An Investigation into reasons why Mogabane Community Garden Project did not reach its Objective of Poverty Reduction and Recommendations for Reviving the Project.

By

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DECLARATION

I, *Morongoa Rosina Pako, student no 210094702*, 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.

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I thank The Almighty for giving me the strength to complete this work.

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ABSTRACT

There are three lines of poverty in South Africa, the first line is that of people living at less than R271 per month and constitute one third of the population (about 33%), second being those people living at less than R422 per month (50% of the population) and the last group being people living at less than R1 230 per month, constituting 79.1% of the population (Oosthuizen. 2008: 7 – 9). The poorest provinces are Eastern Cape and Limpopo with a poverty rate of 68.3% and 60.7% respectively, Western Cape and Gauteng the poverty rates are 20% and 28.8% respectively (United Nations Development Programme. 2003)

To respond to the poverty challenges the government has come up with poverty alleviation strategies which were later translated into anti-poverty programmes. The Anti-poverty programmes undertaken by Government since 1994 can be grouped into various categories of public expenditure such as (Friedman and Bhengu, 2008:14), Social assistance and grants, Employment generating programmes, enterprise development and income support, Basic household security, Social services, Disaster relief and Employment related social insurance.

This study assessed Mogabane Community Project to find out reasons why the project did not reach its objective of poverty reduction in the community. Qualitative Research methodology was used to arrive at the findings.

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LIST OF ACRONYMS

AsgiSA	Accelerated Shared Growth Initiative South Africa
CSR	Corporate Social Responsibility
DoA	Department of Agriculture
ECD	Early Childhood Development
EPWP	Expanded Public Works Programme
HCBC	Home/Community Based Care
IFSS	Integrated Food Security and Nutrition Programme
IGP	Income Generating Projects
INP	Integrated Nutrition Programme
ISRDS	Integrated Sustainable Rural Development Strategy
LRAD	Land Redistribution for Agricultural Development sub programme
NYS	National Youth Service
PDAs.	Public Development Agencies
PSC	Public Service Commission
PSNP	Primary School Nutrition Programme
SASSA	South African Social Security Agency
SMME	Small, Medium and Micro-Enterprise
UNICEF	United Nations Children's Fund
URP	Urban Renewal Programme

SUMMARY OF THE RESEARCH

CHAPTER 1: INTRODUCTION AND CONTEXT

Chapter one gives background of the study, introduces our study area which is Mogabane Community Garden project which is found in Dikgale village, located outside Polokwane city in the jurisdiction of Polokwane Local Municipality in Limpopo province. The chapter asks the research question which is "Why did Mogabane Community Garden project did not reach its objective of Poverty Reduction and Recommendations for reviving the project?"

CHAPTER 2: LITERATURE REVIEW

Chapter two takes us through the literature that was reviewed during the study. It discusses the literature under the following headings: State of poverty in South Africa, the need for poverty reduction and poverty alleviation, poverty reduction and poverty alleviation policies in South Africa, poverty reduction and poverty alleviation institutional and administrative systems in South Africa, income generating projects as poverty reducing programmes, the role of corporate business in income generating projects as poverty reduction method and the role of state in income generating projects.

CHAPTER 3: RESEARCH METHODOLOGY

Chapter three takes us through the Research methods used in arriving at the findings of the research. Since this is a descriptive research the following are discussed on Chapter 3, these are descriptive research method, data collection methods, the nature of data to be collected, data collection tools, size of the sample and sampling technique, data processing technique, data analysis and interpretation technique and how data validation was done for the study.

CHAPTER 4 – FINDINGS

After the study was introduced and contextualised (Introduction and context), relevant literature reviewed and research method implemented, this Chapter focussed on the findings of the intervention (study). The following were the findings of the research:

- The management structure of the project was dysfunctional

- There was no business plan developed with clear objectives of the project

- Department of Agriculture which was the relevant department to offer support for sustainability of the project did not properly support the project because they did not assess why members were withdrawing from the project.

- Enviro Tek who provided the funding did not take this intervention serious in that they did not develop a funding/ donation agreement to indicate what they will need to see as achievements of the projects.

- There was no contractual or binding relationship between the garden members

- There was no Financial Management System in place for the project

- The Management System for administering the project was in place, but not implemented properly because not all records of meetings were available

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

In Chapter 5 the following recommendations are given for the project:

- It is of utmost importance to have a Constitution of the members in the Community Garden project
- The Management Committee should be there to manage and direct the project on a daily basis
- It is important for all the members to develop business development and management skills so that they are able to match their vision with resources and identify gaps that may hamper achievements
- The Department of Agriculture needs to continue support with a view to attain business growth, this was possible bearing in mind that there was a time that they supplied big markets
- Even if members operate as individuals, for the fact that they use the same electricity meter, same water pump and fence they need to establish a fund in which they contribute monthly for repairs and maintenance
- The members need to consider mechanisation as a means which will support their   growth.

CHAPTER 1: INTRODUCTION AND CONTEXT

1.1 BACKGROUND/ RATIONALE TO THE STUDY

According to the Department of Social Development, there are three lines of poverty in South Africa, the first line is that of people living at less than R271 per month and constitute one third of the population (about 33%), second being those people living at less than R422 per month (50% of the population) and the last group being people living at less than R1 230 per month, constituting 79.1% of the population (Oosthuizen 2008: 7 – 9). The poorest provinces are Eastern Cape and Limpopo with a poverty rate of 68.3% and 60.7% respectively, Western Cape and Gauteng the poverty rates are 20% and 28.8% respectively. (United Nations Development Programme. 2003)

To respond to the poverty challenges the government has come up with poverty alleviation strategies which were later translated into anti-poverty programmes. The Anti-poverty programmes undertaken by Government since 1994 can be grouped into various categories of public expenditure such as (Friedman and Bhengu, 2008:14):

- **Social assistance and grants:** These are long and medium term cash transfers (eg. including the Old Age , Disability, Child Support, Foster Care Grants and Grant-in-Aid),
- **Employment generating programmes, enterprise development and income support** (eg. Poverty Alleviation Projects, Community Based Public Works Programme, Expanded Public Works Programme, [Working for Water Program and Working for the Coast Programme], Learnerships, Cooperatives, and perhaps special Flagship Programmes such as for example the National Youth Service);
- **Basic household security** (eg. access to basic necessities—things such as food, water, housing, electricity, education, medical care);
  - Consolidated Municipal Infrastructure Program, Community Water Supply and Sanitation, Electricity Basic Support Services Tariff

Strategy, Integrated Sustainable Rural Development Strategy, Rural Infrastructure Strategy and Free Basic Services Coordination;

- o Free education including Early Childhood Development and free schooling;
- o Health protection programs including Primary Health Care, the Integrated Nutrition Program, National School Nutrition Program, Prevention of Blindness/Vision 2020, Free Health Care Services and Protein Energy Malnutrition Scheme;
- o Assistance for people with special needs including Homebased Community Care;
- o Program for Children and Families Affected and Infected by HIV/AIDS and Assistive Devices for the Disabled;

- **Social services** (eg, adoption, child protection);
- **Disaster relief:** These are short-term cash or in-kind cash and in-kind transfers for crisis situations including (eg. the social relief of distress, Social Relief Fund, Disaster Relief Fund, Refugee Relief Fund, the Special Programme for Food Security and in-kind transfers during food crisis through the National Food Emergency Fund;
- **Employment related social insurance** (eg. unemployment insurance)

All of the programmes played some role in alleviating poverty, but the challenge is that there is no evidence that informs that poverty reduction has been achieved except through the government's provision of basic services (Friedman and Bhengu, 2008:14). This study is going to investigate the reasons why Mogabane Income Generating project failed to reach its objectives of community poverty reduction.

1.2   THE STUDY AREA

Mogabane Community Garden project was implemented in Dikgale village in the Limpopo province under the jurisdiction of Polokwane Local Municipality (Refer Limpopo map).   The population in Dikgale village is estimated at 7900. The proportion of the population less than one year of age is 1.6%, under five years was 11.2%, 5-14 years is 25.7%, 15-64 years is 57.8% and 65 years or older is 5.74%. The age dependency ratio is 0.74; the sex ratio 0.96, and the infant mortality rate is 38.9 per 1000 live births. The average household size is 6.33, and the household headship is 58% male and 42% female.

