	0	270
Total	45	262	24	331

Figure 4. 1: Employment Status as expressed in Percentages



4.5.2 Sector programmes/projects per organization

This section is about understanding the sector in which the participating organizations were focusing on. Table 8 and Figure 3 are used to illustrate this, and it is organized in terms of per local municipality. The outcomes of this study uncover that the sectors that characterize Amahlathi Local Municipality are education, health, food security, and women's cooperative. The municipality that follows is Mbhashe; its sectors are health, social development, and food security and then, the next municipality consists of two sectors, namely, health and social development.

In examining these sectors, the one that seems to be directly concerned with poverty alleviation is food security and it affiliate, to Mbhashe and Amahlathi. The outcomes therefore demonstrate that out of three local municipalities, two of them have a direct involvement in poverty alleviation, by virtue of having projects that focus on food security. In addition, the two projects that might be involved in poverty alleviation are social development and women's cooperative. They are located in Mbhashe and Mnquma. However, it is not clear what these two projects involve.

The findings of this study therefore uncover that in the three CSOs under study, it was clear that the services that the organizations were delivering did not always match the mission and objectives of the organizations. Babbie and Mouton (2001: 341) are in support of this view; they argue that in such instances the implementation of such interventions is not taking place as designed. Consequently, the resources of interventions end up being spent on activities that do not necessarily serve the interests of the intended beneficiaries.

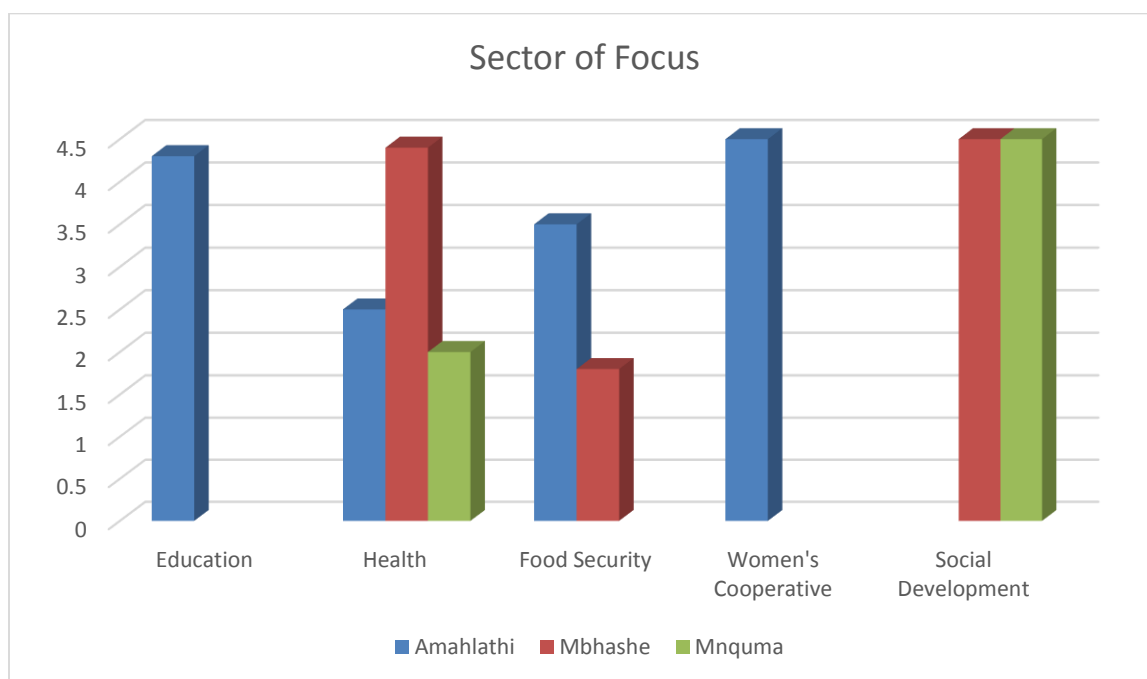
The services were born out of community needs, and also require alignment to the priority goals of the Department of Social Development (as it is the appropriate development

agency) within the District's Annual Performance Plan as well as agreed on the grant contract. The governing bodies of the organizations are the ones that approve the annual performance plans of their respective organizations, ought to agree on methods designed to evaluate and monitor progress on the service plan to be implemented. Progress reports should be meticulously analyzed by government officials in a critical manner in recognition of capacity building, creativity and diversity, whilst respecting the independence of all stake holders including those of the partnerships. Government officials that are tasked to monitor civil society organizations must take their jobs serious in order to avoid deviation by all funded civil society organizations doing little on the poverty alleviation and more on health promotion whilst funded for poverty alleviation despite community needs but according to grant contract with the department of Social Development.

Table 4. 6: Sectors of Focus

Areas of operation	Sector of focus
Amahlathi	Education, health, food security, women's cooperative
Mbhashe	Health, social development, food security
Mnquma	Health, social development

Figure 4. 2: Sector of Focus



4.5.3 Details of strategies for eradicating poverty

The findings of this study uncover that the civic society organizations use diverse methods with regards to alleviating poverty. The presentation of these methods takes place as indicated below.

