AN EVALUATION OF TWO POVERTY ALLEVIATION PROJECTS IN THE BUFFALO CITY METROPOLITAN MUNICIPALITY

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BY

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By

Mr Dave Tate

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DECLARATION

I, Vuyisile Theophilus Sojola, 9241930 hereby declare that the treatise/ dissertation/ thesis for Students qualification to be awarded is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another University or for another qualification.

Vuyisile Theophilus Sojola

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ABSTRACT

The researcher is disturbed by the high rising levels of poverty and unemployment in the Eastern Cape whilst there are poverty alleviation programmes that have been established since the ushering in of the Democratic Government in 1994. The sole purpose of the research is to investigate two poverty alleviation projects in the Buffalo City Metropolitan Municipality under Amatole District Municipality in the Eastern Cape.

The study will focus on the following aspects: project management, capacity building, support, coaching, monitoring and evaluation, the market and the views community members have on poverty alleviation projects. The research sought to find out what challenges have been encountered by Tshabo Bakery Project and Ilitha Poultry Project which might impact negatively to the project. The researcher will use interviews, questionnaires, focus groups, direct observation and document analysis to collect information for the study. Findings and recommendations for this study will also be presented.

CHAPTER 1

1.1 INTRODUCTION

The democratization of South Africa came with Poverty Alleviation Strategies that are intended to ensure that communities that have been marginalized during the dark days of apartheid are brought into the economic main stream, through the establishment of poverty alleviation projects. The challenges that have been left by the past regime which was ruling before 1994 are extremely enormous; this is evidenced by poverty cleavages and starvation that are vivid in communities that were left out of the economic main stream.

The policies of the previous regime were designed in such a way that a particular race was able to benefit at the expense of the other which was left to starve. Bhorat Kanbur (2006:1) argues that “post apartheid South Africa in its first ten years of democracy has seen rising unemployment, rising income poverty and rising income inequality in the context of a lackluster performance

in economic growth". The government has also introduced a program that is known as a Comprehensive Rural Development Program to ensure that rural areas are brought into the economic mainstream.

1.2 BACKGROUND/CONTEXT

The democratic government which was ushered in, in 1994 has brought a clear program which is attempting to alleviate poverty through the establishment of poverty alleviation projects by developing poverty alleviation strategies such as Breaking the Barriers and Self Reliant Participatory Rural Development. These policies are intended to break the economic barriers which were created by the past apartheid government.

The programmes of the government of the day are attempting to ensure that the Rural areas are viable economically and ensure that migration from rural areas is reduced by reviving agricultural activities. Rural areas are developed to create a safety net and ensure that people in such areas are no longer vulnerable as it was. This can be achieved through a meaningful participation of people.

These policies have brought back the rural areas to economic participation by ensuring that land is no longer lying barren but utilized by cultivating it and the department of Social Development and the Department of agriculture have been tasked to ensure that Rural areas are economically active.

Agriculture has been given a top priority by the current government as part of ensuring economic development, According to Berth R.M (1977:3) "According to the Chinese, agricultural performance was critical for three reasons.

- **Firstly, agriculture provided the food base for the whole nation, particularly for the industrial and mining districts, whilst, through a peasant population of approximately 500 million, the agricultural**

sector provided a wide continually expanding market for industrial products.

- **Secondly, agriculture supplied to industry the raw material it required,**

- **Thirdly, by exporting farm produce, agriculture provided most of the foreign exchange needed to import equipment for industry and materials for construction".**

In China it became clear that agriculture had an immense economic contribution in her development, therefore it also became critical for the South African government to take agriculture into consideration through ensuring that the previously disadvantaged people are able to participate in the economic development of the country.

According to Michael P. Todaro and Stephen Smith (2009:20) "Sustenance: the ability to meet basic needs, all people have certain basic needs without which life would be impossible. These life sustaining basic human needs include food, shelter, health and protection. When any of these is absent or in critical short supply, a condition of absolute underdevelopment exists".

The sustainable poverty alleviation strategies are meant to bring back the dignity that was destroyed by the Apartheid Government and develop equitable and sustainable communities without any forms of discrimination. According to Coetzee et al (2001:500) "apartheid as a human resource management strategy was a disaster; in terms of both poverty alleviation and environmental management".

According to Aliber (2002:2) "the most salient elements of apartheid engineering were large-scale dispossession, the establishment of increasingly overcrowded and poorly resourced homelands for the majority black population and the migratory labour system that formed the backbone of the

country's mining and industrial sectors". This clearly indicates that the apartheid policies were deliberately designed to suppress and disempower black people by ensuring that they are scattered around the country so that the previous regime's policy of divide and rule is well applied. The resources were well allocated to the chosen few which was the white population thereby leaving black people being beggars in their own country, this has resulted in a situation where there were haves and have nots and this was not by accident.

According to Aliber (2002: 15) "geographical, racial and gender dimensions of contemporary poverty are in a large measure to blame on historical experience of the policy of apartheid. This has resulted in immense poverty in South Africa and the biggest challenge facing the South African government is finding a strategy to reduce and alleviate poverty". This in essence is indicative of the legacy of apartheid government policies which has left an unbearable burden for the government of the day but the current government is trying it's best in ensuring that efforts are made to change the bitter experiences of the majority of the country's population by developing policies that are changing the previously marginalized communities into sustainable communities but these also need a great commitment from community members which is a challenge in some of the poverty alleviation projects.

According to Jean-Philippe Plateau (2004:299) "the concept of sustainable livelihoods is increasingly being accepted as providing both a basis for understanding the nature of poverty and for identifying the types of strategies that can reduce poverty in an effective and sustainable manner". The purpose here is to do away with a belief which says successful projects do not have challenges as if all is well and smooth sailing for them.

The need to focus on the two projects is necessitated by perceptions which kept on resurfacing, that says successful projects are meant to succeed and failing projects are meant to fail which is not true because these perceptions do not take into consideration a number of factors such as capacity, funds, market, support, conditions, mentoring, resources, commitment and role clarification of project members. This in essence means that the failing projects need to seriously look at the

challenges that they are faced with and address such challenges in that their failure might be as a result of failing to address such challenges. Successful projects have gone through such challenges but dealt with them head on.

1.3 RESEARCH PROBLEM

The research intends to establish a relationship between poverty alleviation projects and poverty alleviation programmes in the Eastern Cape in particular in the Buffalo City Metropolitan Municipality. The focus will be on two projects that are funded by two departments that is: Social Development and Local Government & Traditional Affairs, with the sole purpose of getting some lessons that can be learnt so that challenges can be established. A preliminary visit has been done to the two projects and the interest of the researcher has been drawn by the situation in that both are funded by the two different Departments i.e Social Development and Local Government and Traditional Affairs. One other thing that has drawn the researcher's interest is the way they are funded. What the researcher finally wants to perceive are lessons that can be learnt from both projects.

1.4 RESEARCH QUESTION

Have poverty alleviation projects since 1994 contributed to poverty alleviation in the Eastern Cape in general and in Buffalo City Metropolitan Municipality in particular?

1.5 HYPOTHESIS

This research seeks to set a hypothesis that there are lessons than need to be learnt from both successful and failing projects in order to ensure sustainability.This research attempts to do away with the suggestion which says all is well with the successful projects there is nothing that needs to be learned by them, that is an absolutely incorrect assertion in that such a project has some lessons that it can provide and along the way it can learn some valuable lessons which can assist it in order to be sustainable.

This research will also seek to acknowledge the instability of the environment that these projects operate under, thereby the importance of always having room for improvement is undoubtedly of critical importance to achieve

sustainability. It is also critical for any project to accept the fact that it is not operating in a vacuum for it to succeed, therefore it has to learn from others so that it can improve and be able to be sustainable.

1.6 RESEARCH AIMS AND OBJECTIVES

This research will cover two projects in the Buffalo City Municipality in that these projects are intended for poverty alleviation purposes. The two projects that will be evaluated are poultry project known as Ilitha Development Project located in Ilitha Township in King William's Town funded by the Department of Social Development and the other one is a bakery project that is known as Ndlambe Bakery Project in Tshabo Village in Berlin Location located in East London funded by the Department of Local Government and Traditional Affairs. This research is intended to highlight good lessons that can be learnt from both types of projects so that sustainability of projects can be achieved through these lessons.

1.7 CONCLUSION

The attempt by the current democratic government to alleviate poverty in a sustainable manner for the previously marginalised communities through the introduction of a Comprehensive Rural Development program is indeed noticeable. What remains to be seen as the research unfolds is the cooperation of other stakeholders in general and the target group in particular. The challenge with this attempt lies with the commitment of the communities to sustain themselves in a meaningful manner. Communities need to seize the opportunity for the betterment of their livelihoods and ensure timeous interaction with other stakeholders with the intention to learn and also to provide good lessons because alone they cannot go anywhere.

CHAPTER 2 LITERETURE STUDY

2.1 INTRODUCTION

"Poverty is like illness. It shows itself in different ways in different historical situations, and it has diverse causes. Treatment generally requires careful diagnosis" (Wilson and Ramphele; 1989;14).

Any reasonable definition of poverty implies that a significant number of people are living in intolerable conditions where starvation is a constant threat, sickness is a familiar companion and deprivation is a fact of life. Poverty is complex, multi-faceted and profoundly inconvenient, which therefore means, there is no single definition of poverty. Coleman (2001) defines poverty as more than lack of income, but also as being about the lack of opportunities, denial of choices and low achievements in health, education, nutrition and other areas of human development. This is also a sentiment expressed by government, when it argues that non-material dimensions of poverty are as important (Eastern Cape Provincial Government, 2004). According to Bhorat et al (2004) "poverty takes on multiple dimensions and in essence describes it as a state of deprivation that prevents an individual from attaining some minimum 'socially acceptable' standard of living".

According to Chambers (1983;1988 cited by Kepe, 2001:14) "there are five clusters of disadvantages (or dimensions of poverty) that need to be considered when attempting to analyze poverty:

- **Physical poverty proper- a lack of adequate income or assets to generate income**
- **Physical weakness- due to under-nutrition, sickness or disability,**
- **Physical or social isolation- due to peripheral location, lack of access to goods and services, ignorance, and illiteracy;**
- **Vulnerability- to crisis and risk of becoming even poorer; and**
- **Powerlessness- within existing social, economic, political and cultural structures".**

What is important about the latter conceptualization of poverty is that it has social, economic and political dimensions which need to be addressed concurrently and which according to May (1998) are best understood by listening to the perceptions of the poor themselves. Internationally, poverty is frequently defined according to monetary income.