The percent literate aged 15 and above is 79.8% in males and 73.6% in females. (Alberts and Burger, 1998: 4).   There is no available data on the level of unemployment and poverty for both Dikgale and Polokwane Local Municipality, but the Limpopo Growth and Development Strategy put both unemployment and poverty rate at 26.5% and 45% respectively for Limpopo province (Limpopo Provincial Government, 2010: 14). There is also less information about the area, but Alberts et al (1999) indicates that a large proportion of adults in Dikgale village – more than 60% are migrant workers, while others about 10% work as farm labourers on neighbouring farms, or as domestic workers- 5% - in nearby towns. About 20% are unemployed, but no longer looking for jobs.
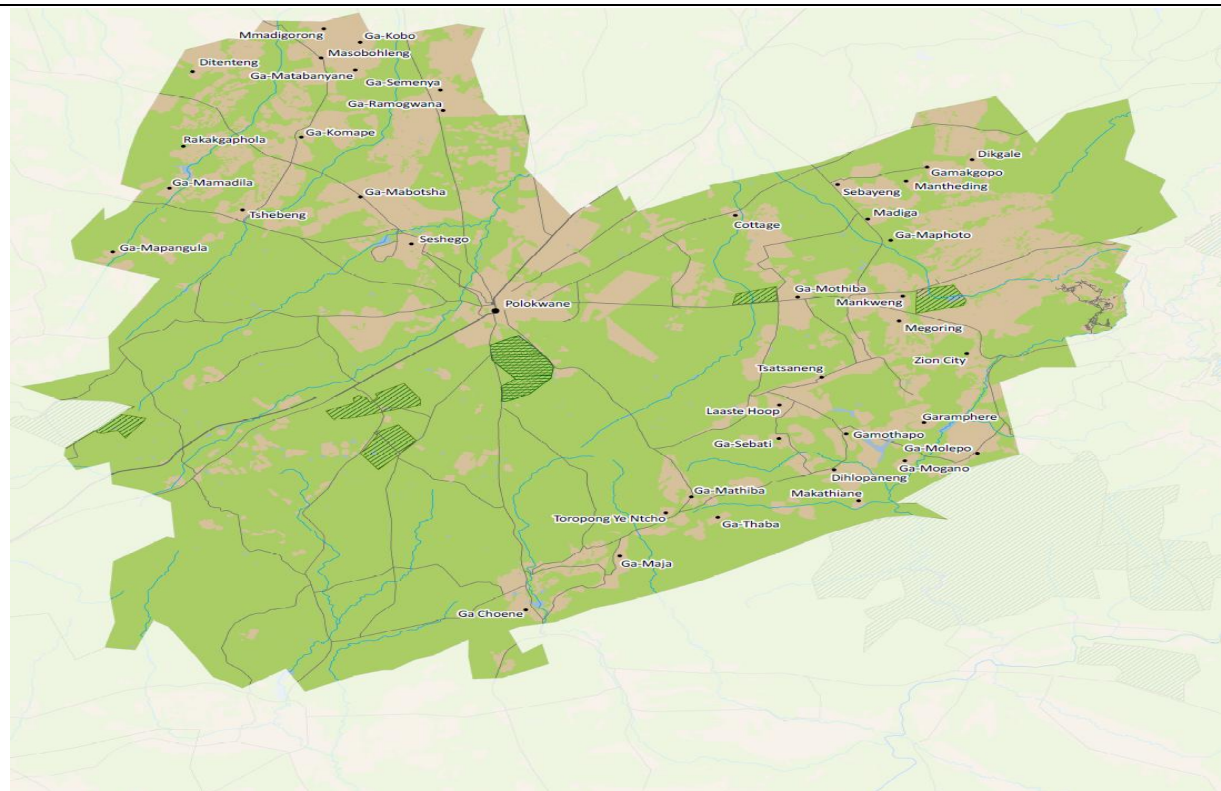
Figure 1 Map of Polokwane Municipality showing Dikgale Village

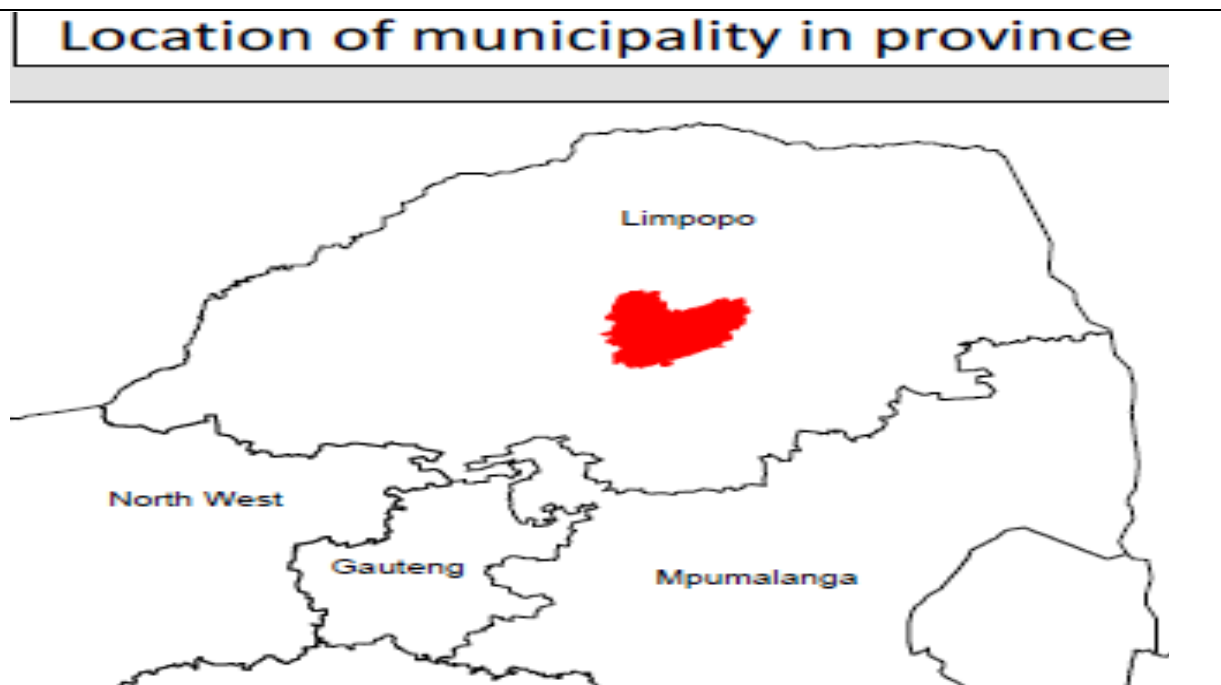**Source: South African National Biodiversity Institute GIS (April 2011)**

Figure 2: Map of Limpopo province showing Polokwane Municipality

Source: South African National Biodiversity Institute GIS (April 2011)

1.3 MOGABANE COMMUNITY GARDENING PROJECT

Mogabane Community Garden was the idea of Mr Moloise a community member of Dikgale community (village). At the time of his involvement, Mr Moloise had been working for EnviroTek (Pty) Ltd where he worked in the Corporate Social Responsibility Unit. His job was to review and approve projects that will support community development. Like any other village, Dikgale community had a high rate of poverty – at about 60% and an unemployment rate in the vicinity of 43%. (Polokwane Municipality 2009:18). In order to reduce this problem, in January 1996 Mr Moloise approached the local Chief Dikgale with the idea of raising funds from his employer to fund a community gardening project.

The Chief bought into the idea and a community meeting was called in June 1996 to discuss the idea. 30 households agreed to the idea and a committee to oversee the project was elected. The portfolios included Chairperson (Mr Moloise), Secretary (Mrs Motupa) and Treasurer (Mr Rapodu). The Committee acted as Management Committee of the project, which involves day to day running of the project on behalf of the garden owners.

Chief Dikgale allocated the 30 households 5.2 ha of land, which was divided equally among the members to undertake the projects. Letters were written to EnviroTek and Department of Agriculture to request support. EnviroTek, through the good office of Mr Moloise offered to install a pump on an existing borehole and the Department of Agriculture provided fencing for the land and pledged to support them with basic farming skills. There was no contract to cement the commitment by the Department of Agriculture and EnviroTek. But, the pump was provided and equipped to the borehole. The Department of Agriculture also provided and erected the fence. The equipping of the borehole and the erection of the fence were completed October 1997.

The households were advised by the Department of Agriculture that the soil is suitable to grow vegetables such as spinach, tomatoes and carrots.

In January 1998 the project committee managed to secure an open agreement with Goseame Fruit and Vegetable Market in the City of Polokwane. There was no written contract, but an open agreement to supply two tons of mixed vegetables weekly which will consists of tomatoes, spinach and carrots (in other words the community should provide what they have for the week irrespective of the amounts, which showed that Goseame needed more than the community garden could possibly supply - to the extent that they wouldn't mind the amounts. The first harvest season of vegetables was in September 1998. As per the agreement that they should supply two tons of mixed vegetables, the community supplied Goseame Fruit and Vegetable Market with the vegetables. Even though the agreement was open (lifetime supply) the community only supplied for three months and the member responsible for delivery of the vegetables decided to sell on the open market (at the Taxi station). The member did not make other Management Committee members aware that he had deviated from the Goseame agreement. Because the agreement was an open agreement, Goseame did not raise a concern about the deviation. The other members of the Management Committee realised when they saw that there is surplus products coming every day when the delivery member returned from town. When they asked why, he explained to them about the deviations he had taken.