- Educating beneficiaries (of the interventions) on how to plough vegetables in their gardens. Adopting this approach would provide them with the necessary skills and knowledge on how to take care of their gardens; and thus assist in alleviating poverty at the community level.
- To mobilize community members in order to be engaged in income generation projects. The projects include poultry farming, sewing, and gardening. The intended beneficiaries are the people who are HIV positive and those who are affected by HIV/AIDS.

- Employment is created by making use of the expanded public works programs, and then the projects for food from the gardens.
- Establishing co-operative projects for women in rural communities.
- Facilitating community participation in development projects.
- Facilitating the establishment of various poverty alleviation projects within the identified communities.

The strategic role (alleviating poverty) of civic society organizations in the society is confirmed by Mavee and Cloete (2011: 68-9). As stated in Chapter 2, Mavee and Cloete say CSOs play the vital role of organizing people to form influential groups. The value of such groups is that they become the means of influencing public policies, in order to pursue the interests of the ordinary community members. That is, by participating in policy formulation and implementation, while organizing people to make public resources accessible to the people. Thus, CSOs have a vital strategic role to play in the society as indicated by the findings of this study.

Moreover, there is an agreement among government departments and civil society organizations to ensure the development and implementation of structured initiatives to eradicate poverty and its root causes. Government and civil society across the globe are involved in calls to address the root causes of poverty. Amongst the means of understanding the root causes of poverty is to try to understand the unmet needs of the intended beneficiaries. Babbie and Mouton (2001: 340) define this activity as the evaluation of needs. This approach is concerned with conducting an assessment of needs as the precondition for an effective implementation of programs. Therefore, the effectiveness of poverty alleviation strategies ought to be escorted by the assessment of the needs of the intended beneficiaries.

4.6 CIVIC SOCIETY ORGANIZATIONS' CHALLENGES

The focus of this section is on understanding the challenges that were experienced by the civic society organizations while they make efforts towards achieving their intended objectives. The following points were noted:

- a) The insufficiency of funding was among the key challenges that were highlighted by the civic society organizations. As a result, the situation was inhibiting the CSOs from executing their activities up to the best of their abilities.

Prestegard (2005: 30) support this view; he says CSOs have the tendency of competing with each concerning donor funds. The results become a competition that surfaces among the CSOs, instead of working collaboratively with each other. The inadequate collaboratively minimizes chances of working as a team towards solving society problems.

- b) The human resources of these organizations did not have sufficient knowledge and skills, as a necessity in order to conduct the duties of the organizations.

The strength of an organization is determined by its human resources. If human resources do not have the necessary knowledge and skills, the implication is that it does not have the necessary capacity to in order to execute its activities. An organization like that has to rely on experts from outside, i.e. requesting consultants to provide their services to the organization. This is a disadvantage to such an organization as it has to spend its financial resources on consultants. Those financial resources could have been valuable on other projects of the organization.

In addition, the insufficient knowledge and skills on organization's human resources, makes such an organization to be unable to deal with

implementation complexities. The concept implementation complexities has been discussed in Chapter 2. This is because employees' knowledge and skills are the necessary means to deal with these complexities.

Therefore the insufficient knowledge and skills on employees make such an organization to be unable to respond appropriately to implementation complexities.

- c) The challenge of high defaulter rates, concerning organizations that provide treatment to patients who are infected by HIV. The situation was attributed to several challenges, like health care facilities that are located far away from the residential areas of patients, poverty as it makes it difficult for patients to consume medication on empty stomachs, etc.

The manifestation of high level of defaulter rates indicates that the intervention was not being delivered adequately on the intended beneficiaries. Babbie and Mouton (2001: 374) talk about the concept coverage. Coverage is defined as the extent in which participation by the intended beneficiaries achieves the levels specified in program design. In other words, the delivery of the services ought to take place as specified in the plans of the intervention. The implication is that all the intended beneficiaries must receive the service as intended.

With regards to the high level of defaulters, the implication is that the service of providing treatment to HIV patients was not taking place sufficiently.

That is, there were many patients that were not receiving the service (treatment) of the intervention. If an intervention is not being delivered to the intended beneficiaries, it implies that the intervention is not achieving its intended goals.

4.7 LOGICAL FRAMEWORK ANALYSIS AND OTHER TOOLS

The findings of the study uncover that amongst the tools that were used regularly by the civic society organizations was the Logical Framework Analysis (LFA). Some additional tools that were used were from the Department of Social Development, the Department of Trade and Industry, and the Department of Health. Examples of these tools include attendance registers, referral systems, leave forms, contracts of employment, and the evaluation forms.

Concerning the concept LFA, it refers to a graphical presentation of how a program's objectives and activities fit together in order to produce the desired outcomes. It is a tool that is used in order to make congruence between what has been planned in relation to what was actually done (Yampolskaya, et al. 2004: 192). Therefore it is a tool that is used in executing performance assessment and planning at the same time concerning intervention.