In this view, the poor are those who fall short of an income threshold and certain amount of resources for consumption. However, in South Africa, poverty has been seen in a broader perspective as more than 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).

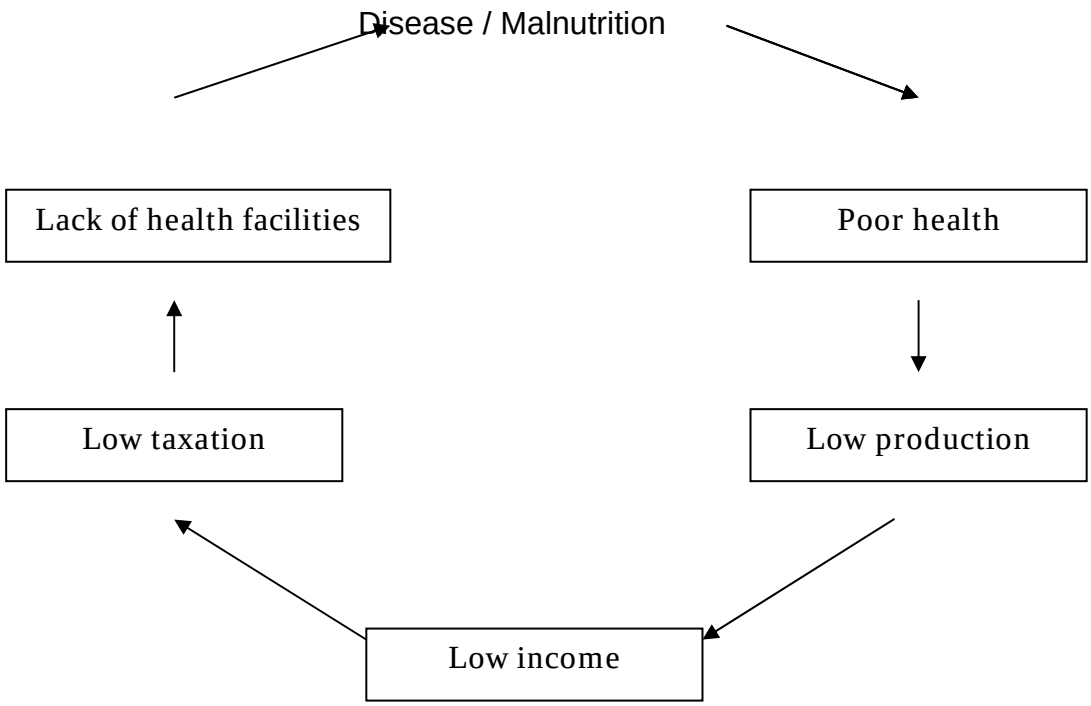
The Poverty and Inequality Report prepared for the Presidency in 1998 defined poverty as characterized by "the inability of individuals, households or communities to command sufficient resources to satisfy a socially acceptable minimum standard of living". Wilson and Ramphele (1998) identified four reasons, why poverty is significant:

- The damage it inflicts upon individuals who must endure it.
- The sheer inefficiency in economic terms, e.g. Hungry children cannot study properly, with millions of rands being wasted on ineffective education,
- The consequences to society, especially where poverty is the manifestation of great inequality, with the possibility that too great an inequality makes human community impossible.
- Poverty is often caused by a deeper malaise e.g. the processes that generates wealth in a society, often impoverish others at the same time.

Poverty and being poor is often described by expressions such as 'deficiency in, lacking of, scantiness, inferiority, leanness, feebleness'. Wilson and Ramphele (1989) define poverty as "…not knowing where your next meal is going to come from, and always praying that your husband must not lose his job".

In the survey conducted by May (1998), the findings indicate that poverty is perceived by poor South Africans to include alienation from community, food insecurity, crowded homes. Townsend (1987) defines people as deprived if "they lack the type of diet, clothing, housing, household facilities and fuel and environmental, educational, working and social conditions". Deprivation therefore refers to people's unmet needs whereas poverty refers to the lack of resources required to meet those needs. Burkey (1993:17-25); illustrates the interconnectedness of the problems experienced in poverty in a cause-effect relationship.

A vicious circle (Burkey 1993: 17-25)



2.2 THE MEASUREMENT OF POVERTY

Poverty is complex, multi facetted and profoundly inconvenient. Internationally, poverty is frequently defined according to monetary income. According to *Studies in Poverty and Inequality Institute Report* (2001) "in terms of the 1995 Copenhagen Declaration, South Africa has a commitment to adopt an official measure of poverty and it has not yet done so. Instead,

different measures have been developed and used by different researchers as well as different government departments and agencies".

This lack of consensus on poverty measures has in truth both positive and negative consequences. While the use of different measures has led to dissent and sometimes confusion about some of the findings of research on poverty, it is interesting to note that certain government departments have begun to conceptualize and define poverty in ways that reflect the different dimensions of the manifestation of poverty, with specific reference to their constitutional mandate. It is also stated in the SPII Report (2007) that "the lack of official measures has also sometimes led to confusion and has certainly fed into the development of differences and contestations around actual levels of poverty in the country". Meth (2006) argues that there are two main aspects of dissent in South Africa- firstly around the actual conceptualization of poverty, and secondly relating to both the execution and interpretation of surveys that provide the data for studies into the incidence of poverty. Sometimes this has led to great uncertainty about poverty levels and the changes in the extent and nature of poverty in South Africa.

According to UNDP South African Human Development Report (2003), income poverty and inequality were found to have increased during recent years. Despite this, the report also found that using a national poverty line of R354.00 per month per adult equivalent based on 1995 values, the total percentage of people living in poverty had fallen from 51.1% in 1995 to 48.5% in 2002, likewise the total number of people living below the World Bank line of $2 per day had fallen from 24.2% in 1995 to 23.8% in 2002. The total number of people living below $1 per day (in other words in destitution) however was found to have risen from 9.4% to 19.5% between 1995 and 2002, and the study also found that despite a slight drop in the rate of people living in poverty, the total number of poor people had actually risen from 20.2 million to 21.9 million people between 1995 and 2002(UNDP, 2003:4).

It is also discussed in the *SPII Report* (2007) that "the new emphasis on finding 'official' measures of poverty in South Africa therefore can have

positive effects but could also bring its own dangers. On the one hand, measures and indicators are vital; they can help take poverty debates beyond rhetoric, and can bring a great deal of concreteness and specificity into discussions that could otherwise be rather ungrounded. On the other, concrete measurement is the only one of the ways in which poverty should be understood, there is a degree of inherent complexity that measurement cannot (and should not) dissipate". It is also stressed in the SPII Report (2007) that "clarifying what we mean by poverty can also contribute to effective poverty eradication in the following ways:

- By being able to measure poverty we can also begin to map geographically where poverty is more severe and so direct resources accordingly.
- By understanding the various dimensions and deprivations experienced by people living in poverty government can focus its resources on specific programs, such as housing, basic service etc.
- By having a poverty measure we are able at appropriate intervals to evaluate whether the poverty programs are being effective and moving people out of poverty and improving their well being both in the short term and over an extended period of time by placing information about the levels of poverty and the resultant inequality in South Africa in the public domain we can build a national commitment to eradicate poverty that goes beyond government".

2.3 CRITICAL TRENDS Of POVERTY IN THE EASTERN CAPE

According to the Rapid Assessment Report on Service Delivery and Socio-Economic Survey in the Eastern Cape (2007:18) "the survey confirms that poverty is widespread in the Eastern Cape across rural and urban localities, within this, poverty is spatialised and gendered. Households in the former Bantustans have significantly high levels of poverty in relation to income, especially in female headed households".

In the former homelands there is high reliance on social grants which often constituted critical livelihood resources and often determined whether a household experienced significant food shortages. According to a Discussion Document, (A Nation in the Making: A Discussion Document on Macro –

Social Trends in South Africa; 2006) " the number of households living below an estimated poverty line of R322 per month rose from 28% in 1995 to 33% in 2000" (PCAS,2006; 12).

It is also stated in Census 2001 (Stats SA) that, the total population of the Eastern Cape stands at more than 6,4 million and is third most populous after KwaZulu Natal and Gauteng. The provincial population is distributed disproportionately between the districts with the two largest districts being OR Tambo and Amathole with Nelson Mandela Metro being the most highly densely populated area in the province. An average of 38, 8% of the population is younger than 15 years.

Source: STATS SA

The highest levels of poverty are in Alfred Nzo and OR Tambo. This situation confirms historical legacy that these areas were used as labour reserves particularly the former homeland areas, Transkei and Ciskei. The overwhelming majority or the poor in the Eastern Cape are black and live in the rural areas of Transkei and Ciskei.

2.4 POVERTY ALLEVIATION PROGRAMME

Most development experts and organizations tend to use poverty alleviation/ reduction and eradication interchangeably as if they are synonyms and that is not the case. The following definitions as defined by Henriot (2002:6) have different meanings.

- *"Poverty Alleviation: this is the work of lessening the suffering of the poor, meeting their pressing needs with welfare handouts and social security, providing safety nets, dealing with widows, orphans, the elderly and the handicapped. This is basically charitable"*.
- " *Poverty Reduction*: *this is the task of lowering the numbers of those living below the poverty line and eliminating them from the rolls of the deprived. This involves providing people with jobs which pay wages above poverty line, providing health and education services, providing*

credit for small business enterprises and other opportunities to rise above the poverty line. This is, basically, commitment to development".

- *"Poverty Eradication: this is the challenge of restructuring society so that there is no longer growing poverty and absolute numbers of the impoverished decrease to minimal exceptional cases. This calls for planning- for setting priorities, for shifts in power, for restructuring society, for radical social and economic changes".*

The strategic objective of Poverty Alleviation Programme is to systemically address conditions associated with poverty. "Poverty in South Africa is distributed unevenly amongst the nine provinces, 72% of poor people in rural area and 76% of all rural areas and 76% of all rural people are poor" (Department of Social Development Business Plan; 2001:1)

It is against this background that the Department of Social Development (DOSD) in the Eastern Cape has seen the pressing need to respond to the immediate need of fighting hunger, malnutrition and poverty in general. The Department of Social Development and its provincial counterparts have had the opportunity to manage and implement a sizeable Poverty Alleviation Programme. The Eastern Cape DoSD's commitment to the provision of social services that improve quality of life of the disadvantaged in the province is reflected in its aim, which is stated in the Department's Strategic Plan 2004 – 2007 as follows, "to contribute to the improvement of the quality of life of poor, vulnerable, the needy and the marginalized citizens of the province through a comprehensive, integrated and developmental social service system". To realize the achievements of this aim, the DoSD had to formulate strategic, tactical and operational plans, which begin to provide inspiration and guidelines to service providers and stakeholders (EC Department of Social Development Strategic Plan 2004 – 2007: 2).