The Management Committee members had an agreement with the committee for purposes of delivery that he is paid R50 for every load of delivery he made and he was the only member with transport to assist with the delivery of the vegetables in line with the agreement. He was depositing money for the products sold, but according to the members the money was no longer satisfactory. Instead of taking steps against the member the individual members of the Community Garden decided to sell on an open market in the village. No member went back to Goseame to negotiate new terms or attempt to be a supplier.

From the project records and the Management Committee it was not possible to establish how much income was made during the period they were supplying Goseame and trading directly on the open market in town (Taxi rank), but the

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indication is that the income made was used to pay electricity for running the pump. It can be a good supposition that the Management Committee have squandered the revenue generated during the period. It is strange that EnviroTek never developed interest in the project after funding was provided.

After all these problems, Mogabane Community Garden project ceased to exist because members started operating as individuals trading on the open market with the community members and that did not sustain because every household started growing their own vegetables because they realised that tomatoes, carrots and spinach grow easily in the local soil. At the moment the garden owners still own the gardens but they grow maize during the summer season, with vegetables on a smaller scale.

1.4   THE RESEARCH QUESTION

Why did Mogabane Community Garden project not reach its objective of Poverty Reduction and Recommendations for reviving the project?

Sub-question

- Did the community constitute a proper structure to manage the project?
- Did the organizational structure conform to the requirements of the community farm?
- What was the relationship between the Management Committee and Membership?
- Did the community have a business plan and if they had one, did they follow the business plan?
- What support did the Department of Agriculture offer to the project (technical, farming and organisational /management skills, mentoring)?

- What support did EnviroTek offer as part of their Corporate Social responsibility?
- What is the nature of the contracts entered into by the community?
- Was strict financial control in place and whose responsibility was this function?
- Was there a Management system to administer the project to achieve the objectives?
- What needs to be done to revive this project?

1.5   RESEARCH AIMS AND OBJECTIVES

- Investigate why the project did not achieve its objective of generating income to reduce poverty in the community,
- To recommend ways to revive the project and to document the lessons learnt from this project so that projects of this nature succeed in the future.

CHAPTER 2: LITERATURE REVIEW

2.1 STATE OF POVERTY IN SOUTH AFRICA

Poverty is defined as 'the inability to attain a minimal standard of living, measured in terms of basic consumption needs or the income required to satisfy them' (Triegaardt, 2005:251). May in Hennessy (2005:3) surveyed South Africans to find out how they would define poverty, South Africans defined poverty as alienation from the community, food insecurity, crowded homes, use of basic forms of energy, lack of adequate pay, secure jobs, and fragmentation of the family. Poverty can be understood as the inability or lack of opportunities on the part of households or individuals to better their circumstances over time or to sustain themselves through difficult periods. The literature confirms that many poor people feel resigned to poverty – that is to being chronically poor and also that many of the day-to-day experiences that contribute to the perception of being poor are attributable to the economic or social environment, over which the poor has little or no control (Madi, 2007). According to the World Bank (2000:3a), 2.8 billion people live on less than US$2 per day, and 30,000 children die of poverty each day. In South Africa, 45 per cent of the population live in absolute poverty – this comes to approximately 18 million people.

Poverty is distributed unevenly among nine provinces of the country. According to Human Development Report, the poorest provinces are Eastern Cape and Limpopo with a poverty rate of 68.3% and 60.7% respectively, Western Cape and Gauteng the poverty rates are 20% and 28.8% respectively. (United Nations Development Programme. 2003)

In line with poverty distribution by provinces, 72% of poor people in South Africa live in rural areas, and 70% of all rural people are poor. Within both urban and rural areas themselves the situation is highly stratified, either spatially (i.e. specific pockets of extreme poverty), or by target group (e.g. Women and children, the elderly or the disabled). Rural communities are also highly dispersed and this often

presents difficulty in accessing appropriate levels of support or service. (Department of Social Development, 2001:5). Cost of living (for poor people) is high because they spend relatively more on basic social services such as food and water, shelter, energy, health and education, and transport and communications services.(President Thabo Mbeki. 2000)

According to World Bank (2000: 34-37b) poverty is caused by "**Lack of income (unemployment) and assets to attain basic necessities—**food, shelter, clothing, and acceptable levels of health and education**, sense of voicelessness and powerlessness—**the institutional basis of poverty, vulnerability to adverse shocks, linked to an inability to cope with them, human assets, such as the capacity for basic labour, skills, and good health; **natural assets,** such as land, such as access to infrastructure, lack of adequate assets; **financial assets**, such as savings and access to credit, s**ocial assets**, such as networks of contacts and reciprocal obligations that can be called on in time of need, and political influence over resources"**.**

2.2 THE NEED FOR POVERTY REDUCTION AND POVERTY ALLEVIATION

Poverty alleviation aims to reduce the negative impact of poverty on the lives of poor people, but in a more sustained and permanent way than poverty relief programmes. It includes the state's social grant programmes which alleviate the impact of poverty for many people. Poverty alleviation programmes tend to have longer term goals and are in general more developmental than Poverty Relief programmes. Thus the state's social grant policies both provide immediate relief for poor people, but have also been found to provide a developmental stimulus by empowering people to look for jobs, especially those who live in households in which members (children, disabled persons or old age persons) receive social grants, or start their own small businesses and of course strive to ensure that children are able to receive sufficient nutrition to enable them to grow up healthier. (Studies in Poverty and Inequality Institute. 2007:14.)

Poverty reduction refers to strategies and policies that reduce the number or percentage of people living in poverty or the severity of the impact of poverty on the lives of poor people. (Studies in Poverty and Inequality Institute. 2007:14).

The following are strategies that could assist to reduce (not alleviate) poverty:

Promoting opportunity: This entails securing jobs, credit, roads, electricity, markets for their produce and the schools, water, sanitation and health services that underpin the health and skills essential for work. This requires action by the state to support the build up of human, land and infrastructure assets that poor people own or to which they have access.

Facilitating empowerment: This calls for the development of sound and responsive institutions that will remove the social and institutional barriers that result from distinctions of gender, ethnicity and social status. It recognizes that achieving access, responsibility and accountability is intrinsically political and requires active collaboration among poor people, the middle class and other groups in society

Enhancing security: This call for reducing the vulnerability caused by economic shocks, natural disasters, ill health, disability and personal violence and requires effective national action to manage the risk of countrywide shocks and effective mechanisms to reduce the risks faced by poor people (Asadi, et al. 2008:210)

Growth and structural change that generate productive employment: Governments can achieve employment-centred structural change by pursuing deliberate policies. These include (United Nations Research Institute for social development. 2010: 4-6) "instituting selective and well-managed industrial and agricultural policies that connect the agricultural sector more productively to industry and other sectors of the economy; stimulating and maintaining an adequate level of labour demand by expanding domestic production and raising the demand for domestic goods and services; investing in infrastructure as well as education, training and research to improve skills, productivity and the mobility of the

population; and adopting a macroeconomic framework that avoids procyclical policies or restrictive monetary and fiscal policies during periods of slow growth".

Comprehensive social policies: Comprehensive social policy should be focussed to protect people from income loss and costs associated with unemployment, pregnancy, sickness, chronic illness or disability, and old age.

Reducing income inequality: This can be achieved by government adopting remedial policies that addresses past imbalances of societies, these may include, but not limited to providing the poor (differentiated by gender, ethnicity and other relevant characteristics) with greater access to productive assets, such as land; and pursuing affirmative action policies for disadvantaged groups within a framework that incorporates all citizens in national development and welfare provision;

2.3 POVERTY REDUCTION AND POVERTY ALLEVIATION POLICIES IN SOUTH AFRICA

The commitment by the South African government to poverty reduction has been expressed in recent years through various national, provincial and local policy interventions. As such, since 1994, the South African government has introduced a large number of interventions to address poverty in its various manifestations, not least income poverty (lack of income), human capital poverty (lack of education and skills), service poverty (lack of access to services and amenities), and asset poverty (lack of ownership of land and housing) (The Public Service Commission, 2007:2). This was done through a variety of interrelated reforms such as legislative, institutional, administrative, and other actions have been introduced in order to eradicate poverty and create an enabling environment for the improvement of the quality of life of all South Africans. In the Preamble of the Constitution of the Republic of South Africa (Act 108,1996) the sentiment is endorsed, that is to *"improve the quality of life of all citizens and free the potential of each person".* (Friedman and Bengu, 2008: 44).

The need for a broad approach to poverty reduction is well accepted by the South African Government, which has adopted specific goals and targets to realize this. The following are policies that guide poverty reduction and alleviation strategies:

Constitution: Bill of Rights (socio-economic rights).   The South African Constitution 1996 reflects priorities regarding poverty eradication in the provisions for socio-economic rights. Specifically, Section 27 specifies that '(1) Everyone has the right to have access to (a) health care services, (b) sufficient food and water; and (c) social security, including, if they are unable to support themselves and their dependents, appropriate social assistance. (RSA, Act 108 of 1996a).