However, sometimes planners of development projects become ambitious. They hold on to the belief that there is a direct link between the concepts that are presented in plans and the way in which such plans are realized on the ground (Cernea 2006: 46). In other words, they expect to get the desired outcomes as intended in terms of their plans. This approach therefore is (in the eyes of Mosse 1999: 5) treating projects as if they are controllable, closed, and unchanging. The adoption of such an approach is not realistic. Because the relationship between inputs and outputs is not linear; the responses that come as a result of input becomes non-proportional sometimes. It is necessary therefore, for organizations to plan for the unexpected changes that arise as a consequence of their activities.

4.8 PERFORMANCE MEASUREMENT

This section is concerned with understanding if the activities of the CSOs were assisting them in achieving their objectives and goals as intended, i.e. poverty alleviation. The findings are presented in relation to i) the type of sector programmes/projects the organizations were focusing on, and/or ii) organizations' objectives; see the findings indicated below:

a) Food security was disclosed as one of the sector programmes/projects of focus by the organizations. In relation to the goal of providing food security to beneficiaries, one of the organizations uncovered two indicators of success in their efforts towards poverty alleviation, namely:

- The existence of the food security garden project in the community of beneficiaries, in the premises of the local hospital.
- There was a positive response from the beneficiaries of the intervention, that is, a diversity of community members confirmed that they were receiving fresh vegetables from the project.

The existence of the food security garden is a manifestation of the output of the intervention. In other words, it is a reflection that the service has been delivered, as a result of the activities of intervention. Therefore it is an indicator of success. In other words, the implementation of projects is taking place.

The discussion now goes on to community members' receiving of fresh vegetables from the project. This is an indication that the program is getting delivered to the intended beneficiaries. This is another indication that the implementation is taking place as intended.

b) Amongst the objectives that were raised by these organizations was (firstly) to make improvements on the health status of community members by encouraging them to adhere to the consumption of treatment for HIV/AIDS and TB. Secondly, to conduct health awareness campaigns as part of improving the health status of community members, especially with regards to HIV/AIDS and TB. Thus, the indicators of success with regard to these objectives were

- The manifestation of positive changes amongst the intended beneficiaries of the interventions; in other words the community members that were infected by HIV. The organization's clients (beneficiaries) that were HIV positive were complying with their HIV treatments, and consequently there were many cases of improvements in their health status.

However, adherence into treatment was undermined by the challenge of poverty in many households in the communities. There were many instances whereby the individual community members were experiencing the shortage of food, as the predecessor for the consumption of HIV treatment. Such a situation was inhibiting chances of treatment consumption by clients.

Amongst the means of measuring performance of an intervention is to see positive changes taking place on the intended beneficiaries of the program. In this instance it is a behavioral change. That is, encouraging the HIV positive clients to comply with regards to using HIV treatment. And then using treatment appropriately, would result in improvement on clients' health status.

One of the misperceptions about performance measurements is to rely on using outputs as performance measures. The outputs simply mean the delivery of services as a consequence of the activities of the intervention. Some examples of outputs may be

workshops, delivering T-shirts to clients, and so on. In terms of the findings of this study hosting health awareness campaigns is also an appropriate example of outputs. The question that needs to follow is “do the outputs result in a positive change on the intended beneficiaries?” In this instance, does hosting health awareness campaigns results in compliance on HIV treatments by HIV-positive clients? If the answer is yes, the implication is that the outputs lead into the intended outcomes.

It is a common phenomenon to find out that organizations host workshops for their employees (for instance) with the aim of capacitating them with knowledge about a particular area. Interestingly, several workshops take place but employees remain without that knowledge. In terms of measuring performance, organizations would count the workshops as indicators of success with regards to their performance, even if the workshops (outputs) do not lead into gained knowledge (outcomes) about that particular subject. Therefore, civic society organizations must make efforts to gain a better understanding of performance measures, as a part of making improvements on their performance.

4.9 CONCLUSION

The focus of this chapter was on the presentation of the findings of the study. The study was conducted on three civic society organizations, which were located in three different local municipalities in Amathole region. These municipalities are Amahlathi Local Municipality, Mbhashe Local Municipality, and Mnquma Local Municipality. In terms of research participants there was a total number of 14 officers, who were occupying different job positions in these civic society organizations. To mention a few of the points that were discussed in this chapter: the generic role of civic society organizations in communities, logical framework analysis and other tools, and performance measurement. In the next chapter conclusion and recommendations will be presented.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter aims at evaluating the research findings of the data collected from the three civil society organisations as discussed in chapter four. The researcher will also revisit the goals and objectives of the study before presenting the major conclusions drawn from the findings. Finally recommendations will be made.

5.2 Goals and objectives of the study

5.2.1 Goal

This research hopes to modestly make a contribution into effective strategies of poverty alleviation employed by Amathole District Municipality and also contribute to community development debate.