Food shortage is often associated with low-income levels or the inability to generate an income, which means most households are unable to obtain food. Households that experience food shortages are often made up of family members who do not have jobs either as a result of retrenchment or due to a

lack of suitable skills and poor education. Self-employment therefore becomes an important option, so as to generate an income. The Poverty Alleviation Program was introduced by the DoSD to mitigate against the effects of poverty through income generating and food security initiatives.

2.5 Understanding Community Development?

In North-Eastern Brazil, Parker (1998) noted that although the resources allocated for rural development were substantial, rural poverty levels remained high. However with the arrival of new development initiatives characterized by decentralization and participation, there were signs of improvement in the reduction of rural poverty. The development of this approach was based on the view that development that does not involve local communities is unproductive and unsustainable; the community development approach calls for a people-centred development. Participation is seen as an ongoing process, through which communities are enabled to influence development initiatives / activities that affect their lives (Kotze, 1997). In this approach, development could either occur from the top down, with people being informed of decisions made by the powers that be, or could take place bottom-up with communities involved in the decision-making process.

Biddle and Biddle (1965: 78) define community development "as a process by which human beings can become more competent to live with and gain some control over local aspects of a frustrating and changing world". This definition links up well with what Burkey (1998:83) defines as involving "more than the provision of social services -involves changes in the awareness, motivation and behaviour of individuals and in the relations between individuals as well as between groups within a society. These changes must come from the individuals and groups, and cannot be imposed from the outside".

Community development is a dynamic process of change and growth resulting from collective actions / efforts of individuals and groups identified as a community who come together to propose, plan and participate in the development of their own lives. The objective of community development is to build healthy functioning communities. Roodt. (1996:313), has quoted a

definition given by the Tenth International Conference of Social Work in 1958 which sees Community Development as “the conscious process wherein small, geographically contiguous communities are assisted by the more developed community to achieve improved standards of social and economic life. This is done primarily through their own local efforts and through local community participation at all stages of goal selection, mobilisation of resources, and execution of projects, thus enabling these communities to become increasingly self-reliant”.

The above definition works on the assumption, that the more developed communities assist the less developed in attaining improved standards of social and economic life. However, the reality is that the initiative to improve the standards of living is taken more often than not by the less developed communities themselves through those individuals and leaders who are charismatic and are often referred to as movers and shakers within the community. It takes time for the community to accept outsiders, as communities are often suspicious of hidden agendas. In the former Transkei for instance, community development was introduced during the homeland independence era, as small programmes of local self-help groups.

These programmes were often pioneered by women’s groups like Zenzele Women’s Association in the rural areas. Some of these groups were successful although tailored from a top-down approach, as the principles of community development were hardly known by the then government’s Extension Officers and Health Workers.

The United Nations (1971:2) defines the concept of community development as the process by which the efforts of the people themselves are united with those of governmental authorities to improve the economic, social and cultural conditions of communities, to integrate these communities into the life of the nation and to enable them to contribute fully to national progress. This complex process is then made up of two essential elements: the participation of the people themselves in efforts to improve their level of living with as much reliance as possible on their own initiative, and the provision of technical and

other services in ways which encourage initiative, self-help and mutual help and make these more effective. It is expressed in programmes designed to achieve a wide variety of specific improvements. The above definition puts more emphasis on preparing the community to improve their situation so that they can be part of development initiatives and as well contribute towards achieving the National Development Goal.

This thinking links up well with the argument by Mabogunje (1980) who quotes Dudley Seers as looking at development not only as involving economic growth but also conditions in which people in a country have adequate food and jobs and income inequality among them is reduced. As a measurement there are three questions which have to be asked about a country's development as argued by Mabogunje (1980):

- *What has been happening to poverty?*
- *What has been happening to unemployment?*
- *.What has been happening to inequality?*

If all three of these have declined from high levels, then beyond doubt this has been a period of development for the country concerned. In other words, it would be difficult if not impossible for any individual or community to contribute fully towards national progress if there is no attempt or specific programmes set out to address these conditions stated above.

Biddle and Biddle (1965:78) conclude this argument well when defining "community development as a process by which human beings can become more competent to live with and gain some control over local aspects of a frustrating and changing world. All in all community development towards this end is seen as a preferred approach to problem-solving. So community development allows even the most shy and timid member of community an opportunity to voice his or her opinion no matter how unpopular it may turn out to be". Craig (1998:15) argues that "Community development is a method of working with people, a way of working which essentially starts with the needs and aspirations of groups of disadvantaged people in poor localities and

which struggles, first of all, to articulate and organise politically around those needs and aspirations, placing them at the front rather than the end of political debate".

2.6 The Dynamics of Development

De Beer and Swanepoel (1997:42) confirm that "development is about people, their needs and their circumstances. It therefore becomes a necessity to become conscious of all these aspects when involved in a development programme". Thaw and Randel (1998:3) highlighted some of the constraints and blockages to development as follows:

- political constraints - certain groups deny other groups access to resources,

  decisions or opportunities; sometimes they purposefully exploit others;

  geographic constraints - people living far from the centres of power and production are ignored or forgotten; or an economic view holds that such areas are not investment worthy.;
- psychological constraints - people themselves might have experienced violence, trauma, exploitation or disregard and do not have the energy or will to change or challenge the status quo.

De Beer and Swanepoel (1998:48) have quoted Wisner as indicating that needs are a key issue in community development and the process of need definition is political. Gaining access to available resources is also a political act which may cause tension and conflict. The above argument is a clear confirmation that politics play a very vital role or have a bearing on development and that there is no escaping that they have an influence directly or indirectly on development. De Beer and Swanepoel (1998:49) further make reference to Hope as pointing out that the structure of a government should be of a character that encourages responsible political action and facilitates the involvement of a wide cross section of citizens in the development process.

However, even though Hope in the above statement focuses on government as responsible for political control, De Beer and Swanepoel (1998:49) appear to be taking the point further as they state that even communities as individuals have their politics, i.e. local politics and that these too have an influence on development. Even a small group of women involved in a small project are influenced by the politics of power among themselves. This therefore means that politics have an influence on development and political influence could be traced in all levels, be it local, regional or national level. The case of South Africa is an important example to the argument about politics and development. South Africa still remains a fragmented society even today as a result of a political strategy made in the past under the name of Apartheid. Jones (1990:259) puts emphasis on the right of people to share in decision making process and further argues that if people are given a chance to take their own decisions in the development process, this means that they have political power.

Holman (1978) states that "social deprivation requires a redistribution of social resources which will both free the poor from the constraints placed on their behaviour by depriving conditions and will also change their position within the social structure as a whole". However, Holman (1978) further concedes that the social structure itself is made up of social groupings whose interests are served by the perpetuation of poverty. Holman (1978:261) has made reference to three ends at which political action is directed to:

(a) to persuade what might be called the collective middle-class conscience that substantial structural changes are desirable even if they result in some losses to themselves;
(b) to persuade those sections of the working class which do carry some political punch that the poor do not deserve to be left in poverty;
(c) to develop a political voice of the poor themselves.

The difficulty in attaining any of the above ends has necessitated, in some cases, the emergence of Community Action (Holman :1978). Holman (1978:261) has quoted Bryant as defining "community action as, a particular approach to organising local groups and welfare publics; an approach in

which the political impotence or powerlessness of these groups is defined as a central problem and strategies are employed to mobilise them for the representation and a promotion of their collective interests".

Smith and Anderson in Holman (1978:261) define community action as "collective action by people who live near each other who experience either common or similar problems, which are usually those giving rise to a common sense of deprivation". Holman (1978:261) further identifies three main characteristics of community action. Firstly, a major objective is for the socially deprived to gain greater control over their environment, their neighbourhood, their patterns of living. In practice this involves a greater contribution to, say, the manner in which their locality is developed, to what happens to their children, to the kind of housing they obtain, to the way in which they are treated by officials, to any changes within the local social services.

Holman (1978:262) when referring to social services, puts emphasis not simply on improvement, but on improvements made at the instigation of those the services are supposed to serve. Secondly, the greater control is associated with action by the deprived themselves. Community Action usually occurs outside of statutory bodies. It involves the socially deprived themselves - local residents, welfare recipients, the low paid - defining their own needs, problems and solutions. This contrasts with the usual practice of their wants being defined by those above them in the social structure.

Thirdly, the greater control and grassroots involvement is associated with collective action. The belief is that as individuals separated from each other the deprived have little or no influence in their negotiations for change. It is when they pull together as a united force that an impact is made. Holman (1978:262) emphasise this point further by making an example that, "it was reasoned in one project that one tenant refusing to be rehoused into slum property by the local authority would have very little impact. But a hundred tenants declining to move would cause the authority to take notice".

2.7 COMMUNITY PARTICIPATION

Roodt (1996:313) has quoted Ralinema (in Sachs 1992:116) that “the term participation is a jargon word separate from any context, and has been manipulated by vastly different groups of people to mean entirely different things”. From the above statement it is clear that the term participation is open to abuse, in other words, has more often been hijacked and manipulated by the elites in an attempt to satisfy certain funding requirements.

Carmen (1996:1-3) blames “Development economics when it continues to refer to three-fifths of the world’s population in negative terms, i.e. the underdeveloped, the informal sector, the illiterate, the ignorant and the technologically backward, the poor and the needy - and to treat them as the problem and targets of adjustment and eradication/alleviation strategies”. Carmen (1996) further points out that “those who are materially and technologically better off, describe themselves as the developed and as owners and shapers of the solution”. The above statement indicates how self-created false impressions could easily lead to the violation of basic human rights, i.e. the right to participate fully in the decision that would ultimately determine the future about one’s life situation. As Keogh (1998.187-196) puts it “participatory development can be a manipulative tool to engage people in a pre-determined process, an expedient way to achieve results, or an attempt to support a democratic, empowering process”.