The Reconstruction and Development Programme (RDP).   The RDP policy recognises that "No political democracy can survive and flourish if the mass of our people remain in poverty, without land, without tangible prospects for better life. Attacking Poverty and deprivation must therefore be the first priority of our democratic goal" (RSA, 1996b). The RDP sought to address the issues of housing, land, water and sanitation for all and to eliminate illiteracy. When it comes to socio-economic rights and the poor, experience has shown that it is not only one right that is undermined but a number of them. (RSA, 1996b)

Growth, Employment and Redistribution (GEAR): Macroeconomic Strategy. The policy choices made in GEAR were intended to give poverty relief and social development a high priority and underpin job creation through investment in infrastructure and human resource development.(RSA:1996c)

Accelerated Shared Growth Initiative South Africa (AsgiSA). AsgiSA admit that South Africa needs to leverage the first economy to support the second economy (Mlambo-Ngcuka. 2006:8).

Small, Medium and Micro-Enterprise (SMME) Initiatives. The Apex Fund (samaf), a subsidiary of the Department of Trade and Industry (Dti), is one of the specific institutions designed to close this gap of inequality by providing access to affordable financial services to the "enterprising poor". (RSA, 1996c)

2.4 POVERTY REDUCTION AND POVERTY ALLEVIATION INSTITUTIONAL AND ADMINISTRATIVE SYSTEMS IN SOUTH AFRICA

In line with the legislation of South Africa, there are programmes and institutions administered to ensure that poverty alleviation legislation and strategies are implemented. These programmes and institutions include:

Expanded Public Works Programme

The EPWP is a short to medium term programme for reducing unemployment. It was announced during the State of the Nations Address by President Mbeki at the opening of parliament in February 2003. Department of Public Works has been given the mandate for overall coordination of the programmes. EPWP alleviate unemployment through creation of short-term work opportunities. EPWP is part of the strategy to half unemployment by 2014. EPWP includes programmes in infrastructure, environmental, social and economic sectors. It also seeks to mobilize private sector funding, as well as shifting industry approaches to goods and service provision beyond the programme. The EPWP focuses on the use of government expenditure to create employment opportunities. In the infrastructure sector, the primary focus will be on increasing the labour intensity of the construction of provincial and municipal infrastructure. (National Department of Public Works. 2004:44.)

Individual Services and Social Development

The PSC's poverty reduction project database distinguished 'individual services' as a fourth type of poverty reduction project intervention apart from public works, land reform, and income generating projects. The 'individual services' being referred to

here are largely projects involving home-based care, i.e. for the elderly, for people and households affected by HIV/AIDS, and for vulnerable or needy children, in other words, the same types of HCBC and ECD interventions noted above in respect of the EPWP Social Sector component.

In response to the HIV/AIDS epidemic, both the Department of Social Development and the Department of Health responded vigorously in support of home-based care. (The Public Service Commission, 2007:22)

The National Youth Service (NYS)

The National Youth Service (NYS) is an overarching programme, coordinated by the Presidency which seeks to engage young people in a disciplined process of providing a valued and necessary service to the community in which they live, while increasing their own skills, education and opportunities to generate income.

The National Youth Service operates through The National Youth Commission which provide a formal institutional structure through which a range of youth sector organisations participate in the programme. It supports the NYS by identifying opportunities, encouraging young people to serve and advocating for these programmes. The National Youth Service Programme's key objectives are to: (Friedman and Bengu, 2008:136)

- inculcate a culture of service by supporting youth to participate constructively in nation-building;
- inculcate in young people an understanding of their role in the promotion of civic awareness and national reconstruction;
- develop the skills, knowledge and abilities of young people to enable them to make the transition to adulthood;
- improve youth employability through opportunities for work experience, skills development and support to gain access to economic and further learning opportunities; and

- harness the nation's untapped human resources and to provide a vehicle for enhancing the delivery of the country's development objectives, especially to disadvantaged and underserved communities.

Income Generating Projects

An Income Generating Project is a project where a person or group set up a small enterprise or business with government providing the set-up capital, that will produce and/or sell a product or service with a view to making a profit (generate a stream of income). (The Public Service Commission, 2007:48)

Integrated Food Security and Nutrition Programme (IFSS)

The IFSS has a goal of reducing the number of food-insecure households by half by 2014 by increasing domestic food production through the support services provided to farmers.

To this effect the Department of Agriculture planned to support 244,000 food-parcel beneficiaries with "Starter Packs for Food Production" for their own benefit. It also has been assisting individual and community gardeners to supply school nutrition and health care projects. (Department of agriculture. 2004:4)

Learnerships

Learnerships are workplace learning programmes, supported by structured institutional learning, which result in a qualification. The concept was first introduced in chapter 4 of the Skills Development Act of 1998.

For unemployed people or even workers already in employment, learnerships provide an opportunity to improve on existing skills base which may be a route to a permanent job, better promotion (or mobility) and improvements in income prospects as well as job satisfaction and increased job security. A higher skills base could also assist in laying the foundation for people to move into self-employment. According to Friedman and Bengu (2008:151) Learnerships aim to reduce poverty through the "development of sustainable financial intermediaries that can reach deeper and broader to enterprising poor; wholesaling of funds and facilitation of training for micro

entrepreneurs and financial intermediaries; effective financial intermediation thus creating working markets for the enterprising poor".

The Land Redistribution for Agricultural Development subprogramme (LRAD)

According to the Department of Agriculture, the objectives of LRAD are to "increase access to agricultural land by black people (Africans, Coloureds, and Indians) and to contribute to the redistribution of approximately 30% of the country's commercial agricultural land (i.e. formerly 'white commercial farmland') over the duration of the programme, contribute to relieving the congestion in overcrowded former homeland areas, improve nutrition and incomes of the rural poor who want to farm on any scale, overcome the legacy of past racial and gender discrimination in ownership of farmland, facilitate structural change over the long term by assisting black people who want to establish small and medium-sized farms, stimulate growth from agriculture, create stronger linkages between farm and off farm income-generating activities, expand opportunities for promising young people who stay in rural areas, empower beneficiaries to improve their economic and social wellbeing, enable those presently accessing agricultural land in communal areas to make better productive use of their land and promote environmental sustainability of land and other natural resources". (Ministry for Agriculture and Land Affairs 2003:3).

LRAD provide grants to beneficiaries to access land for agricultural purposes, namely for land acquisition, land improvements, infrastructure investments and capital assets. Beneficiaries access grants depending on their own contribution in kind, labour and/or cash. The participants in LRAD are primarily responsible for their successful involvement in agricultural development. DoA has the responsibility of ensuring that participants have access to full range of agricultural support services. (Department of Agriculture. 2004:4).

Cooperatives

There are a range of Government initiatives aimed at reducing poverty and unemployment based on developing cooperative enterprises of different sorts. A cooperative (also co-operative, coöperative, or co-op) is defined by the International

Co-operative Alliance's Statement on the Co-operative Identity3 as an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.(Friedman and Bengu, 2008:31-32)

Social Grants

Social Assistance is an income transfers in the form of a grant or financial award provided by government to a resident who is unable to sustain themselves. A social grant refers to adult grants, that is, disability grant, a grant for the aged and a war veteran's grant. Before a decision to award a grant is taken, certain requirements are taken into account through a means test.

Social Assistance is provided in the form of one of the following grants: "Old Age Grant, Disability Grant, War Veterans Grant, Care Dependency Grant, Foster Child Grant, Child Support Grant or a Grant-in-aid". (Department of Social Welfare. 1997). As from 01 April 2006, the responsibility for the management, administration and payment of social assistance grants was transferred to the South African Social Security Agency. (RSA, Act 004 of 2004). SASSA is a section 3A public entity and focused institution responsible to ensure that government pays the right grant, to the right person, at a location which is most convenient to that person.