5.2.2 Research Questions

The study attempts to find answers to the following research questions:

- ✓ What are the existing strategies, of civil society, for poverty eradication in Amathole District Municipality?
- ✓ What are the civil society's challenges, obstacles and prospects with respect to executing interventions on poverty alleviation?
- ✓ What systems does the civil society have, concerning the coordination, monitoring and evaluation of poverty eradication strategies in Amathole District Municipality?
- ✓ What are the benchmarks that are adopted by the civil society, to assess the effectiveness of the civil society's interventions in its endeavors to alleviate

poverty? Based on such benchmarks, are the civil society's interventions effective in eradicating poverty?

5.2.3 Objectives

- ✓ To assess the role of the civil society in poverty eradication strategies in Amathole District Municipality.
- ✓ To find out the challenges, obstacles and prospects to state intervention with respect to Poverty Alleviation.
- ✓ To suggest remedial action that can promote or inhibit poverty alleviations strategies in the Municipality.

5.3 Conclusion

The conclusions were drawn from the theoretical background (chapter two), detailed analysis of the three poverty alleviation Civil Society Organisation under study (chapter three) as well as the findings discussed in the preceding (chapter four).

Right from the onset it must be stated that, although the researcher has not initially proposed to analyse the participants' demographic characteristics, however an exception would be made with regards to the participant's gender. It was exciting to note that all the participants who took part in this study were females. According to Remedy (1991:11) poverty is not gender neutral. It is also not far from the truth to say that when one speaks of poverty one is also speaking of women. Culture often involves deep rooted prejudices and discrimination against women. While various studies of poverty have continued for more than a century, traditional definitions and forms of measurement have largely been gender blind and have focussed on poverty as experienced by households rather than gender specific individuals. Clearly this has a tendency of obscuring the extent to which

women might experience greater poverty than other members of poor households. It also tends to overlook the fact that poor households headed by women are overrepresented in the figure of household poverty as mentioned by Payne (2001:1).

However according to Mao Tse Tung as quoted in Burkey (1993:64), Chinese men have to carry the burden of three mountains; oppression from outside, feudal oppression and the burden of their backwardness. But Chinese women are burdened by four mountains, the fourth one being Chinese men. We should be careful not to burden women with a fifth burden that of carrying most of the responsibility for community development. They should not be overloaded in the process. In South Africa, poverty has a strong gender association with women. According to Human Development report (2003), in 2002 about 50.9 % of the poor were females as compared to 45.9 % who were males. Moreover what does emerge clearly from the South African households' surveys is that, households headed by women are more likely to be poor. Clear testimony is that in May 1998 the report showed that poverty rate among female-headed households was 60 % whilst the male headed households were reportedly at 31 %. According to Woolard (2002) as quoted by Mafoyane (2002:6) avers that a household headed by a resident male has a 28 % probability of being poor.

It is probably safe to conclude that the Civil Society Organisations in the Amathole District portray a positive attitude and willingness to better contribute to poverty alleviation in the District. The continuing support from the Department of Social Development will go a long way to assist the Civil Society Organisations to become sustainable, in the context of management and efficient running of the Organisations.

One may conclude that a significant number of Civil Society Organisations do have the capacity and the size to manage funds under the Department of Social Development Poverty Alleviation Programme. However Post Funding visits by the Department of Social Development officials need to be conducted to determine the level of improvement

needed from the original baseline that was conducted at the prefunding phase in order to realise and see progress made by individual organisations.

The post funding visits to Civil Society Organisations need to be strengthened to effectively improve service delivery. Despite this mostly positive performance by Civil Society Organisations, the pace of change has opened Civil Society Organisations up to an increase in the level of risk as they seek to enhance performance through new service delivery arrangements and streamlined administration. The most common areas requiring stronger management attention, identified in this research report include performance information systems and Financial Management, Local Travel costs management including governance and IT security issues.

Governance is about how an organisation is managed, its corporate and other structures, its culture, its policies and performance and the ways in which it deals with its stakeholders. A corporate governance framework, particularly where it involves sound values, cost structures and risk management processes, provides the necessary foundation on which a cost-effective, transparent and accountable organisation can be built. The principles involved are important to any business in whatever manner they have been implemented to suite the nature and extent of that business. Major elements of corporate governance include strategic planning, risk management, performance monitoring and accountability mechanisms. One may recommend better practice guides on the subject to assist agencies to develop sound corporate governance frameworks. What the research has found is that many Civil Society Organisations claim to have Boards but this is in fact so on paper the actual or visible role of the Board is not there hence many performed badly in governance and some of the weaknesses identified were apparently created by lack of effective Board oversight. While one will not dwell on the obligations that follow from the signing of the contract, by CSOs and the Department of Social Development, a contract serves and forms an integral part of the corporate governance framework. Risk assessment and control activities include the identification,

analysis and assessment of risks to achieving objectives and the design of control policies and procedures to manage those risks, focusing on those that have potential for more significant exposures and are critical to the organisation. Effective and efficient risk management also requires the development and implementation of management processes and systems that support the analysis and control of organisational risks. There is a need to assist CSOs to deal with risk identification and the mitigation thereof.