Smith (1998:197-204) puts it more clearly thus, “some forms of participation are often criticised as tokenism, giving participants no power. Participation may treat people as objects in self-help schemes that have not been designed by those affected”. This is a very loaded statement as this approach undermines the intelligence and the importance of empowerment in the process. De Beer (1988) argues that this is a typical example of a top-down, co-opted involvement of people which left very little room for their initiative and empowerment. De Beer and Swanepoel (1998) have quoted Burbidge (1988:188) as arguing that “many forced contributions or the well-known self-help labour contributed to a project can hardly be labeled as participation”.

Carmen (1996) regards the situation as oppressive when human and humanising functions are inhibited. His argument is that people may be oppressed physically through unemployment, underemployment, insecurity, malnutrition and homelessness. They may be oppressed intellectually by ideologies which ultimately serve vested interests of those who directly or indirectly exploit them. These arguments above all indicate what happens when people lack the power to voice their opinion. Smith (1998:197/204) sees this as passive participation which is tokenistic, inauthentic, incorporative and even repressive. One disadvantage of such participation is that it is a technocratic and paternalistic activity which treats people as objects or as unpaid hands in self-help schemes that have not been designed by those affected.

It is very interesting to note that most funders regard community participation as an essential dimension of development strategies and yet fail to specify exactly what they mean by participation and how it can be achieved. This often results in their vague and ambiguous elucidation and evaluation of community participation and its qualitative contribution to project/programme success. This study will look at how community participation has contributed to the success of certain projects and how lack of community participation has contributed to the collapse of projects

The funding criteria of most funders emphasise that only projects that demonstrate community participation and community sensitivity in their design and implementation receive priority and failure to emphasise and display a participatory approach in a project proposal often leads to rejection by funders. It is not clear as to how these funders detect whether indeed community participation in the design of a project has been adhered to or not before the project proposal is rejected or approved. It is also not clear as to whether there is a common understanding of the concept of participation between the funder and the so-called beneficiary organisation or recipient community.

To illustrate this point further Burkey (1993:57) argues that “participation in project design and decision-making is all too often limited to a few village meetings where the project is explained and the people are asked to give their comments, and where the few comments made are by the school teacher in a language unintelligible to the majority”. In the South African situation these meetings are mostly patriarchal in nature, where women would not be allowed to speak unless permitted by the chief or someone in authority. This makes the concept of community participation incomplete, unless women, along with their families, play a responsible role in both project planning and management.

Lundy (1999) has quoted Cernea (1985:10) as suggesting that “participation is, empowering people to mobilise their own capacities, be social actors rather than passive subjects, manage the resources, make decisions, and control the activities that affect their lives”. The key words in the above definition is the process of empowerment that takes place and that enables the people or that capacitates them to make decisions and have power to control the activities affecting their situation. This definition connects well with the statement by Carmen (1996) on human and humanising functions. In other words participation becomes a human right to enable human growth to take place.

Burkey (1993:56) sees “participation as leading to the development of self-confidence, pride, initiative, creativity, responsibility, cooperation”. Without such a development within the people themselves all efforts to alleviate their poverty will be immensely more difficult, if not impossible. This process, whereby people learn to take charge of their own lives and solve their own problems, is the essence of development. In a statement which reaffirms the argument of Burkey (1993) above,

Carmen (1996:2) criticizes the terminology such as “target community and beneficiary community as he points out that development exists where people act as subjects and are not acted upon as objects, targets and beneficiaries, nor manipulated as participants in designs and projects not of their own

participation. There is development where there is space for the flowering of human creativity and the right to invent our own future is reclaimed".

It therefore means that if participation is to genuinely lead to human creativity and human growth, it has to be more than a mere mobilisation of labour force for the sake of satisfying the requirement by funder of a local community contribution or the gathering through a large community meeting just to hear about pre-determined plans of self-help funding programme either by the government or the international community.

Burkey (1993) has quoted Paulo Freire who has written that "attempting to liberate the oppressed without their reflective participation in the act of liberation is to treat them as objects which must be saved from a burning building; it is to lead them into the populist pitfall and transform them into masses which can be manipulated".

From the above statement the situation could be referred to as nothing other than disaster relief aimed at continued dependency with no intentions of leading the community towards autonomy. There can never be empowerment or self-awareness or self-reliance in that kind of a situation. Schurink (1996:407) defines "empowerment as the process of increasing personal, interpersonal and political power, enabling individuals or collectives to improve their life situation. Empowerment increases the energy, motivation, coping and problem-solving skills, decision-making power, self-esteem, self-sufficiency and self-determination of community members. In other words empowerment is a process which increases the level of awareness, assertiveness and the development of self-worth of each individual in the community, a process which ultimately leads to self-reliance".

Burkey (1993:57) argues that "the first step in achieving genuine participation is a process in which the rural poor themselves become more aware of their own situation, of the socio-economic reality around them, of their real problems, the causes of these problems, and what measures they themselves can take to begin changing their situation. This process of awakening, raising

of levels of consciousness, or conscientiousness, constitutes a process of self-transformation through which people grow and mature as human beings".

It could now be stated after all these arguments that community development is a very broad and loaded sensitive programme that is necessary to uplift the spiritual and human social functioning during the times when people are faced with social problems particularly those of poverty and any form of deprivation. In other words any project or programme, be it piloted by government, non-governmental organization or any international development funding agency, could only fit well to be termed a community development programme or project if it identifies with the elements of community participation as listed and argued by the various development practitioners above.
Coetzee (1996:142) summarises well when he points out that, "development projects will certainly want to bring about material benefits, but in terms of the comprehensive aims of development, development projects should contribute primarily to increasing the level of human well-being". He further argues that programmes aimed at providing the opportunity for people to become more than they are will have to aim towards creating opportunities for increased humanness.

2.8 ROLE OF INSTITUTIONS IN DEVELOPMENT

It is not clear from the available literature whether institutions had a direct influence in the shaping and emergence of community development. However, there is no doubt that community development institutions have a major influence in the direction and the manner in which the concept Community Development today is perceived. There is no doubt that the role of institutions in Community Development is inevitable and that any community development programme or project without a proper coordination and cooperation between community development institutions themselves is doomed to failure. De Beer and Swanepoel (1998:34) regard institutions as 'make or break' for the success or failure of community development. In their book they have categorised institutions into four large segments as reflected in available literature, i.e. Government Organisations, Non Government

Organisation (NGOs), Community Based Organisations (CBOs) and International Funding Organisations or Foreign Aid Organisation or Foreign Funding Institutions.

A community development project is a way of providing outside or external support where it is needed. However it could happen that a certain group of people may be capable of bringing about the desired change by themselves without outside assistance and those people may be referred to as self-sufficient. If they are not able to do so and in fact need support from outside their community, the indication is that there may be a gap between where people find themselves and the desired change they seek. A development project therefore assists in improving the living conditions of people and thereby closes the gap that exists. It has been pointed out in the literature quoted earlier that in development, people make conscious choices to change and improve their situation and as Burkey (1993:48) argues, “these changes must come from within the individuals and groups and cannot be imposed from the outside”

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2.9 Government as a Development Institution

The role of government in any country is to guide the direction of development by developing National, Provincial, Regional and local development policies, plans and programmes. However, these policies and plans must be informed by the outcome of a series of workshops and research with active participation of the citizens of the country or at least their democratically elected representatives. The absence of such active participation assumes and asserts the myth that people are incapable of identifying and articulating their development needs and priorities. In this regard development projects designed to support the local community needs, must also be congruent with the national development programmes or plans of the government otherwise they fall into the trap of not responding to the needs of the deprived.

As Rahman in Craig & Mayo (1995:27) says “As regards public sector development efforts, they consist in practice, largely of bureaucratic and technocratic approaches to the implementation of projects and programmes in

a culture of unbridled corruption, which benefits those directly involved with the processing and implementation of these projects and programmes much more than the people at grassroots". And it is the financial and social power of those same powerful interests, which enables them further to appropriate social resources to augment their private fortunes. However, De Beer and Swanepoel (1998:38) drew a list of concerns that the specialist government department often falls into a trap when involved in community development:

(i) The specialist departments and their officers often undermine the importance of community development and give priority to their specialist functions.

(ii) Community development portfolios are often occupied by the unprofessional and those officers are always the most junior officers in the department.

(iii) Many specialist officers particularly those trained in the humanities, i.e. social workers and teachers perform their specialist functions through community development.

(iv) Community development officers were often given tasks which had very little to do with community development.

2.10 Monitoring and Evaluation

2.10.1 What is Monitoring?

It consists of recording ongoing assessment of a project's performance and its environment to support effective management and learning. According to Aaker J and Shumaker J (2; 1989) "Monitoring consists of recording ongoing information for reporting on both finances and progress. Progress and financial reports tell managers what activities have been carried out to date and if the project is proceeding as planned. This is also a helpful way to detect problems and any need for changes in the plan. Monitoring is relatively inexpensive and should be implemented by the project staff as a routine part of their work". Svendsen (2000) argues that "monitoring:

- Identifies what has changed and what is needed through an ongoing process,

- Is a management tool that provides you with information needed to make decisions
- Enables you to identify what's working well and what isn't early on so you can replicate successful actions and seek solutions for difficulties before it's too late
- Helps to ensure effective use of resources
- Provides an ongoing picture of the activity
- Promotes community/ group ownership of the project activity
- Contributes to sustainability and build capacity
- Results in individual and group learning".

2.10.2 EVALUATION IN COMMUNITY DEVELOPMENT

The emergence of evaluation as a problem-solving measurement was brought about as a result of a need to justify the effectiveness of proposed social programmes and to assess whether they are worth having and are efficiently managed. Schalock (1995:5) describes programme evaluation as a process that leads to judgements about relevance, efficiency, effectiveness, impact, sustainability and benefits - cost of a programme. It is clear from the above description that the aim of a programme evaluation is to establish a mechanism to use, as a yardstick that will show that programme funds had been spent as intended and in ways that led to desirable results. In other words the programme evaluation should be able to show or indicate a criterion on how to measure social outcomes. Shadish, Cook and Leviton (1991:19) maintain that "Social programmes improve the welfare of individuals, organisations and society. Hence it is useful to assess how much any social program improves welfare, how it does so, and how it can do so more effectively".

It is therefore very important to ensure that there are clearly agreed-upon criteria developed for judging the worth of social activities. In other words mere assertions about the success or failure of social programmes are regarded as insufficient unless backed or supported by evidence. Stecher and Davis (1987:19-20) argue that, "evaluations are formulated by people, and

each person approaches an evaluation with his or her own beliefs and expectations". The above statement takes away the perception that evaluations are totally objective studies with no interference of beliefs and expectations.