The Integrated Nutrition Programme (INP)

Malnutrition was one of the key priority issues which the Government undertook to address in 1994. An *Integrated Nutrition Strategy for South Africa* was formulated and subsequently adopted in The Department of Health's White paper for the Transformation of the Health System in South Africa soon after the elections. This was later developed into the *Integrated Nutrition Programme* (INP) based on the United Nations Children's Fund (UNICEF) nutrition conceptual framework. The INP focuses on seven focus areas/strategies, namely (Friedman and Bengu, 2008: 160):

- Contribution to household food security
- Disease-specific nutrition support, treatment and counselling
- Growth monitoring and promotion
- Nutrition promotion, education and advocacy

- Promotion, protection and support of breastfeeding

- Micronutrient malnutrition control and

- Food service management. (Friedman and Bengu, 2008:32)

Land redistribution

Land redistribution is one of the components of government's land reform programme. The other components are land restitution, which involves the restoration of land or other compensation to victims of forced removals, and tenure reform, which seeks to improve the clarity and robustness of tenure rights, mainly for residents of former homeland areas and Coloured Reserves. By comparison, land redistribution is that part of land reform whereby people apply for financial and other assistance with which to acquire land for farming, and sometimes settlement purposes. Whereas tenure reform is mainly effected through legislation and associated processes, and the explicit function of restitution is to provide for restorative justice, land redistribution is project-based and has overt economic objectives, namely to reduce poverty and promote opportunities for economic advancement through agriculture. Land redistribution is the joint responsibility of the Department of Land Affairs and the national and provincial Departments of Agriculture. (Department of Land Affairs.1997)

Primary School Nutrition Programme (PSNP)

The overall purpose of the NSNP is to "improve the health and nutritional status of South African primary school children, to improve levels of school attendance and to improve the learning capacity of children" (The Public Service Commission. 2008:2) . School feeding programme is a Presidential RDP lead programme. Substantial financial resources (R3.9 billion) were made available for school feeding over the 8 financial years from 1994/95 to 2001/02. From its inception up to 31 March 2002, an average of approximately 15,000 schools participated in the school feeding component of the PSNP with an average of 5 million learners benefiting annually during this period.

Given that in 2005, the total number of school goers (primary and high school) was about 12.2 million in 26,879 schools, the contribution of the PSNP to poverty alleviation is significant as it had ensured that children from the most needy areas at least get a midday meal. By 2006/7 the programme had made further impressive improvements; R1.1 billion was allocated and R1 billion (91.33 per cent) spent. The programme reached about 6 million learners in 18,039 schools. Some 18,434 training manuals were developed and distributed to provinces on food safety and Hygiene 27,752 food handlers were engaged to prepare and serve meals to learners There by creating opportunities for employment. Most provinces increased the honorarium to a minimum of R300 per month. 4,000 schools had vegetable gardens. (Friedman and Bengu, 2008:34)

The Integrated Sustainable Rural Development Strategy (ISRDS) and Urban Renewal Programme (URP)

The ISRDS is a Government programme to transform South Africa's poorest rural areas by targeting the poor, women, youth and the disabled. This approach is based on empowering rural stakeholders to use the Integrated Development Planning (IDP) process to select programmes that address their priorities. Agricultural development is a vital element of the ISRDS. According to Department of Agriculture (2004:4) the agricultural sector forms an important component of integrated and sustainable rural development and vice versa. It is the responsibility of the three tiers spheres of government to implement ISRDS.

The Social Wage

The 'social wage' refers to that part of government spending dedicated to the provision of income security, goods and services that confer a personal benefit to individuals, The term is often used to refer to composite state spending on education, social security and housing, although sometimes social security expenditure is removed from the ambit of the social wage. (Friedman and Bengu. 2008:102)

2.5   INCOME GENERATING PROJECT AS POVERTY REDUCING PROGRAMMES

Income-generating projects are programmes developed by the government to make it possible for poverty-stricken people particularly in rural areas to acquire greater control of their destinies. The South African Public Service Commission describe an Income Generating Project as a project where a person or group set up a small enterprise or business with government providing the set-up capital, that will produce and/or sell a product or service with a view to making a profit (generate a stream of income). The objectives of income-generating projects are poverty eradication, reduction of unemployment and providing food security, with respective members of the community participating on the programmes such as planting, weeding and harvesting (Alberts and Burger. (1998:10). Ala (1996:5) states that "the term income-generating projects are used broadly to describe small scale economic activities, undertaken by two or more persons, which is ultimately expected to produce an income.   These projects do not arise spontaneously but are initiated by external agents".

Income Generating Projects are aimed at alleviating and eradicating poverty by enabling people who cannot earn a living due to unemployment and disability to manufacture goods with the aim of selling them as a source of income. In that way an income is generated, uplifting the standard and quality of life of the participants and those of their families as beneficiaries of the projects. Planting and growing vegetables, flowers, and trees for selling also generate income as long as there is trade and even if there is no trade households can benefit by food security.   Income generating projects are people-centred and people-driven development that would not see people as recipients of handouts from the development agency but allow people to take ownership of their development plans (Uphoff et al. 1998: 162). These programmes also reduce the high rate of dependency as participation in social and economic activities leads to a better life.

The following factors have been stated by Ala (1996:5) to distinguish IGP from other economic activities:

- The majority of income-generating projects are undertaken on a part-time basis so that people can continue with other activities.
- Income-generating projects are supposed to supplement an existing income. According to the facilitator the reverse is that it may be an effort at entrepreneurship or source of sole income.
- The workers in an income generating project own the project and if any profits are made they are shared among the members according to labour input.
- An income generating projects operate on the periphery of the formal sector; they function in an environment characterised by poor infrastructure and communication. The environment in which they exist is often not conducive to generate income.

2.6 THE ROLE OF CORPORATE BUSINESS IN INCOME GENERATING PROJECT AS POVERTY REDUCTION METHOD

Corporate Social Responsibility (CSR) is becoming an increasingly important activity to businesses nationally and internationally. As globalisation accelerates and large Corporations serve as global providers; these corporations have progressively recognised the benefits of providing CSR programs in their various locations. CSR activities are now being undertaken throughout the globe. (Corporate Social Responsibility. 2004:2). According to King (2002:91) Corporate social responsibility – or Corporate Citizenship - can be defined as "Business decision-making linked to ethical values, compliance with legal requirements, and respect for people, communities and the environment, a comprehensive set of policies, practices and programs that are integrated throughout business operations, and decision-making processes that are supported and rewarded by top management" (King. 2002:91)   A key point to note is that CSR is an evolving concept that currently does not have a universally accepted definition. Generally, CSR is understood to be the way firms integrate social, environmental and economic concerns into their values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establish better practices within the firm, create wealth and improve society. As issues of sustainable development become more important, the question of how the business sector addresses them is also becoming an element of CSR. (Hohnen, Potts. 2007:4). In a corporate context, "**sustainability**" means that each enterprise must balance the need for long-term viability and prosperity – of the enterprise itself and the societies and environment upon which it relies for its ability to generate economic value – with the requirement for short-term competitiveness and financial gain. Compromising longer-term prospects purely for short-term benefit is counterproductive. A balance must be struck and failure to do so will prove potentially irreparable, and have far-reaching consequences, both for the enterprise and the societies and environment within which it operates. Social, ethical and environmental management practices provide a strong indicator of any company's intent in this respect. (King. 2002:91).

The World Business Council for Sustainable Development has described CSR as the business contribution to sustainable economic development. Building on a base of compliance with legislation and regulations, CSR typically includes "beyond law" commitments and activities pertaining to corporate governance and ethics; health and safety; environmental stewardship; where a course of action may cause harm to the environment); human rights (including core labour rights); sustainable development; conditions of work (including safety and health, hours of work, wages); industrial relations; community involvement, development and investments; involvement of and respect for diverse cultures and disadvantaged peoples; corporate philanthropy and employee volunteering; customer satisfaction and adherence to principles of fair competition; anti-bribery and anti-corruption measures; accountability, transparency and performance reporting; and supplier relations, for both domestic and international supply chains. **(Hohnen, Potts. 2007:4-5)**

It is also important to bear in mind that there are two separate drivers for CSR. One relates to public policy and the other to business. Because the impacts of the business sector are so large, and with a potential to be either positive or negative, it is natural that governments and wider society take a close interest in what business does. According to the business driver, CSR considerations can be seen as both costs (e.g., of introducing new approaches) or benefits (e.g., of improving brand value, or introducing products that meet sustainability demands). According to Hohnen and Potts (2007:31) the business driver encourages "employee volunteering in the community and with financial contributions and help in kind, make some of the business's product or services available free or at cost to charities and community groups, look for opportunities to make surplus product and redundant equipment available to local schools, charities and community groups, buy from local suppliers and strive to hire locally, offer quality work experience for students (job shadowing), collaborate with local teachers to make the business the subject of a school project"**.**

2.7   THE ROLE OF STATE IN INCOME GENERATING PROJECTS

The role of the government should be to provide encouragement, funding, and expertise to existing organisations that have already proven themselves. The government can then play the role of facilitator in bringing such groups into contact with NGOs, government agencies and private investors who may be interested in working with coherent groups willing to enter in to binding agreements on behalf of their members. (Delius and Schirmer, 2001: 23-24)

The government should promote organisations that seek to represent unemployed and disempowered rural people. Women's organisations should especially be targeted. Care must be taken not to create artificial organisations that have been set up for the purpose of attaining available government funds and are not representative of marginalised groups (Delius and Schirmer, 2001:4). For example, (i) Women's groups should be led by women and groups that receive support and should contain democratic structures. At the same time, the aim of the government should be to enhance the organisational capacity of rural people without seeking to force these groups into programmes and agendas defined by the government. The organisations should be encouraged to identify their own projects, the skills they have as a group, as well as potential economic opportunities in their areas. (Delius and Schirmer, 2001:23)

Government initiatives to provide assistance to rural people should concentrate less on funding individual self-help projects and more on building up the organisational capacity of the rural poor. One possibility when trying to achieve this is to follow the route advocated by Sender, who is strongly in favour of supporting rural labour unions (Sender, 2000: 36). Sender, et al. (1996: 236) has demonstrated that on larger-scale state or agribusiness farms, both farmers and workers benefit from the presence of labour unions. A large proportion of commercial farmers have traditionally been averse to increasing their labour supply or to paying higher wages. Instead of focussing exclusively on unions the government should mainly seek to promote organisations that seek to represent unemployed and disempowered rural people.