5.4 DIFFERENT FORMS OF INTERVENTIONS BY CIVIC SOCIETY ORGANIZATIONS

Government alone cannot solve all the problems of the society. In most cases, the underprivileged people at the community level do not have the necessary resources as a means of providing solutions on their challenges. That is why the contribution of the civic society organizations is indispensable, as they make a positive change to the people at the community level. The findings of the study reveal that there are different forms of interventions that are executed by the CSOs, namely: interventions on issues of gender-based violence, community/home based care, health awareness campaigns and education, and income generation. Ababio and Meyer (2012: 7) argue that CSOs have a fundamental role to play in the society. For instance they create opportunities for self-employment, they address the basic needs of the local people, they ensure that people live in a safe and secure environment, they develop human resource skills, etc.

5.5 POVERTY ERADICATION STRATEGIES

The findings of the study indicate that civic society organizations have a direct contribution in the creation of employment opportunities. This is because the three organizations that were observed in this study created employment opportunities for 331 people, although most of the people (64%) were employed on a part-time basis. The creation of job opportunities takes place in addition to the fact that some civic society organizations have the purpose of poverty eradication. Organizations that have the food security projects are

the appropriate examples. Therefore, civic society organizations have an essential role to play, with regards to mitigating the challenge of poverty in communities.

5.6 CHALLENGES EXPERIENCED BY CIVIC SOCIETY ORGANIZATIONS

Civic society organizations also face some challenges. Hence Prestegard (2005: 28-29) argues that there is a tendency for development discourse to romanticize the civic society domain. It is presented as if it is free from challenges, while it is characterized by several challenges, for instance, the power relations and inequality that exists among the civic society organizations. Instead the civic society domain is presented as if it is free from such challenges. The findings of this study have uncovered some challenges with regards to the CSOs. These include: the insufficient funding as the necessary resource in order to execute the activities of organizations, and the insufficient knowledge and skills on the human resources of the CSOs. Therefore, it is necessary for the civic society organizations to find ways of expressing the challenges they come across, instead of hiding them. Honesty about their challenges leads to opportunities to provide solutions on such challenges.

5.7 LOGICAL FRAMEWORK VERSUS UNEXPECTED CHANGES

The findings of the study have revealed that the logical framework is utilized as one of the tools for planning and monitoring performance of interventions. A logical framework is a valuable tool because it provides a graphic presentation about diverse components of an intervention, for instance, the relationship between an intervention's objectives, activities, and the intended outcomes. However, the adoption of the logical framework makes the development planners and practitioners to (Mosse 1999: 5) treat projects as if they are always unchanging, controllable, and closed. This perspective is in conflict with the fact that projects implementation environment is dynamic; it is characterized by the unexpected changes that arise as implementation is taking place. Planning therefore needs to accommodate the unforeseen circumstances that come up in the process.

5.8 Conclusion

In the light of the findings and the foregoing discussions, the following recommendations may be made.

- An urgent review of the CSOs financial activities by the funding department (Department of Social Development) that need to have financial management controls in place. We do understand that the focal point of Department of Social Development at this point is to develop these CSOs .We are quite aware that some CSOs do not have the advanced financial management (*Pastel or QuickBooks etc.*) like procurement policies and whether the organisation does have financial record keeping is an imperative for all organisations that are established and we submit that the respondents have well defined financial record keeping systems in place.

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- www.thedti.gov.za [accessed on 26/08/2015]

INFORMED CONSENT FOR A RESEARCH QUESTIONNAIRE

FROM

XOLISILE NGUMBELA

xolisile.ngumbela@webmail.co.za

1 October 2015

I will be grateful to you if you could participate in the research I am doing on ***“Assessing the role of Civil Society in Poverty Alleviation: A case Study of Amathole District”*** as detailed in my separate letter to you. Would you kindly read the documents included before you take a decision on whether to involve yourself or not. The information, which I am giving you to scrutinize, is in fulfillment of the university ethical clearance requirements, for the submission of a research proposal. It is the following:

1. The title: ***“Assessing the role of Civil Society in Poverty Alleviation: A case Study of Amathole District”***
2. My telephone numbers 043 736 6380 or 040 609 6090 cell 072 396 2321
3. The purpose of the dissertation – to make progress in a search for viable poverty alleviation strategies and improved Civil Society Role in Poverty Alleviation partnerships.
4. The project supervisor is Dr. Thozamile R. Mle of the School of Public Administration and Development, Independence Avenue, Bhisho, 5605, University of Fort Hare, Bhisho Campus. Tel. 040 639 1724 cell' 082 200 3475 email: tmle@ufh.ac.za

5. The separate letter includes an explanation of the purpose of the subject being investigated and of how it was identified.

6. As regards the “Voluntary participation factor” the University ruling for ethical clearance requires the following questions to be answered

Are you willing to assist in this research on a voluntary basis? Yes/No

(PS. You may withdraw from the research at any time without any negative or undesirable consequences directed at yourself.)

Your responses will be treated in a confidential manner, unless you deem otherwise. For example are there any limits you wish to place on the confidentiality issue. Yes / No. If yes, what are they?.....