Stecher and Davis (1987) further note a distinction between people who are responding only to requirements and those who have a personal interest in the evaluation. The example is made of programme administrators who only embark on evaluation because of a legal mandate. In other words they allow an evaluation to take place simply because the foreign funding agency requires so, but have no interest whatsoever in the findings and recommendations that will be provided. Their interest and concern is whether the funding source is satisfied. In this situation there is very little commitment and motivation to evaluation. Stecher and Davis (1987) have listed about five different approaches to evaluation i.e.

(i) The Experimental approach with emphasis on research design. The focus here is on what effects result from programme activities and whether they can be generalized. The role of an evaluator in this approach is that of an expert/ scientist.

(ii) The Goal-oriented approach with emphasis on goals and objectives. The focus here is on the programm's goals and objectives and how they can be measured. The role of the evaluator is that of a measurement specialist.

(iii) The Decision-focused approach with emphasis on decision making focusing on which decisions need to be made and what information will be most useful. The evaluator's role is that of decision support person.

(iv) The user-oriented approach with emphasis on information users and focusing on the intended information users and the information that will be most useful. The evaluator acts as a collaborator.

(v) The Responsive Approach with emphasis on personal understanding and focusing on the people that have a stake in the programme and their points of view. The role of the evaluator in this approach is that of a counsellor and a facilitator.

According to Stecher and Davis (1987:36-37) “the responsive evaluation approach is guided by the belief that the only meaningful evaluation is one that seeks to understand an issue from the multiple points of view of all people who have a stake in the programme. The strengths of the responsive approach are its sensitivity to multiple points of view and its ability to accommodate ambiguous or poorly focused concerns”. The point that is clear about the above approach is that of inclusivity and particularly those people who are influenced by a programme as well as assessment of their personal perceptions and measures about the programme.

This viewpoint is supported by De Beer and Swanepoel (1998:74) when they argue that, “Our prime concern therefore is the absolute necessity of qualitative participatory evaluation. Objectivity and scientific criteria are important, but must serve and come second to this prime concern”. In the above argument priority and importance is placed on the learning experience made available to the participants. In other words the exposure of the participants that often yield to a range of opportunities for capacity building should be the essence of what is regarded as qualitative participatory evaluation. De Beer and Swanepoel (1998:81) further argue that “in community development the main function and goal of evaluation is capacity building. This means that evaluation must afford the participants an opportunity to learn in order to improve their capacity for self-reliant development. We are of the opinion however, that no evaluation with whatever purpose can ever exclude capacity building”.

2.10.3 Various Evaluation Methods

De Beer and Swanepoel (1989:77) have identified four methods of evaluation:

(i) **Cost-benefit analysis**:

This is regarded as the most frequently used method and can take place before, during and after a project. De Beer and Swanepoel (1998:77) have quoted Conyers and Hills (1984:135) as describing this method as follows “CBA involves identifying, measuring and placing a monetary value on all the costs and all the benefits of a particular project proposal and then comparing these costs and benefits as an aid to the decision-making process”. However,

De Beer and Swanepoel (1998:77) even though they acknowledge the legitimacy and validity of this method, have indicated some of the criticisms of the cost-benefit analysis as follows: “it only takes into consideration those aspects that can easily be quantified. The questions of the spread of costs and benefits among the various subgroups of society are not considered. It is possible that not all costs and benefits are taken into consideration”.

(ii) **Social impact assessment:**

This includes investigations into the effect of project activities on the social and cultural aspects of people’s lives. As a before-the-fact assessment it tries to predict people’s willingness to change, gain clarity on anticipated problems, assess the effects of certain changes, and identify countermeasures to soften such effects. Post-factual assessment establishes whether the anticipated effects materialized and whether the counter-measures paid off.

(iii**) Environmental impact assessment:**

This looks at the .effects of a project on the physical environment. It is usually used before a project is launched, but can also assess the impact of a project after the fact. Both social and environmental impact assessments are legitimate techniques to gather critically important information. However, they serve a particular purpose and nothing more. They cannot be regarded as sufficient or as making other modes of assessment obsolete.

(iv) **Logical framework:**

This is used as a monitoring and evaluation instrument. It provides a summary of a project or programme which can be made and revised at any point in the project cycle. It provides an integrated approach to managing development projects such that the planning, implementation and operation are objectively measured. De Beer and Swanepoel (1998:78) have quoted Cameron (1993) who emphasises that “The core of the Logical Framework is a management information system, in which all activities and processes associated with a project or programme are mapped into at least one measurable indicator, each of which is mapped into an agency responsible for measurement”. However, De Beer and Swanepoel (1998:78) have indicated some weakness

in the Logical Framework and they argue that “The weakness of this system may be in its strength, that is, in its management information system, something that may be too sophisticated for many projects in Africa or even South Africa, or which is absent or not well developed for other reasons”.

This research study will evaluate two poverty alleviation projects which are funded by the Department of Social Development and the Department of Local Government and Traditional Affairs in Buffalo City Municipality. Cost benefit analysis will be used as a method of evaluation for this study because it involves identifying, measuring and placing a monetary value on all the costs and all the benefits of a particular project.

2.11 SUSTAINABLE LIVELIHOODS APPROACH

In the last five years “sustainable livelihoods approaches (SLAs) have increasingly entered the development arena and are used by a range of organizations including the World Bank, FAO, UNDP, DFID, Oxfam and CARE” (Hussein, 200-). From the late 1990s to the early 2000s, sustainable development became the catchphrase in development circles. Sustainable development moved from being an environmental issue to a socio-economic balancing concept. The England based DFID, defines the sustainable livelihoods approach (SLA) as a way to improve understanding of the livelihoods of poor people.

The sustainable livelihoods approach concentrated on the need to strengthen the development institutions especially at the local level. Sustainable livelihoods approach suggests that people should shape their own lives through flexible and dynamic process of development. The approach can be discussed on two different levels: as a set of principles and as an analytical framework (Farrington: 2001).

Much of the SLA literature adapts Chambers and Conway (1992) definition of a sustainable livelihood: “A livelihood comprised the capabilities, assets and activities required for a means of living. A livelihood is sustainable when it

can cope with and recover from stressed and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base" (Ashley and Carney: 1999; Carney: 1998). In the paper Chambers and Conway (1992) discuss not just the complexity and diversity of individual livelihoods, but also the social and environmental sustainability of livelihoods. They suggest a measure of "net sustainable livelihood", which encompasses "the number of environmentally and socially sustainable livelihoods that provide a living in a context less their negative effects on the benefits and sustainability of the totality of other livelihoods everywhere" (Chambers and Conway; 1992, 26). The definition of livelihoods adopted by Carney (1998) and others suggests the need to understand the livelihood strategies and vulnerability of the poor as starting point in a livelihood analysis.

There appears to be an assumption that the poor behave as 'strategic managers' in negotiating their livelihood outcomes, by selecting from a range of options available within particular locality and context (Moser: 1996; DFID: 1999). However, it may not be helpful to view the poor in this way as it assumes that the poor always make 'rational' choices in the construction of their livelihoods. Instead, it is suggested that a broader view is required that takes account of resources that people require in order to compose a livelihood (Beall: 2001).

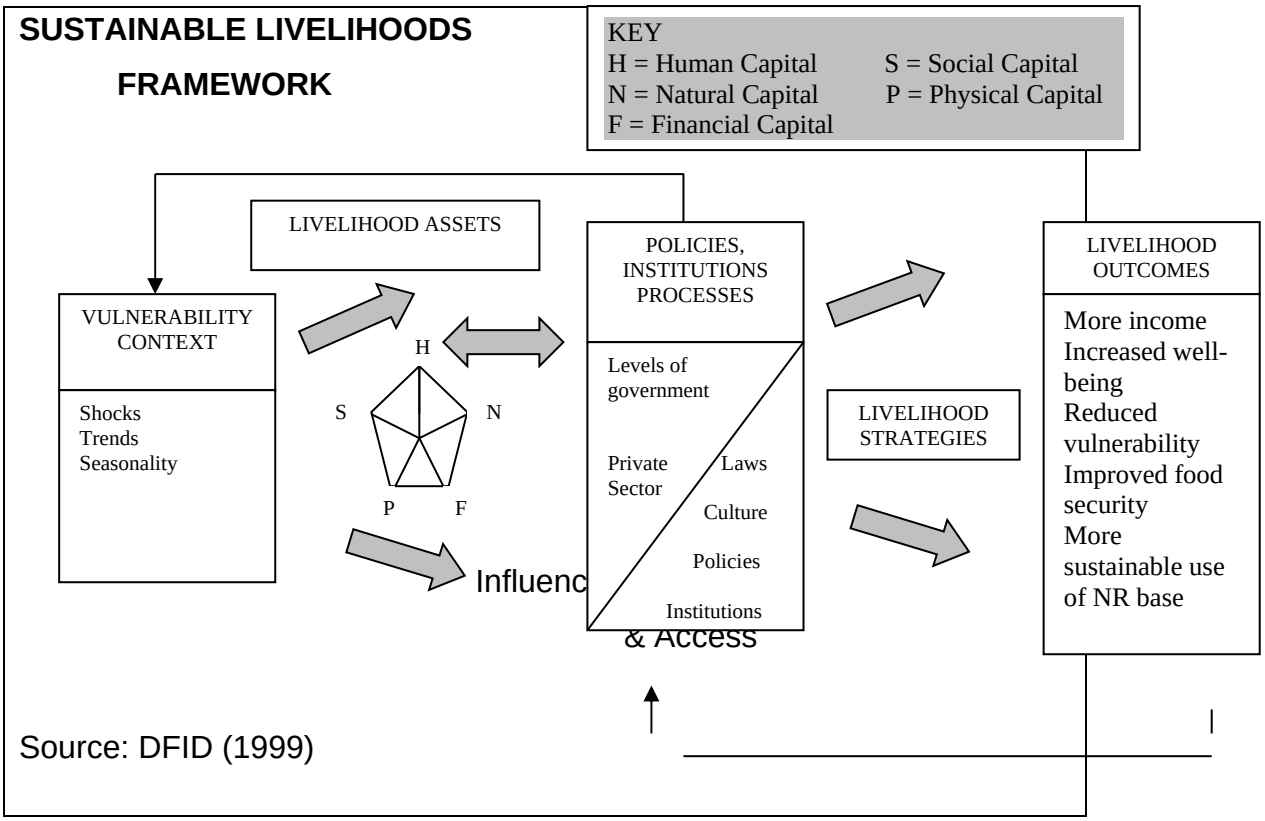
A growing body of work by Frank Ellis considers the diversification strategies of rural households in developing countries. He argues that such households depend on a portfolio of income sources and activities. Poverty reduction strategies should therefore promote the opportunities of the poor to diversify such activities through reform for good governance to create a facilitating and enabling environment (Ellis: 1998, 1999a, 1999b, 2000).