CHAPTER 3: METHODOLOGY AND RESEARCH METHODS

3.1   RESEARCH METHODOLOGY

This is a Quantitative research because is concerned with understanding the process, the social and cultural contexts which underlie various behavioural patterns. It studies people or systems by interacting with and observing the participants in their natural environment and focusing on their meanings and interpretations (Maree, 2007:51). De Vos, Strydom, Fouche, Delports (2005: 74) say that qualitative study objectively measures the social world and can be seen as an inquiry to a social problem or need. According to Creswell (1998: 15), qualitative research is "an inquiry process of understanding, based upon distinct methodological traditions of inquiry that explore a social or human problem." For instance, in the context of this research, poverty alleviation is seen as a social problem that needs a remedy. This research focus on the understanding of the people on why the project has not achieved the planned objectives and suggestion for reviving the project

3.2   RESEARCH METHODS

DESCRIPTIVE RESEARCH METHOD

According to Creswell (1994: 145), descriptive design refers to the accurate portrayal of particular individuals or real-life situations, for the purpose of discovering new meaning and describing what exists by categorizing the information generated from the study. Kumar (2005: 10) on the other hand, states that a study is classified as descriptive research if it describes a system, a situation, problem, phenomenon, service or program, or provides information about the living conditions of a community or describes attitudes towards an issue. For instance, this research in details describes the problems that led to Mogabane Garden project's failure to achieve its objective and recommendations to revive the project.

In short, the main purpose of descriptive research is to describe what is prevalent with respect to the issue or problem under study. It is to describe an incidence, the frequency and distribution of certain characteristics (Kumar 2005:11).

3.3   DATA COLLECTION METHODS

Unstructured interviews with EnviroTek and Department of Agriculture. This method used in explorative research to identify important variables in a particular area; to formulate penetrating questions on respondents, and it assist in generating further investigations (Welman et al; 1999:187).

Structured and semi-structured interviews with Stakeholders. 10 Garden owners were interviewed and members of the Management committee, these are Chairperson, Secretary and Treasurer. A set of compiled questions were used to interview the stakeholders about issues related to the project. The questions were generated in line with the sub problems as identified on the Research sub questions. The structured questionnaire will helped to answer the research sub question.

Document analyses. During the research, documents such as the constitution of the project were sought for analysis, minutes of meetings generated during the implementation of the project and those from EnviroTek and Department of Agriculture were sought for to check if there is evidence that can be linked to failure of the project.

Focus group interviews. Focus groups were interviewed based on the functions played during the implementation of the project. The Management Committee, the members and the department were interviewed separately.

3.4   NATURE OF DATA TO BE COLLECTED

The nature of data collected is in the form of participants' views and perspectives on the reasons why the project did not achieve the objectives as intended by the members. The data seek to answer the following questions:

- Did the community constitute a proper structure to manage the project?
- Did the organizational structure conform to the requirements of the community farm?
- What was the relationship between the Management Committee and Membership?
- Did the community have a business plan and if they had one, did they follow the business plan?
- What support did the Department of Agriculture offer to the project (technical, farming and organisational /management skills, mentoring)?
- What support did EnviroTek offer as part of their Corporate Social responsibility?
- What is the nature of the contracts entered into by the community?
- Was strict financial control in place and whose responsibility was this function?
- Was there a Management system to administer the project to achieve the objectives?
- What needs to be done to revive this project?

3.5   DATA COLLECTION TOOLS

Two data collection tools were used for this research, these are:

Questionnaires.   Questionnaires are the quickest and easiest tool to collect evidence in a non threatening way. Questionnaires were completed by 10 Garden owners and members of the Management committee these are the Chairperson, Secretary and the Treasurer. The responses were recorded in Sepedi language by respondents.

Document review. Administrative documents such as project proposals, minutes of Management committee and garden owners meetings were checked.

3.6   SAMPLE SIZE AND SAMPLING

Sampling refers to the process used to select a portion of the population for study and is based on purposive sampling which means that participants are selected because of some defining characteristic that makes them the holder of the data needed for the study. In this case 10 Garden owners were interviewed and members of the Management committee, these are Chairperson, Secretary, Treasurer, Department of Agriculture and EnviroTek. Sampling is made for the explicit purpose of obtaining the richest possible source of information to answer the research question (Maree, 2007:79). It is very important to manage the sample so that is not too broad to confuse the research nor narrow to limit the output of the research.

3.7   DATA PROCESSING

After collecting raw data from questionnaires, semi-structured interviews, focus group interviews and my observations, I edited it in order to make sense of what would have been written by the respondents in sepedi language, by completing their sentences. According to Kumar (2005: 220) editing is the process of scrutinizing the completed research instruments to identify and minimize errors, incompleteness, misclassification and gaps in information obtained from respondents. The second step was to organise the data in to groups to ensure that response from different respondents is coded. This helped to ensure that no data is left unprocessed and interpreted.

3.8   DATA ANALYSIS AND INTERPRETATION

Content Analyses. This is a systematic approach to qualitative data analysis that identifies and summarizes the message. We usually use the term 'content analyses' to refer to the analysis of such things as books, brochures, written documents,

transcripts, news reports and visual media (Maree, 2007:101). For this research content analyses was used to analyze interviews that was held with garden owners, management committee, Department of Agriculture and EnviroTech. Codes were created from the content which was later converted into categories.

Discourse analyses. Discourse analyses focus on the meaning of the spoken and written word, and the reasons why it is said (Maree, 2007: 102). Since structured and semi structured interviews and questionnaires were used in the study, discourse analyses will assisted in studying and analyzing written texts and spoken words to reveal the discursive sources of power, dominance, inequality and biases.

3.9   VALIDATION METHOD

Three types of data validity were used, these are interpretive, descriptive and theoretical.

Interpretive validity is the accuracy in interpreting what is going in the minds of the participant and the degree to which the participant's views, thoughts, feelings, intentions and experiences are accurately understood by the researcher.

Theoretical validity is the extent to which the theoretical explanation developed fits the data and therefore is credible and defensible and

Descriptive validity is the accuracy of what is reported by the researcher (the events, the objects, the behaviours, the setting, etc). For example, what is reported actually happened; what was heard or observed is accurately reported.

The literature studied was used to compare with the data collected, as literature control for the purpose of theoretical validity. Secondly, post interview evaluation was done for interpretation and descriptive validity.

Triangulation Method is a powerful technique that facilitates validation of data through cross verification from more than two sources. In particular, it refers to the application and combination of several research methodologies in the study of the same phenomenon, the idea is that one can be more confident with a result if

different methods lead to the same result. If an investigator uses only one method, the temptation is strong to believe in the findings. If an investigator uses two methods, the results may well clash. By using three methods to get at the answer to one question, the hope is that two of the three will produce similar answers, or if three clashing answers are produced, the investigator knows that the question needs to be reframed, methods reconsidered, or both.

Firstly, I compared data from different respondents for data triangulation. Secondly, I compared responses from three types of data sources, that is, the semi-structured interviews, questionnaires and focus group interviews, for data sources triangulation. Lastly, I compared data collected to several theories for theory triangulation.

CHAPTER 4: FINDINGS

The aims of the study is to find out why did Mogabane Community Garden project did not reach its objective of Poverty Reduction and Recommendations for reviving the project. The following research questions were used to guide the research so that it does not deviate from the original objectives:

- Did the community constitute a proper structure to manage the project?
- Did the organizational structure conform to the requirements of the community farm?
- What was the relationship between the Management Committee and Membership?
- Did the community have a business plan and if they had one, did they follow the business plan?
- What support did the Department of Agriculture offer to the project (technical, farming and organisational /management skills, mentoring)?
- What support did EnviroTek offer as part of their Corporate Social responsibility?
- What is the nature of the contracts entered into by the community?
- Was strict financial control in place and whose responsibility was this function?
- Was there a Management system to administer the project to achieve the objectives?
- What needs to be done to revive this project?