Do you wish that anonymity be ensured? Yes/No

Please note the following:

- i. No financial benefit will accrue to myself and for that matter to any participant
- ii. Any cost incurred to you the participant, in the process of responding to this research is for the account of Xolisile Ngumbela, 11 Rochdale Road, Sunnyridge, East London, 5201 or send it to my email address: xolisile.ngumbela@webmail.co.za.
- iii. In terms of the time that it takes you to answer the questions, what I’m looking for is brevity, which estimated roughly, should take less than an hour.
- iv. The gathered data will remain in my personal possession and will therefore be kept confidential and anonymous.

I am depending on your generosity for a voluntary participation.

Please would you sign the declaration?

I (Full names of participants) do hereby understand the contents of this documents and the nature of the research project, and I consent to participate in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature and address of participant

Date and telephone number:

Researcher Signature

Date

Questionnaire

ASSESSING THE ROLE OF CIVIL SOCIETY ORGANISATIONS IN POVERTY ALLEVIATION: A CASE STUDY OF AMATHOLE DISTRICT

INTRODUCTION

Poverty is one of the serious challenges that is affecting South Africa. As a result government has made poverty alleviation and development major priorities. It is in this context that the role of civil society organizations becomes critical. Civil society organizations potentially have roles to play in building more democratic political institutions, enlarging political space for grassroots change, and generating alternative thinking and approaches to poverty reduction (Lewis and Wallace 2000:x)¹ .

PURPOSE

The purpose of this questionnaire is to evaluate the role of civil society organizations (CSOs) in poverty alleviation in South Africa. The role of CSOs is evaluated on the basis of the nature of work, the priorities of CSOs, their capacity and capabilities, their sustainability and the role played by CSOs in involving and empowering communities.

DECLARATION

¹ Lewis, D. and Wallace, T. (eds). 2000. *New roles and Relevance: Development NGOs and the challenges of Change*, Kumarian Press, Bloomfield.

The information gathered from this questionnaire will be used solely for the purpose of research. No information will be disclosed for other purposes without prior approval from the relevant organization.

NOTE WELL

- ✓ Please answer all questions.
- ✓ Indicate your answer with a cross where necessary in the appropriate box
- ✓ Your role in this study is honestly appreciated at all levels
- ✓ You will remain anonymous if you so wish to

1. Name of your organization

.....

2. What position do you hold in your organization?

- a) Community Development Worker
- b) Board Member
- c) Project Manager
- d) Admin Officer
- e) Other (Specify)

.....

3. What area is your organization operating in?

- a) Amahlathi
 - b) Mbhashe
 - c) Mquma
 - d) Nkonkobe
 - e) Other (Specify)
-

4. What description best describe your organization?

- a) Non-governmental organization (NGO)
 - b) Community based organization (CBO)
 - c) Faith based organization (FBO)
 - d) Self-help organization
 - e) Other (Specify)
-

5. Which, of the following laws is your organization registered with?

- a) NPO Act (1997)
 - b) Section 21 Company Act
 - c) Other (Specify)
-

6. What is the vision of your organization?

.....

.....

.....

.....

7. What is the mission of your organization?

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

8. What are the primary objectives of your organization?

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

9. What type of sector programmes/projects your organization focus on?

- a) Agriculture
- b) Education
- c) Health
- d) Housing
- e) Social Development
- f) Food security
- g) Women's cooperative
- h) Other(specify)

.....

10. How does your organization identify its programmes?

- a) Community mapping exercise
- b) Assessments by consultants
- c) Community based participatory assessments

- d) Integrated Development Plans
 - e) Informed by funding organizations
 - f) Other (Specify)
-

11. How many people are employed by your organization?

- a) In full time employment
- b) In part-time employment
- c) Volunteering

12. How does your organization fund its activities?

- a) International donors
 - b) Government funding
 - c) Private sector funding
 - d) Generate own funding
 - e) Other (specify)
-

13. What strategies does your organization have for eradicating poverty in Amathole region?

.....

.....

.....

.....

.....

14. What challenges have your organization experienced while striving to achieve its objectives, in the past three years? (tick multiple boxes)

- a) Limited funding
- b) Limited skills (specify)
- c) Lack of information (specify)
- d) Government processes (specify)
- e) Administrative processes (specify)
- f) Other (specify)

.....

15. What Reporting, monitoring and evaluation tools does your organization have?

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

16. How do you measure the effectiveness of your intervention in alleviating poverty?

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

Questionnaire Completed by:

Name: _____

Position: _____

Date: _____

Signature

THANK YOU FOR YOUR CONTRIBUTION!



University of Fort Hare
Together in Excellence

ETHICAL CLEARANCE CERTIFICATE
REC-270710-028-RA Level 01

Certificate Reference Number: MLE071SINGL01

Project title: **Assessing the role of civil society in poverty alleviation: A case study of Amathole District**

Nature of Project: Masters

Principal Researcher: Xolisi Gidach Ngumbela
Sub-Investigator:

Supervisor: Dr TR Mle
Co-supervisor:

On behalf of the University of Fort Hare's Research Ethics Committee (UREC) I hereby give ethical approval in respect of the undertakings contained in the above-mentioned project and research instrument(s). Should any other instruments be used, these require separate authorization. The Researcher may therefore commence with the research as from the date of this certificate, using the reference number indicated above.