2.12. A FRAMEWORK

The Sustainable Livelihoods Framework places, particularly rural poor people, at the centre of a web of inter-related influences that affect how these people create a livelihood for themselves and households. Closest to the people at

the centre of the framework are the resources and livelihood assets that they have access to and use. This framework uses the concept of capital assets as a central feature and considers how these are affected by the 'vulnerability context' in which they are derived, and by transforming structures and processes (alternatively labeled 'policies, institutions and processes') to constitute 'livelihoods strategies' which lead to various livelihoods outcomes (Carney: 1998, Ashley and Carney: 1999; Goldman: 2000, Hobley: 2000, Shankland: 2000, Pasteur 2001a, 2001b). Oxfam uses the concept of sustainable livelihoods but Neefjes (200) explains that a framework is only employed at a strategic level and has been found less useful at the field level. He also stresses that such a framework should only be employed as a tool, and does not constitute an approach in itself. There is a great deal of discussion concerning the DFID framework and how it should be employed in practice.

However, there is some concern that methodological frameworks should not become over codified and institutionalized, and specifically that the DFID framework is insufficiently dynamic, in the sense that it fails to capture 'change' both external and internal to households (Beall: 2001, DFID/FOA: 2000, Ellis: 2000). The SLA framework presented in schematic form below, shows the main components of SLA and how they are linked. This framework provides the basis for the identification of constraints to livelihood development and poverty reduction.



2.13 A SET OF PRINCIPLES

There is a much discussion that is taking place on the principles that constitute an underlying ethic of a sustainable livelihoods approach. They require that SLA interventions should be participatory, holistic, and dynamic, and that they should build macro-micro links, be sustainable, and people-centred (Carney: 1998, Ashley and Carney: 1999, DFID / FAO: 2000, Carney et al: 1999). SLA has a strong and direct focus on poverty and from experience does have a positive impact on poverty reduction efforts. It can be used in the identification of development priorities and new activities and can assist in planning new activities, review of existing ones as well as fostering monitoring and evaluation. Most importantly, as a participatory approach, the Sustainable Livelihoods Approach enables beneficiaries to become active participants in their development process. The Sustainable Livelihoods Framework was chosen for this study because it is holistic and asset-based and was used as a basis to understand the lives of participants as well as factors that made them prone to poverty and underdevelopment.

2.14 CONCLUSION

Interventions through the Poverty Reduction Programme would only be authentic to the extent that the poor people who are affected have participated and articulated their own perception of poverty in the process of developing this strategy. Participation is one of the key principles of community development that is seen as an essential part of human growth and often leads to the development of self-confidence, pride, initiative, creativity. Without such development within the people themselves, all efforts to reduce their poverty will be immensely difficult, if not impossible. Burkey (1983: 56) further argues that "this process, whereby people learn to take charge of their own lives and solve their own problems, is the essence of development". Community development is conceptualized as a participatory process involving the marginalized. The next chapter will analyze the research methodology, sample and data collection tools.

CHAPTER 3 METHODOLOGY

3.1 STUDY AREA AND RESEARCH METHODOLOGY

The study will focus on two projects which are located in Buffalo City Metropolitan Municipality. This Metropolitan Municipality is situated within the Amathole District Municipality in the Eastern Cape. The Buffalo City Metropolitan Municipal area is characterized by a range of settlement patterns and associated land uses, including formal urban areas, formal and informal rural settlement areas, and privately owned land. This research methodology will outline the approach that will be used when conducting the exact research so that the reader can have a vivid picture.

It should be borne in mind that the Buffalo City Metropolitan Municipal area has a resident population whose main challenges are in encountering the effects of endemic poverty and under-development. This translates into a need to focus great efforts on the expansion of local economic development initiatives in the area, thus the study focuses on the impact of poverty

alleviation projects. In this regard, focus areas include facilitating sectoral growth in tourism, local manufacturing, agriculture and forestry. Poverty relief and food security are also seen as important areas within this cluster, as is a strategic focus on the support of local enterprise development.

3.2 RESEARCH METHODOLOGY

The broad focus of this study necessitated the employment of a wide range of methodological approaches i.e. quantitative, qualitative and participatory methods will be used in this study. According to Thyer (1993:94) as quoted by De Vos (1998:77) a research design is a blueprint indicating the overall conduction of the study. It is composed of a number of steps. Thyer states that methodology is an operational framework within which the facts are stated so that their meaning may be clear. In this study the use of qualitative design that is descriptive, explorative and contextual was employed to share the participant's knowledge of the impact of Poverty Alleviation Programme.

3.4 RESEARCH PROCESS

In order to address the above issues, the following work plan is identified.

- Development of two questionnaires (one questionnaire for project members, another one will be developed for Department of Social Development and Department of Local Government & Traditional affairs officials.
- On-site interviews and focus groups with project members and community members, officials.
- Analysis of records or documents (project monthly and financial reports, Project Business Plans, Social Development Department and Department of Local Government & Traditional Affairs documents). Examining these documents will help in formulating a picture of how the affairs of the project are conducted and establishing expenditure patterns.
- Field Visits: the researcher will conduct visits in all projects earmarked for this analysis. In these field visits the researcher will be able to see progress made in real terms.

A descriptive design is undertaken to search for accurate information about the characteristics of a particular subject, groups or situations (Brink, 1996:109). In this research study, the collection of information mainly focuses on the impact of Poverty Reduction Programmes. The purpose of an explorative design is to gain an understanding of how the phenomena interact with each other (Polit & Hungler, 1991:19). In this study the impact of Poverty Alleviation Programmes in Buffalo City Metropolitan Municipality will be explored. The research will be undertaken in the Buffalo Municipal Area in the Eastern Cape Province.

3.5 TARGETED POPULATION

Targeted population of the study is 80% project members, 55% community members, 1 official from the Department of Social Development and 1 official from the Department of Local Government & Traditional Affairs Development in Buffalo City Area so that the researcher can gather enough information and insight with regards to the two projects.

3.6. DESCRIPTION OF THE SAMPLE

Purposive sampling will be applied in selecting a sample of the two projects that are funded by the Department of Social Development which is Ilitha Development Project that is a Poultry project which was funded in 2007 and Department of Local Government & Traditional Affairs which is Ndlambe Bakery Project that is a Bakery Project which was funded in 2008. De Vos (1998:198) explains that purposive sampling "is based entirely on the judgement of the researcher ... a sample is composed of elements which contain the most characteristics, representative, or typical attributes of the population". Both Departments are funding poverty alleviation projects in Buffalo City Municipal area and the researcher has selected two projects which have been operating for the past four years. These projects are located in rural areas and both of them, are targeting women, who are also a majority in these communities.

3.7 MAJOR RESEARCH TECHNIQUES

The purpose of the research is to get to learn more about the challenges that are faced by poverty alleviation projects and also come up with recommendations that can help them to achieve the intended objectives. The information will be gathered through interviews by one-on-one so that interviewees can speak freely with the sole intention of avoiding shyness. The information that will be given by them will be highly confidential and this will be assured to them. At times that might involve other peoples names and that is why it is of pivotal importance to have a one-on-one interview, that might not come easily in front of others.

Appropriate research techniques have to be applied to investigate the case study and to answer the question posed by the project objectives. Within the broad parameters of social science research, there are a wide variety of quantitative methods which will be used to collect data from structured and open ended questionnaire. These will add evidence to the development of specific, casual and theoretical explanations of the phenomena and qualitative techniques that can be used to assist the researcher in identifying the key factors under consideration. Qualitative method will focus more on the natural setting of social sector, processes rather than outcomes, the actor's perspective will be emphasised and the primary aim will be in-depth description and understanding of actions and events. The techniques to be used are documentary analysis, survey techniques (semi-structured interviews and questionnaires), focus groups and participant observation.

3.8 PROCEDURE OF DATA COLLECTION

A) SURVEY TECHNIQUES

A fundamental method of data collection in the social sciences is the survey. "Survey can be used to explore, describe, or explain respondent's knowledge about a particular subject, their past or current behaviour or their attitudes and beliefs concerning a particular subject" (Guy, et al : 1987: 220). Surveys have the advantage of being able to identify factual and attitudinal data. Key issues include questionnaire decision and the administration of various types of an appropriate

sampling procedure to gain a representative cross-section of the study population. In other cases the use of “key” subjects, which involves the deliberate targeting of individuals can be justified on the grounds of their unique knowledge and leadership roles. Details of the various types of surveys are given below.

B) INTERVIEW METHODS

Interviews involve direct contact between researcher and the respondents, questions will be presented and the responses be recorded. The interview method allows the research to clarify issues and correct misunderstanding that may rise (Babbie, 1992). Interview can either be:

- non-scheduled i.e which involves asking people to comment on widely defined issue and the respondents are free to expand on the topic as they see fit.
- semi structured i.e the interviewer prepares a list of issues / questions the respondent is asked to reply to in a subjective manner. It is more structured than the previous type in that the interviewer exercise greater control and the questions posed serve as an outline with parameters about which the respondent is encouraged to think laterally and develop the issues under discussion.

- Scheduled structured, i.e where questions from a set questionnaire are asked and indications are given as to the format of answers that are expected. The researcher’s role is limited and no attempt is made to probe deeper into the issues (Nachmias & Nachmias, 1982; Denzin & Lincoln, 1994; Bless & Higson-Smith, 1995).

Semi-structured (non-scheduled structured) interview method will be selected for this study because of the exploratory nature of the research. This permits the identification of key aspects of the development processes under consideration and also allows the respondents to comment broadly on the issues they feel are pertinent to the development of their locality. The key advantage of this method of data

collection is that it permits the “gaining of extensive information, verified by extended discussion and probing in problem areas” (Guy et al, 1987: 245).