4.1 PRESENTATION OF FINDINGS

4.1.1 Management Structure

Findings of this study indicate that the Garden project consisted of members who owned the gardens and Management Committee that was responsible to convene the members. Members of the Management Committee were selected from the garden owners. There was no schedule of meetings for the

Management Committee, implying that they met as and when there were problems. The garden owners met every Tuesday to discuss issues that concerned the work. The main reason why they selected Tuesday was because it was a day in which all members would come for irrigating their crops. When asked for the functions of the Management Committee, they indicate the following as the functions of the Committee:

- Liaise with the funder
- Intervene when there are problems that affect the garden
- Negotiate markets where they can sell the products
- Organise maintenance providers in case of break downs

The members of the garden did not have a Constitution to govern relationships between members. Everything was done on mutual agreement. Members did not have a Code of Conduct to manage how they behaved in the garden project.

The community garden had three portfolios in the Management Committee; these are Chairperson, Secretary, Treasurer. The role of the Chairperson was to chair members and Management Committee meetings and the Secretary was responsible for writing minutes during meetings and to keep records of all the meetings. The Treasurer was responsible for managing the funds of the organization. Members did not have a bank account where they were keeping the money, when I checked the reasons were that:

1. Members were collecting money when there was a need to either repair or do maintenance at the garden (e.g water pump repairs or maintenance and fence). They could not have a bank account because they will set a date for collecting the money and spend it the next day.
2. Even though the Management Committee was responsible for establishing markets, members had the latitude to market and sell products individually. Since at Goseame they were paid hard cash every day when the delivery man came back every person was given his/her own share of the sale. This limited

the opening a bank account to individuals than to the project (which means everyone keeps his/ her own money).

4.1.2 Business Planning

Despite the size of the garden which is 30 hectares, the Community garden project did not have a business plan. There was no long term vision for the garden members. No growth projections were in place. The only thought of members was to grow vegetables, sell and make income, but there was no plan for future growth and challenges. It is very important for every business to have a business plan so that it can plan out the company's strategy to make sure it is successful (business – plan success.com). A business plan is a document designed to map out the course of a company over a specific period of time (Medi.wiley.com).

When I traced how initial funding was secured, I found that EnviroTek through their Corporate Social responsibility programme was funding the building of classrooms and a day-care centre (creche') in Mogabane village and because of that intervention the community members wrote a letter to request extension of funding for a community garden.

Because EnviroTek was there already, they did not request for a business plan to assess the viability of the project. One of the amazing things was that all members' vision was to see them running a commercial community garden supplying big markets and creating jobs. This dream was a recipe for failure.

4.1.3 Support by the Department of Agriculture

The Department of Agriculture's role is to support emerging farmers and communities in poverty eradication programmes. The unit that supported the project

was Agricultural Extension. This unit has Agricultural Extension officers who support both emerging and established farmers; and income generating projects. Mogabane Community Garden is one of the projects within their competency of support. According to the Department official who supported the project, he indicated that they provided the members with fencing, seeds to start the project and on-site training on how to grow a vegetable garden. The Department also did constant visits of at least two or three times a month to the project to see if the crops were growing well. From the Department's view the project was going well until the members decided to leave one by one until there were 10 members remaining, rendering most of the land used for growing maize during summer rainy season. When I tried to check if the Department made assessment of the real reason why members were leaving the garden, they indicated that they never done an assessment.

4.1.4 Role of EnviroTek

According to a representative from EnviroTek, EnviroTek was funding classroom and crèche building in the community, community garden was not part of their scope of funding. It was only after the community approached them to donate a water pump for an existing borehole that they (EnviroTek) got involved. For them (EnviroTek) donating the pump was enough because their intervention was not aligned to income generating projects. In other words they do not consider that they funded an Income generating project, but donated a pump to the community. EnviroTek appointed a contractor to install the pump and exempted themselves from maintenance of the pump. The indication is that their Social Corporate responsibility does not support income generating projects, which is the reason why they could not provide a mentor to the community garden. There is no donation agreement or any record to define the support offered by EnviroTek

4.1.5 Contractual relationship between members

According to the members of the community garden, there was no legal agreement entered between the members. Their relationship was mutual. Individual members

owned pieces of land within 30 hectare of land which was fenced by Department of Agriculture through their (Department of Agriculture) support function to community initiatives. During harvest time individual members can look for their own markets, but in terms of Goseame Fruit and Vegetable market they (Goseame) needed a bulk supplier that's why all members were involved from start with the supply. Members had the right to withdraw as and when they wished. That is the reason behind the failure of the agreement with Goseame Fruit and Vegetable Market because some of the members felt they were not making enough money when they sell to the market. For some members, if you sell in the streets and to local vendors you make more income than when you sell to the Market, they could not realise that the Goseame Market is more sustainable in that the supply is constant guaranteeing income at all times.

4.1.6 Financial Management Systems

The garden members did not have a bank account to save money, instead they relied on contributing when there is time for maintenance of pump, repair of fence or repair to pump or pipes that are old and bursting. This limited growth of the members in that if you sell on your own it is an obvious case that the income generated will be used at the same time for buying household goods, which will make it difficult in case there is a need to contribute for major repairs. The evidence was seen when members decided to move the borehole to a new location because they had experienced cable theft. When they moved, members were expected to contribute for drilling a new water and 20 members could not have the money immediately to contribute for the drilling and because of that their membership was cancelled (they have taken themselves out because of this lack of contribution). Only those who contributed to drilling the new borehole are still remaining as members of the garden.

4.1.7 Management System for administering the project

Since members of the garden operated as separate entities there was no administrative system in place. When I visited the project, I requested to see the records of minutes of meetings held previously and the financial records of

contribution with the records of receipt to prove members' contribution for paying electricity, maintenance and repairs, only few records were available implying that there is no proper administration of records. The Chairperson was found to be keeping the records than the Secretary or Treasurer.

4.2   SYNTHESES/ ANALYSES OF FINDINGS

It is clear that the vision of the garden owners and the way they operated the garden was not reconciled. Owning a commercial garden should involve a well-structured business plan, without which you are bound to fail.

It is important in the first place to constitute the owners through a Constitution so that you can define yourselves as an organization.   A **constitution** is a set of fundamental principles or established precedents according to which a state or other organization is governed. Generally, every modern written constitution confers specific powers to an organization or institutional entity, established upon the primary condition that it abides by the said constitution's limitations (Wikipedia.org). A Constitution sets out the vision, mission and strategies of the organisation. This document was going to assist in determining their dreams to reality. The Management structure of the community garden was constituted, but it did not have authority on the operations of community gardens. The Management Committee was a committee that could be used as and when needed as opposed to ensuring success of the project.

Business planning is the important aspect of commercial business (income generating). Mogabane Garden did not have a business plan with which it was going to be difficult to determine resource requirements for the future. The business plan was going to assist in terms of the future planning. During the study some of the members indicated that they feel they are older and getting tired of the work, but

complained that it will be bad if the new generation will not embrace the garden to continue with the growing of vegetables. This is indication that if they had a business plan it would have guided the growth of the garden and informed a period that will require appointment of staff. Because members operated individually they could not invest in to mechanisation and new technology.

As much as the members were **trained** on-site on how to grow crops it would have made a difference if they were trained on business development and management. Especially because some of the members that left were due to reasons around inability to contribute to repairs and maintenance. The skills would have assisted them to realise that it is important to make a monthly contribution in to a fund specifically aimed at repairs and maintenance. This skills gap made it difficult for them to realise that when they were selling to well established markets, it makes a big difference because you are sure that what you produce will be bought by the market even if it is a lower price.

For an income generating project to become viable it is important to provide **funding** that will include mechanisation. Mechanisation will ease the work for members and will ensure that it draws interest of young people. In the case of Mogabane, everything was done manually (clearing the land, tilling and growing the crops), these made the work to become unattractive to young people and the implication is that as the people get older the more difficult it will become for them to work on the project.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

Mogabane Community is in Ga-Dikgale village in the Limpopo province under the jurisdiction of Polokwane Local Municipality and Kgoshi Dikgale. The population in Dikgale village is estimated at 7900. The proportion of the population less than one year of age is 1.6%, under five years was 11.2%, 5-14 years is 25.7%, 15-64 years is 57.8% and 65 years or older is 5.74%. The age dependency ratio is 0.74; the sex ratio 0.96, and the infant mortality rate is 38.9 per 1000 live births. The average household size is 6.33, and the household headship is 58% male and 42% female.

The percent literate aged 15 and above is 79.8% in males and 73.6% in females. (Alberts and Burger, 1998: 4). There is no available data on the level of unemployment and poverty for both Dikgale and Polokwane Local Municipality, but the Limpopo Growth and Development Strategy put both unemployment and poverty rate at 26.5% and 45% respectively for Limpopo province (Limpopo Provincial Government, 2010: 14). There is also less information about the area, but Alberths et al (1999) indicates that a large proportion of adults in Dikgale village – more that 60% are migrant workers, while others about 10% work as farm labourers on neighbouring farms, or as domestic workers- 5% - in nearby towns. About 20% are unemployed, but no longer looking for jobs.