Please note that the UREC must be informed immediately of

- Any material change in the conditions or undertakings mentioned in the document
- Any material breaches of ethical undertakings or events that impact upon the ethical conduct of the research

The Principal Researcher must report to the UREC in the prescribed format, where applicable, annually, and at the end of the project, in respect of ethical compliance.

APPENDICES

APPENDIX A

Letter of Application to the University of Fort Hare research ethics committee

Department of Public Administration

University of Fort Hare

East London

5201

The Committee

University of Fort Hare Research Ethics Committee

University of Fort Hare

Alice

5700

REQUEST FOR APPROVAL TO CONDUCT A RESEARCH STUDY

I am currently doing Master's in Public Administration degree (MPA) at the University of Fort Hare, Bhisho branch. One of the requirements for this qualification is to conduct a research study in the related field. The research study that I have proposed to do is ***“Assessing the Role of Civil Society in Poverty Alleviation: A case study of Amathole District”***.

The main purpose of this study is to explore the Role of Civil Society organisations in Poverty Alleviation and come up with recommendations for the department of Social Development as well as the Amathole District Municipality. The proposed area is the Amathole District. An interview guide has been developed and will be distributed to the Civil Society Organisations that are operating in Amathole District.

Benefit of this study to the department is that a summary of findings will be made available on request to the Department of Social Development and the Amathole District Municipality and these findings may be used to develop guidelines for the assessment of the role of the civil society in poverty eradication strategies in Amathole District Municipality and to suggest remedial action that can promote or inhibit poverty alleviations strategies in the Municipality.

Hoping that this request will receive your favourable consideration

Thanking you in advance

Yours Sincerely

.....

X. G. Ngumbela

RESEARCHER –BA Ed; BA Hons.

APPENDIX B

**Letter of application to the Eastern Cape Department of Social Development
research ethics committee**

Department of Public Administration

University of Fort Hare

Bhisho Branch

Bhisho

5605

Eastern Cape Department of Social Development Ethics Committee

Eastern Cape Department of Social Development

King Williams Town

5600

REQUEST FOR APPROVAL TO CONDUCT A RESEARCH STUDY

I am currently doing Master's in Public Administration degree (MPA) at the University of Fort Hare, Bhisho branch. One of the requirements for this qualification is to conduct a research study in the related field. The research study that I have proposed to do is ***“Assessing the Role of Civil Society in Poverty Alleviation: A case study of Amathole District”***.

The main purpose of this study is to explore the Role of Civil Society organisations in Poverty Alleviation and come up with recommendations for the department of Social Development as well as the Amathole District Municipality. The proposed area is the Amathole District. An interview guide has been developed and will be distributed to the Civil Society Organisations that are operating in Amathole District.

Benefit of this study to the department is that a summary of findings will be made available on request to the Department of Social Development and the Amathole District Municipality and these findings may be used to develop guidelines for the assessment of the role of the civil society in poverty eradication strategies in Amathole District Municipality and to suggest remedial action that can promote or inhibit poverty alleviations strategies in the Municipality.

Hoping that this request will receive your favourable consideration

Thanking you in advance

Yours Sincerely

.....

X. G. Ngumbela

RESEARCHER –BA Ed; BA Hons.

APPENDIX C

Letter of application to the Eastern Cape Department of Health research ethics committee

Department of Public Administration

University of Fort Hare

Bhisho Branch

Bhisho

5605

Eastern Cape Department of Health

Eastern Cape Department of Health

East London

5201

REQUEST FOR APPROVAL TO CONDUCT A RESEARCH STUDY

I am currently doing Master's in Public Administration degree (MPA) at the University of Fort Hare, Bhisho branch. One of the requirements for this qualification is to conduct a research study in the related field. The research study that I have proposed to do is ***“Assessing the Role of Civil Society in Poverty Alleviation: A case study of Amathole District”***.

The main purpose of this study is to explore the Role of Civil Society organisations in Poverty Alleviation and come up with recommendations for the department of Health as well as the Amathole District Municipality. The proposed area is the Amathole District. An interview guide has been developed and will be distributed to the Civil Society Organisations that are operating in Amathole District.

Benefit of this study to the department is that a summary of findings will be made available on request to the Department of Health and the Amathole District Municipality and these findings may be used to develop guidelines for the assessment of the role of the civil society in poverty eradication strategies in Amathole District Municipality and to suggest remedial action that can promote or inhibit poverty alleviations strategies in the Municipality.

Hoping that this request will receive your favourable consideration

Thanking you in advance

Yours Sincerely

.....

X. G. Ngumbela

RESEARCHER –BA Ed; BA Hons.

APPENDIX D

CONSENT TO PARTICIPATE IN A RESEARCH STUDY

Title of the Research:

“Assessing the Role of Civil Society in Poverty Alleviation: A case study of Amathole District”.