The technique enables the researcher to form a broad picture of the topic under discussion and simultaneously, permits an immediate clarification of problem issues. It also provides the opportunity to gain new sights and factual details in areas not initially anticipated for example in terms of sustainable livelihoods and innovative marketing strategies. Information will be sought from project and community members and their leaders and also from administrators through a one-on-one interview so as to avoid interviewees being influenced and also intimidated.

In all instances the objective will be to obtain details of individual project, its achievements and challenges, opportunities and constraints and the structure and operation of organization. The perception of individuals regarding causes for success and failure and the key determinations of successful local development will also be key areas of focus. In several instances, use will be made of group interview methods (Denzin & Lincoln, 1994; Bless & Higson-Smith, 1995). This will be done with project members where shared and democratic leadership will be the norm, in order to allow for interaction and the joint determination of answers to the semi-structured interviews.

C). QUESTIONNAIRE

Structured questionnaires will be distributed separately by the researcher among the committee members in the two projects and to officials from the two funding Departments. The questionnaires will explained to them so that they can understand everything that is being asked.

D). DOCUMENTARY ANALYSIS

Key sources of information including will include project monthly progress reports, financial reports, minutes of meetings, business plans, audited

financial statements. This information will help to provide background and factual details and to verify information collected by other means. This will be done by looking at the project proposals and project financial expenditure reports, to determine how much money was spent relative to the number of the actual project results. It will be necessary to verify the details of the documentation with the local community through the project committee. This will assist in seeing whether the project is still on course or has deviated from its intended objective and provide assistance where necessary.

E). FOCUS GROUPS

Another part of this research study is to assess what those benefits have been, from the perspective of those involved and from the perspective of the two Departments project evaluations which have been done as indicated by project members during the preliminary visits to both projects. The methods to be used in this study are focus group discussions and interviews. The purpose here is to get an insight from the project members and find out the current situation as well as to assess tangible and non-tangible improvements and changes that have occurred in the lives of the project members as a result of the presence of the projects. De Vos (1998:15) making reference to Leedy (1993) highlights the aims of qualitative research methodology as “to understand social life and the meaning that people attach to everyday life”.

According to the sustainable livelihoods approach (SLA), people are the main concern, rather than the resources they use when given to them as per their expectation or their governments. SLA will be used to identify the main constraints and opportunities faced by project members, as expressed by them.

The focus group in each community will include the project committee, project members and community members, for example and former project members will be invited to participate because the project does not have members (where applicable). Members of the projects will be

grouped together and discussions will be held with them as a focus groups. This will help the researcher to assess member's understanding of project objectives, progress on implementation and an understanding on expenditure. This will also give the groups an opportunity to express their expectations of the funding Departments. The discussions with these groups will be guided by structured themes of questions

According to Babbie and Mouton (2001, 292) " group discussions provide direct evidence about similarities and differences in the participants' opinions and experiences as opposed to reaching such conclusions post hoc analysis of separate statements from each interviewee". The research tools to be utilised are both funding Departments project files (containing project progress; service level agreements; reports and bank statements); flipcharts and pens; as well as writing pads for manual recording. Different venues will be used for different groups which range from project storerooms; project fields; forest; under the tree; in an open space within the village. The focus group discussions focused on the following themes:

(i) Project Objectives
(ii) Leadership and governance
(iii) Impact, Project Performance and Sustainability
(iv) Capacity Building
(v) Resources and Project Costs

There will be two focus groups, meaning that each project will be represented by one focus group. The researcher will mobilize community members to be part of the focus groups to be able to get the views of the community. The themes will be introduced by the researcher for discussion to each group and some form of consensus will be assessed before the response will be finally recorded as a viewpoint. In cases where the responses raised interesting arguments, or where clarity is needed, the researcher will be able to probe for more information which will lead to further discussion. Some examples will also used to bring more clarity to the members of the group. The researcher will try as much as possible to create an atmosphere that enables greater participation by all members.

The researcher will try as much as possible to use this opportunity for the beneficiary community to treat this exercise as a community self-survey or what is now termed Participatory Research (PR) even though the beneficiary community did not participate in all the stages, i.e. initiation and design. De Koning and Martin (1996:4) argue that, “Participatory research goes beyond documenting local people’s needs and perspectives. PR emphasizes the process of knowledge production.

First, participatory research helps especially marginalised and deprived people to gain self-confidence and pride in being able to provide a useful contribution to community life. Second, it builds respect and empathy in professional groups for the insights and knowledge people have and the problems they face. Third, listening to local people helps to avoid mistakes and to develop programmes that take into account the specific situation and conditions which will influence the outcome of programmes”. It helps to explain why interventions are not (or are only partly) successful.

F). PARTICIPANT OBSERVATION

A lot of pertinent information will be gathered by direct observation in the field from the two projects. In few instances, a more participatory approach will take place where the researcher will participate in some activity like weeding a garden and discussing crop-planting arrangements. This will help the researcher to understand the practical difficulties faced by the projects when implementing, seemingly the most straightforward of solutions. Participant observation involves watching and recording behaviours within a clearly defined area.

3.9 Validity and Reliability

The argument and debate about validity and reliability of data is long standing immemorial. De Koning and Martin (1996:2) have quoted Maxwell (1992) as drawing our attention to the fact that validity always relates to data or interpretation of data. According to De Koning and Martin (1996:2) “Methods are appropriately or inappropriately used to obtain data. An inappropriate

choice of methods or the misuse of methods can be a threat to obtaining valid data". The above argument is made clear by the use of words like "trustworthiness" and "credibility" as suggested by Patton (1990) and Pretty (1993), in De Koning and Martin 1996. Their argument is that the threats to validity and the ways we try to ensure validity differs from qualitative to quantitative methods. This is the basic reason why the researcher is opting for the use of focus groups discussion and individual interviews in order to get data that is trustworthy and credible as it comes direct from the project members themselves with limited chances of misrepresentation or misconception of the question being asked.

3.10 Conclusion

The use of research methodology will be of assistance in getting an in depth insight with regards to challenges that are faced by projects and also will provide some good and bad lessons that can hamper the success of the project and those that can yield desirable results. In essence project management practices can be drawn very well through the application of this methodology. Through interviews and group discussions with project members and community members, councillors and officials, the researcher will be able to ascertain a detailed chronology of the development endeavours, key success factors and hindrances.

CHAPTER 4 FINDINGS/RESULTS

4.1 Findings from the officials that are responsible for both projects.

Understanding of poverty and poverty alleviation programmes by both officials from Social Development and Local Government & Traditional Affairs is defined as deprivation of basic human needs such as food, safe drinking water, sanitation facilities, health, shelter, education and information. Poverty alleviation programmes seek to address the deprivation of basic human needs especially the socio-economic needs of the community on a sustainable basis in order to enhance their well-being.

Community development is the empowerment of communities with relevant skills in order to develop their initiatives which they have started on their own within their communities. Resources are made available to such communities in order to enhance their livelihoods for sustainability purposes.

There is a link between community development and poverty alleviation programmes. The skills that the communities have accessed during empowerment are used within poverty alleviation programmes for sustainability purposes. Resources, financial and material, which they gather during community development initiatives, are those that help poverty alleviation programmes to be sustainable.

The role of departments in the fight against poverty is to mobilise communities to develop initiatives which will fight against poverty. Departments also make available the necessary resources and skills that will assist the communities in achieving the intended objectives.

Social Development has funded 8 projects and Department of Local Government and Traditional Affairs has funded 1 in the Buffalo City Metropolitan Municipality.

The criteria which is used to select projects is that communities initiate something and apply for funding from the Department of Social Department.

When the project is operational and have site, the required membership and water for the food gardening and shows that their products are marketed then the Department of Social Development assist with funding of that initiative. The department of Social Development provides financial assistance to those that have started their project on their own who need financial boost. Department of local Government had a once off funding which was released in 2008 and their projects were identified by the wives of Traditional Leaders based on the needs and the level of poverty and is doing differently from Social Development in that the start with the project from its inception..

Cooperation with other stakeholders is good in that they are brought on board at the initial stage. In the case of the Municipality these projects should be included in the IDPs. The Department of Agriculture is also brought in for technical support and expertise on all agricultural know how and Department of Water Affairs is also brought in for the provision of water.

Structures and systems are of pivotal importance in ensuring the success of the project. The projects have an executive committee board that are part of the project. There is a business plan, a constitution and a project bank account. There is also an attendance register and proper filing system in place.

Monitoring and Evaluation tools are used at all levels in an effort to monitor progress. There are standardised forms which are used by officials each and every time they visit projects in order to evaluate the progress of the project. Each official is required to visit the projects at least once a month.

Information dissemination to relevant stakeholders is not done very well as other stakeholders are brought on board late. This is impacting negatively on the programme in that impedes monitoring by such partners in that at times they are the closest to the projects.

Success of the project for Social Development is good in that it is able to create employment opportunities for some community members and they are

able to provide some stipends from time to time. However for the Department Local Government and Traditional Affairs project there is nothing happening meaning that it is not functioning at all due to negative interventions.
Challenges faced by projects are the marketing of their products in as much that they do not get much profit. The other thing is the membership instability which is as a result of some project member who join with high expectations of getting an income immediately. The location of the project is the other challenge, for instance building a structure in someone else's yard and this person turns to dictate terms for project members. This person may be autocratic, taking project material without informing project members.

Once the project meets the Department of Social Development's requirements, they provide the training before they release funds so that they ensure that project members capacity is up to the task. Training such as governance, financial management, and project management are conducted. It is effective but not sufficient to equip project members. At times some of the trainings which are of critical importance are not given on time in that some are give during operation. This late provision of training, in particular the basic ones, has a negative impact.

Utilisation of funds has been used effectively and efficiently in that project members are sticking to the business plans and they use the requisition forms that are supplied to them by the Department of Social Development and such forms are approved by officials. But Local Government officials are responsible for procuring for projects and that causes delays in that the funds are not released to the project bank account.

There is an expenditure request form which is used to request utilisation of funds and it has to be approved before any purchases can be made. Project members have to comply with the requirements of the Public Finance Management Act. The basic rules are that of not spending any funds without the knowledge of the officials, guide against unauthorised expenditure, no fruitless expenditure and also no irregular expenditure. These are rules are

part of the financial management training, it's such that they are reminded by the officials to stick to them.