It is within this context that community members organised themselves to establish Mogabane Community Garden to help reduce poverty within the community.

The **aims and objective** of the research is to (1) investigate the reasons why the project did not achieve its objective of generating income to reduce poverty in the community and **(2)** to recommend ways to revive the project and to document the lessons learnt from this project so that projects of this nature succeed in the future.

In order to achieve the aims and objectives, **the research had to answer the research question**: Why did Mogabane Community Garden project not reach its

objective of Poverty Reduction and Recommendations for reviving the project? The following are the **sub-questions for the research:**

- Did the community constitute a proper structure to manage the project?
- Did the organizational structure conform to the requirements of the community farm?
- What was the relationship between the Management Committee and Membership?
- Did the community have a business plan and if they had one, did they follow the business plan?
- What support did the Department of Agriculture offer to the project (technical, farming and organisational /management skills, mentoring)?
- What support did EnviroTek offer as part of their Corporate Social responsibility?
- What is the nature of the contracts entered into by the community?
- Was strict financial control in place and whose responsibility was this function?
- Was there a Management system to administer the project to achieve the objectives?
- What needs to be done to revive this project?

The research found that:

- **Management Committee.** Even though the Community garden had a management committee with roles and responsibilities, there was no enforcement in terms of the roles performed by the committee. There was no Constitution to guide their operations.

- **Business Planning.** Even though the Community Garden members dreamt of supplying big commercial market, there was no business plan to indicate the direction of growth and challenges (SWT analyses) that the business might face in the future.

- **Support by the Department of Agriculture to the Community Garden.** The Department of Agriculture Extension unit was responsible to support the members during the project, but it was found that even in their presence they could not give advice when the members left one by one leaving the community garden – only ten members remain to date- to become a subsistence farm for growing maize during summer season.

- **The Role of EnviroTek.** It is found that EnviroTek did not support the project because it was not in their interest, when they came to the community the intention was to give a donation in the form of school classrooms, the borehole water pump was a request that was not in their agenda.

- **Contractual relationship between members.** There was no written contractual relationship, on selling the products members used discretion to sell their products that is why some of the members decided to sell in the street than sell to Goseame Fruit Market (which is more sustainable than street vending).

- **Financial Management System.** The project did not have a bank account for purposes of saving revenue generated. Every member saved his/her own revenue generated from product sales and this contributed to poor re-investment in to the project because members were using savings for other things than for re-investment capital. There are no records of payment for electricity, maintenance and repairs.

5.1   CONCLUSION AND RECOMMENDATIONS

In conclusion, it is clear that Mogabane Community Garden has failed to reach its objective of poverty alleviation. It started from 30 members to 10 members, which implies a drop instead of growth. Our findings indicated clearly that instead of operating as a business, instead it was operated in a subsistence style.

It is very important for the remaining members to take the following **recommendations:**

- It is of utmost importance to have a Constitution of the members in the Community Garden project

- The Management Committee should be there to manage and direct the project on a daily basis

- It is important for all the members to develop business development and management skills so that they are able to match their vision with resources and identify gaps that may hamper achievements

- The Department of Agriculture needs to continue support with a view to attain business growth, this was possible bearing in mind that there was a time that they supplied big markets

- Even if members operate as individuals, for the fact that they use the same electricity meter, same water pump and fence they need to establish a fund in which they contribute monthly for repairs and maintenance

- The members need to consider mechanisation as a means which will support their growth.

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ANNEXURE

A

QUESTIONNAIRES

An Investigation into reasons why Mogabane Community Garden Project did not reach its Objective of Poverty Reduction and Recommendations for Reviving the Project.

Research Questionnaire

1. **Did the community constitute a proper structure to manage the project?**

    1.1 Do you have a project management team? (Yes) (No)

    1.2 If yes, how many people are in the management team _____

    1.3 What do you call the management team (Board members) (Management team) (Executive managers) (Project management committee), if anything except the above write here _____

    1.4 Who selected the members of the managing structure? _____

    1.5 What was noted as the role of the management structure?

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    _____

2. What was the relationship between the Management Committee and Membership?

    2.1 What is the role of the management committee?

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    _____

    2.2 How do you meet? (In a week ____) (month ____) (quarterly___)

    2.3 Do you have records of your meetings? (Yes) (No)

    2.4 How do you report grievances and problems to the committee?

        _____

        _____

        _____

        _____

3. Did the community have a business plan and if they had one, did they follow the business plan?

    3.1 How did you establish/ start the project?

        _____

        _____

        _____

        _____

        _____

        _____

        _____

        _____

3.2 What were the business objectives?

_____

_____

_____

_____

_____

3.3 What were your projections?

_____

_____

_____

_____

_____

3.4 Do you think the objectives were met? (Yes) (No)

3.5 If No, What did you do in case when you see there were deviations from the project objectives

_____

_____

_____

_____

_____

3.6 Who monitored achievements of the objectives?

_____

_____

_____

_____

3.7 Did you have marketing strategies? (Yes) (No)

3.8 Who implemented the marketing strategies?

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_____

_____

_____

_____

3.9 Who monitored the implementation of the marketing strategies?

_____

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_____

_____

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3.10 Do you think the strategies were implemented properly? (Yes) (No)

3.11 What did you do when you realised deviations from the strategies?

_____

_____

_____

_____

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4. **What support did the Department of Agriculture offer to the project (technical, farming and organisational /management skills, mentoring)?**

4.1 What did your department do at the start of the project for the project?

_____

_____

_____

_____

_____

_____

_____

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_____

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_____

4.2 Did you have memorandum of agreement with the community or any form of written agreement? (Yes) (No)

4.3 How often did you visit the project?

_____

_____

_____

_____

4.4 What advises if any were you giving to the project members?

_____

_____

_____

_____

_____

_____

4.5 Were you aware of the objectives of the project? (Yes) (no)

4.6 Do you think there were deviations to the objectives, if yes what did you do to support the members to come back on track?

_____

_____

_____

_____

_____

_____

_____

4.7 Did you compile reports on the project? (Yes) (No)

4.8 Is the department still involved in supporting the project? (Yes) (No)

4.9 What is the department doing (outline the list of activities)?

_____

_____

_____

_____

_____

_____

_____

5 What support did EnviroTek offer as part of their Corporate Social responsibility?

5.1 How did EnviroTek come to fund the project?

_____

_____

_____

_____

_____

5.2 What was the role of EnviroTek after providing funding?

_____

_____

_____

_____

_____

_____

5.3 Did you have memorandum of agreement with the garden members? (Yes) (No)

5.4 Did you attend project meetings? (Yes) (No)

5.5 Did you receive reports about the project? (Yes) (No)

5.6 Did you know the objectives of the project? (Yes) (N0)

5.7 If you know the objectives, do you think the objectives we met and what were the   deviations

_____

_____

_____

_____

_____

_____

_____

_____

_____

6 **What is the type of contract entered between Goseame Fruit and Veg Market and the community?**

6.1   What   were   the   terms?

_____

_____

_____

_____

6.2 Was the a time frame? (Yes) (No)

6.3 Did it have penalties? (Yes) (No)

6.4 Was it a discussable (negotiable) agreement? (Yes) (No)

6.5 Who was responsible for organising the vegetables before sending to Goseame?

6.6 Who   was   sending   the   vegetables   to   Goseame?

_____

_____

6.7 How frequently did you supply Goseame? (_____ week) /Which days of the week _____

6.8 How was Goseame paying the community garden? _____

6.9 Was there a system to monitor execution of activities by the delivery man? (Yes) (No)

6.10   How much money was generated per week? _____

6.11   How many weeks of supply was done before things went wrong? _____

7 Was strict financial control in place and whose responsibility was this function?

7.1 Who was responsible for handling finances of the project?

_____

_____

7.2 Was there a bank account opened? (Yes) (No)

7.3 Do you have financial records? (Yes) (No)

7.4 Are the records accurate? (Yes) (no)

7.5 Do/ did you have financial reporting meeting? (Yes) (No)

7.6 Are there financial reports? (Yes) (No)

7.7 Was there a monitoring system to ensure funds are spent wisely? (Yes) (no)

7.8 Were there terms for paying service providers? (Yes) (No)

7.9 Was there a system to ensure that generated revenue is banked? (Yes) (No)

8 Was there a Management system to administer the project to achieve the objectives?

8.1 Was there code of conduct for members of the management committee? (Yes) (No)

8.2 Was there a code of conduct for garden owners? (Yes) (No)

8.3 Was there a code of conduct or contract with Goseame? (Yes) (N0)

8.4 Was there a code of conduct between the delivery man and the management committee? (Yes) (No)

8.5 Was there a constitution in place to manage relationship between members? (Yes) (No)

8.6 How frequently were management committee meeting? _____

8.7 How frequently were garden owners meeting? _____

8.8 Were the records kept for all of the above? (Yes) (No)

9 What do you think needs to be done to revive this project?

_____

_____

_____