Researcher:

Xolisile Ngumbela

Purpose of the study:

The purpose of the study is an attempt to contribute to the debate about the important role that is played by Civil Society in poverty alleviation strategies in the Local Government setting. This role is an important role that is not only contributing to job creation but the promotion of good governance and to ascertain effectiveness of the civil society interventions in the local governance sphere of the country. At a scholarly level the study will also help the municipality to better manage and coordinate the civil society organization's that are within its area of operation and be able to rectify their weaknesses in poverty eradication strategies. The study will also point to state intervention in poverty alleviation beyond party political lines to promote harmony and national unity. This research hopes to modestly make a contribution into effective strategies of poverty alleviation employed by Amathole District Municipality and also contribute to community development debate. Based on the findings the researcher will also make tentative recommendations about where the services should be strengthened and by whom when and how. New information gathered and gained through this research will be

disseminated through appropriate professional and public media so as to promote transfer of best practices and improve and inform policies that are targeting the communities in terms of poverty alleviation and unemployment in the country.

You are requested to participate in this research study. A cluster meeting will be called where you and other participants will be given an orientation on the research which may be followed by individual interviews at your facilities. Participation or non-participation will have no impact on you in any way. Answering the questionnaire will take you about 30 minutes because there will be some questions requiring more explanation.

Potential Risks and Discomfort

There are no known risks or discomfort associated with your participation in this research.

Potential Benefits

You will not benefit directly from your participation in this study, however the recommendations resulting from this study might influence the future development of policy guidelines in partnering with Civil Society on service delivery platforms.

Privacy and Confidentiality

Participant's confidentiality will be respected at all times. Unless required by law, no information that might directly or indirectly reveal your identity will be released or published without your specific consent to the disclosure.

Participation or withdrawal from the study:

Taking part in this study is your choice. There will be no penalty if you decide decline. You are free to withdraw from this research study at any time you may wish to, your choice to leave the study will not affect your relationship with your institution.

Contact details

If you have any questions, concerns or complaints about research you may contact my supervisor, Dr Thozamile Richard Mle at 060 639 1724 or at tmle@ufh.ac.za

Rights of the research subject

For questions about your rights while participating in this study, you may contact the Institutional Review Board at University of Fort Hare, The Research Ethics Committee at 043 704 7588.

My signature below indicates that I have agreed to participate in this study. You will be given a copy of this consent form to keep with your records.

Signature of Participant

Date

Printed Name of Participant

Investigator's Signature

Date



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT

Beacon Hill Office Park - Corner of Huguenot Road and Rochley Close - Private Bag 30039 - Bhiha - 5605 - REPUBLIC OF SOUTH AFRICA
Tel: +27 (0)43 605 5916 - Fax: +27 (0)43 605 6470 - Email addresses: Skrybulek.p@ecodsd.gov.za - Website: www.ecodsd.gov.za

Mr. X. G. Ngumbela
No. 11 Rochedale
Sunny Ridge
East London
5201

Dear Sir

RE: REQUEST FOR APPROVAL TO CONDUCT A RESEARCH STUDY

The above matter bears reference.

This department is in receipt of your letter, which request a permission to conduct research to the Departmental District office at Amathole on "assessing the role of civil society in poverty alleviation: A case study of Amathole District".

Kindly be advised that your request to conduct a research has been approved by the Head of Department. Please note that it is approved on the basis that the research to be conducted for educational purposes only and disclaimer of liability to be signed prior.

I hope that you will find this in order

Yours Sincerely,

S. KHANYILE
HEAD OF DEPARTMENT
DEPARTMENT OF SOCIAL DEVELOPMENT
DATE: 18/07/2015

Building a Caring Society. Together.



Province of the
EASTERN CAPE
HEALTH

Room 111 • 1st Floor • Medical Centre Building • 19 St James Road • Southernwood • Eastern Cape
Private Bag X9015 • EAST LONDON • 5200 • REPUBLIC OF SOUTH AFRICA
Tel: +27 (0)43 707 6766 • Fax: +27 (0)43 707 6843 • Website: www.eastoh.gov.za
Enquiries: Mr. T. Toko • Cell: 060 563 1388

Mr. X. G. Ngumbola
Researcher – BA Ed, BA Hons

03/12/2015

RE: REQUEST FOR APPROVAL TO CONDUCT A RESEARCH STUDY

RE: RESEARCH TOPIC – “ASSESSING A ROLE OF CIVIL SOCIETY IN POVERTY ALLEVIATION: A CASE STUDY OF AMATHOLE DISTRICT”

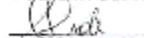
In view of the above subject request, the office of the District Manager at Amathole Health District acknowledges your request and is gladly granting you permission to conduct your research.

Please be advised

1. That the results of the subject matter must be presented to the District Manager and the Team
2. Your research must not, by any means violate people's rights.
3. Your research must not contravene with the policies of the department of health
4. Must not in any way be harmful to the reputation of the department nor dent its image.

We wish you a very successful result with your adventure

Yours in service delivery



Mrs S. Gede
District Manager - Amathole

03/12/2015

date

Ukhululekile, uhlalalekile, uqeqeshile, hloniphele

Free of charge online: 0800 701 721
24 hour Call Centre: 0800 032 364
Website: www.eastoh.gov.za