Benefits to the cost incurred by the Department are being realised in that communities have access to fresh produce close to where they live instead of having to go to town. Project members are able to receive stipend and there are some community members who are able to get a stipend through casual jobs that are created by the project and this means that the project is sustainable and leaving to the expectations of the Department of Social Development in particular and the community at large. But for Local Government project the situation is different in that the project is dead, this means that it has not brought any joy to the communities.

Changes that can be made are the standardisation of the funds that are given to the projects and the required funding be informed by the nature of the project. Secondly the extension of funding period from one year to three years in order to see the impact of the funding for the development of communities. Trainings need to be provided on time once the project funding is approved. It is imperative to provide training and it is also necessary to condition project members on their expectations so that they know what they are involving themselves in.

4.2 Findings from Ilitha project committee members.

Before getting into findings, it is of critical importance to explain the difficulties that were experienced. This research paper is supposed to provide findings on two projects but due to the inability to find Tshabo Bakery project members which is defunct, there is only one project that has responded to the request for the interview in that they are still fully functional.

The name of the project is Ilitha farming project and is located in Ilitha Township. This is a broiler production and food gardening project. Ilitha is a peri-urban area. The project was started in the backyards by some current members and those who left the project in 2003. They received funding from the Department of Social Development in 2008. The community was

motivated to start the project by the high rate of crime, unemployment and poverty in particular youth who were roaming around the streets with nothing to do.

The conception stage of the project had 11 project members but some lost interest along the way and new members were drawn into the project. There are nine project members currently with five male and four women who are so dedicated to the project. When the researcher visited them some were in the garden, others in the chicken shed and one attending to customers.

The original project objectives were and are still to fight poverty, fight crime and create employment which is on course now and the community is so proud of the inroads that the project is making. The objectives are met because there is an area of destitute people with HIV/AIDS they are given vegetables by this project and also the community is getting eggs, chickens and vegetable within reach and also at reasonable price.

1.Project structure

2. The inside of the project structure with chicks.

3. Below is the inside of the structure chicken feeding utensils.

4. Chicks inside the structure are being fed.

5. Small vegetable garden which complements the poultry project.

6. Small vegetable garden

7. **Above small vegetable garden with cabbages**

8. The structure with water tanks which keeps water for the survival of the project.

9. This is a vegetable garden with cabbages and onion.

The community needs and priorities have changed since the approval of the project in that there are temporary jobs that have been created which benefits the community through members that are not project members. People from the community are no longer buying things like vegetable, eggs and chicken in town. This is cost saving for the community members because of proximity.

The planning of the project is able to address community needs based on the above assertion but if some other types of projects can be available to complement this one, things can be better in particular a bakery project and other similar projects in that products get finished (bought by customers)at

times due to high demand from the nearby communities. The proposed bakery project and other projects are meant to complement this successful one in Ilitha in that there is a high level of commitment in that area. The project is well sustainable in that project members are able to get income and also casual jobs are created from time to time.

The project is managed by the project committee which is hands-on and able to provide strategic direction of the project which makes the project more sustainable. The management of the project is very good in that there are systems in place such as bookkeeping, meeting schedule, receipts for sales. There is a person responsible for sales and project members account for their activities and there are harmonious working relations.

Project members have been trained in the following: broiler production, crop production, orange sweet potatoes, financial management and project management. This has been adequate for project success and has made an incredible improvement. The project members would love to be trained in egg laying in that they would like to venture into such business at some stage so such training would prepare them for such eventuality.

Financial resources which were provided by the Department of Social Development were able to take the project to a bigger space where they were able to build offices and two poultry structures. The funds were used cost effectively and the project is cost effective.

The funds of the project are handled by a finance committee which accounts from time to time to the entire project membership about any expenditure. The treasurer is well trained with finances and is a dedicated person. There is also a financial organisation which conducts auditing of their finances that provides some critical advice which enables them to do things according to the rules.

CHAPTER 5

5.1 SUMMARY, CONCLUSION AND RECOMMENDATIONS

The issue of poverty alleviation programme is of critical importance for improving the lives of the impoverished communities but the implementation of such programme needs to be carefully planned so as to avoid undesirable outcomes. If one looks at the causes of the failure of Tshabo Bakery Project which can be attributed to lack of planning, location of the project, training which was given after the project has started operating, lack of close monitoring which could have assisted in detecting early warning of the problems, funding which is with the department that requires officials to procure on behalf of the project member which renders project members to be unable to develop in the area of financial management. I think Tshabo Bakery Project was doomed to fail due to the above.

Ilitha project is a living testimony of success which is due to the way they were funded that has given project members an opportunity to develop administratively and otherwise through also the training which was given to project members beforehand. Close monitoring of the projects has also played an important role. This project has provided some good lesson for poverty alleviation projects . Project members cooperation with each other which is coupled with tolerance is a recipe for success. The meeting schedules have also played a pivotal role in that they are able to detect problems on time and be able to deal with them decisively.

The Ilitha community has shown support for the project and an interest of having some other type of projects in that this one has brought vegetable and chickens closer to their doorsteps. They do not have to buy such items in town or go to town any specifically for such items. This is a cost and time saving project that is why they wish to have others.

They attest that the coming into existence of this project has created some casual jobs and reduced crime. The community has taken the ownership of the project in that they are so protective of it they are saying they are guiding

against vandalism. The reason of them taking ownership of the project is that this is a community initiative, it was not imposed to them.

There is a high level of commitment and unity from the project members as they speak fondly of the project and they also show appreciation to the Department of Social Development for all the support be it financial or technical. The project members are so creative, one can see from the way they coordinate their operations of the vegetable and poultry, there is no hassle at all. Their work schedule is well coordinated and adhere to very well.

This project is a living example of a poverty alleviation project and this can be replicated in other projects. They have their fair share of challenges but according to them, they sit and discuss issues and they do not allow challenges to be kept too long, once it is identified they deal with it immediately.

It is also recommended that for any project to be started it is important to get the community's blessings so that such project can be owned by the people at large. That will assist in ensuring that the project is well supported and defended from vandalism and also by ensuring that the youth is involved as they have done in Ilitha in that the youth is part of those that receive casual jobs.

In essence this means that a community buy inn is of critical importance as well as ensuring that the type of project that is implemented is decided by the participants so that they can own it. There is a need to guide against imposing projects to people in that such projects are doomed to fail and turn to be white elephants resulting to wasteful expenditure. Finally poverty alleviation projects are important in creating jobs and bringing services closer to the communities and marketing strategy is of pivotal importance and project meetings for stock taking and assessment of progress..

(ATTACHED IS ANNEXTURE A AND B QUESTIONAIRES WHICH WERE USED)

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7. Annexure A

Questionnaire for Officials

1. What is your understanding of poverty and poverty alleviation programme?

   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____

2. What is your understanding of community development?

   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____

3. Can you link community development and poverty alleviation programme?

   _____
   _____
   _____
   _____
   _____
   _____

4. What is the role of your Department in the fight against poverty?

_____
_____
_____
_____
_____
_____
_____
_____

5. How many projects in Buffalo City Metropolitan Municipality are there that have been funded by the Department of Social Development?

_____
_____
_____
_____

6. Which criteria do you use to select projects?

_____
_____
_____
_____

7. How does your department cooperate with other stakeholders? Specify the role of stakeholders.

_____
_____
_____
_____
_____
_____
_____
_____

8. What structures and systems have been put in place in the initiation and implementation of projects?

_____
_____
_____
_____
_____
_____
_____

9. Do you have a monitoring and evaluation tool? If yes. Which one and how do you use it?

_____
_____
_____
_____
_____
_____

10. Has the information been disseminated to relevant stakeholders? What impact did that have on the programme?

_____
_____
_____

11. What are the successes of these projects?

_____
_____
_____
_____
_____
_____

12. What are the challenges faced by these projects?

_____
_____

_____

_____

_____

_____

13. Is there any training given to projects and how effective is that training?

_____

_____

_____

_____

14. Were the funds disbursed by the Dept of Social Development utilized effectively and efficiently?

_____

_____

_____

_____

15. Do you have an expenditure tracking tool in place? If yes, give details.

_____

_____

_____

16. Is there any benefit to the cost incurred by the Department of Social Development in the current poverty alleviation programme?

_____

_____

_____

_____

17. If given a chance to change certain elements or systems in this programme, what would they be?

Annexure B

Questionnaire for Project Committee Members

1. Name and location of the project

- Where is the project located and name of project?

  _____
  _____

- Project Description

  _____
  _____
  _____
  _____

- Characteristics of the location, (e.g. urban, peri-urban, rural)

  _____
  _____
  _____

2. History of the project

- When, and how did the project start?

  _____
  _____
  _____

- What motivated the community to start the project?

  _____
  _____
  _____

- How many people participated in the conception of the project?

_____
_____
_____

- How many project members currently?

Category	Number
Men	
Women	

3. Project Objectives

- What were the original project objectives?

_____
_____
_____

- Did they meet the priority needs?

_____
_____
_____

- Has the community's needs and priorities changed since the project was approved?

_____
_____
_____

- How have these changed?

  _____

  _____

  _____

4. Project Impact, Performance and Sustainability

- Does the planning of the project address community needs?

  _____

  _____

  _____

- How many people are benefiting from this project?

  _____

  _____

  _____

- How sustainable is the project presently?

  _____

  _____

  _____

- What improvements has the project brought to the life of this community?

  _____

  _____

  _____

- How sustainable is the project in 3 - 5 years time?

  _____
  _____
  _____

- How accessible is the project to the community?

  _____
  _____
  _____

5. Leadership and governance

- Who is managing the project now?

  _____
  _____
  _____

- How effectively does the current committee manage the project?

  _____
  _____
  _____

- How well is the project being managed in the interests of the community?

  _____
  _____
  _____

6. Capacity Building

- What training and development has the project been able to mobilize?

_____
_____
_____

- Has this been adequate for project success?

_____
_____
_____

- What training would the project like to receive given the opportunity?

_____
_____
_____

- How successfully has the project exploited training opportunities for its benefit?

_____
_____
_____

7. Resources

- What impact has the use of these resources had on the overall resources available for other community activities?

_____
_____
_____

- Have the benefits delivered by the project been worth the resources put in by the community?

_____
_____
_____

8. Project Costs

- Were the financial resources provided by DOSD adequate for project implementation?

  _____
  _____
  _____

- Were the financial resources provided by DOSD used cost effectively?

  _____
  _____
  _____

- Is the project cost effective?

  _____
  _____
  _____

- How are the funds of the projects administered?

  _____
  _____
  _____

END OF INTERVIEW

THANK YOU