

***EVALUATION OF INCOME
GENERATING PROJECTS IN
CHRIS HANI DISTRICT
MUNICIPALITY IN THE EASTERN
CAPE PROVINCE***

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GENERATING PROJECTS IN CHRIS
HANI DISTRICT MUNICIPALITY IN THE
EASTERN CAPE PROVINCE***

BY

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ABSTRACT

AN EVALUATION OF INCOME GENERATING PROJECTS IN CHRIS HANI DISTRICT MUNICIPALITY IN EASTERN CAPE PROVINCE

This study, evaluating income generating projects was conducted on four projects, of which two are in Middleburg that is forming part of Inxuba Yethemba Local Municipality and another two are in Hofmeyer that is forming part of Tsolwana Local Municipality. Both these municipalities are in Chris Hani District Municipality in the Eastern Cape Province. Two of these projects are bakery projects and the other two are poultry projects.

The study was explorative in nature as it was aimed at finding the reasons for the non-sustainability of income generating projects in this district municipality. Both qualitative and quantitative research methods were applied. Both the explanatory and a multigroup post-test-only design research designs were used when conducting this study. This was due to the fact that the researcher was interested in evaluating income generating projects with the aim of finding out what leads to their failure, and also of finding out how can they be assisted to be able to sustain themselves. Five respondents from each project were willing to take part in the study and this led to a total of 20 respondents who participated through answering questions that were asked to them by the interviewers guided by the questionnaire which is appendix A of the paper.

The results of the study indicated the following factors as the ones that are contributing to the non sustainability of income generating projects:-

- Lack of market for the products
- Lack of passion to volunteer from project members
- Unnatural causes like storms, that ended up delaying the implementation of the projects
- Minimal support from communities by buying their products mostly on credit or not abiding by credit terms when credit is given
- Non payment of the project members
- Lack of transport for the projects to transport their products to market.

The key recommendation that was made was that another study needs to be conducted to verify as to whether these findings can be generalised to other projects in the same district. Additional recommendations are that project members need to be skilled on an ongoing basis, the funders should avail funding for the payment of the beneficiaries, beneficiaries need to be encouraged to volunteer and participate in all the activities of the project, all stakeholders need to ensure the availability of resources before the projects are implemented, and the projects need to have project committees that are made of knowledgeable people who are committed in seeing to it that the projects are sustained.

TABLE OF CONTENTS

Acknowledgement	3
Abstract	4-5
Chapter 1	10-21
Introduction	10
1. Research Topic	10
1.1. Background	10-12
1.2. Motivation of the study	12
1.3. Problem statement/ problem formulation	13
1.4. Specific problem to deal with and sub foci	14
1.4.1. Research question	14
1.4.2. Sub-foci	14
1.5. Goal of the study	14
1.6. Objectives of the study	15
1.7. Research plan	15
1.7.1. The scope of the research	15
1.8. Definition of concepts	16
1.8.1. Income generating projects	16
1.8.2. Poverty	16
1.8.3. Sustainable/ sustainability	16
1.9. Failure	16
1.10. Limitations of the study	17
1.11. Outline of the research paper	17-18
1.12. Conclusion	18
Chapter 2.	
2.1. Introduction	19-20
2.2. Poverty	20-21
2.3. Forms of poverty as perceived by people	22-23
2.3.1. Income poverty	22
2.3.2 The social exclusion perspective	22
2.3.3. The sustainable livelihood approach	22-23
2.3.4 The human development perspective	24
2.4. Causes of poverty	24-26
2.4.1. Social causes	24
2.4.2. Physical causes	25
2.4.3. Lack of capital	25
2.4.3.1. Lack of physical capital	25
2.4.3.2. Lack of developed human capital	26

2.4.4. Economic causes	26
2.4.5. Political causes	27
2.5. The cycle of poverty	27-29
2.5.1. Poverty	28
2.5.2. Physical weakness	28
2.5.3. Powerlessness	28
2.5.4. Isolation	29
2.5.5. Vulnerability	29
2.6. Community development projects: a strategy for poverty alleviation	29
2.6.1. Community development	30-31
2.6.2. Income generating projects	31
2.6.3. Poverty relief programs	31-32
2.6.4. Income generating project as the means to alleviate poverty	32-33
2.7. Sustainable livelihood approach in defining sustainable project implementation	33
2.7.1. What is a sustainable livelihood approach?	34-35
2.7.2. Features of livelihood approach	36
2.8. Factors that lead to sustainability of income generating/ poverty programs	37-40
2.8.1. Financial resource	37
2.8.2. Teamwork	37
2.8.3. Voluntary participation	38
2.8.4. Skills training	38
2.8.5. Project plan	39
2.8.6. Project committee	39
2.8.7. Project infrastructure	40
2.8.8. Proper monitoring and evaluation	40
2.8.9. Appropriate project identification and selection	40
2.9. Factors that lead to failure of income generating poverty alleviation projects	41
2.10. Conclusion	41-42

Chapter 3

Introduction	43
3.1. Research goals and objectives	43
3.2. Research approach	44
3.3. Research question	44-45
3.4. The scope and the scale of the research	45
3.5. Research design	45-46
3.6. Sampling	46-47
3.7. Data collection method	47
3.4. Data analysis	47

3.5. Research ethics	48
3.6. Conclusion	48
Chapter 4	
Results and interpretation	49-74
4.1. Introduction	
4.2. Demographic information of the project	49-50
4.2.1 Age of respondents	50-51
4.2.2. Gender, marital status, race and home language	51-52
4.2.3. Highest level of education	52
4.3. Financial status of the project members	53-55
4.4. Background of the projects	55-57
4.4.1. Iliso –Lomzi Women's Coop bakery	
4.4.2. Amafela-Ndawonye Women’s Coop poultry project	56
4.4.3. Luncedo Women’s Coop bakery	56-57
4.4.4 . Nkqubela Women’s Coop poultry project	57
4.4.5. Project membership	57-58
4.4. 6. Phases of when the project members became part of the project	59
4.4. 7. Reasons for becoming project members	60
4.4.8. Follow up on project members who left the project	60-61
4.4.9. Possession of skills	61-62
4.5. Project management	62-73
4.5.1. Who is responsible for the day to day running of the project?	62-63
4.5.2. Who is responsible for making decisions in the project?	63-64
4.5.3. Who oversees the implementation of the project decisions?	64
4.5.4. Frequency of holding project meetings	65
4.5.5. Things discussed in the meeting	66
4.5.6. Implementation of the project plans	67
4.5.7. Do people do what they are expected to do?	68
4.5.8. Are there rules in the project?	68
4.5.9. Dealing with absenteeism	69
4.5.10. Dealing with people who do not perform their duties	69-70
4.5.11. Management of project funds	70-71
4.5.12. Bookkeeping	72
4.6. Objectives of the project	72-75
4.6.1. Business plan formulation	72
4.6.2. Project objectives	73
4.6.3. Project objective achieved or not	73-74
4.6.4. Has it benefited them?	74
4.6.5. What could have caused it not to meet its objectives?	75
4.6.6. What can be done to assist the project to achieve its objectives?	75

Chapter 5

Summary, recommendations and conclusion

5.1. Introduction	76
5.2. Summary	76-77
5.3. General information of the project members	77-78
5.4. Financial status of the project members	78-79
5.5. Background of projects	79-81
5.6. Project management	82
5.7. Project objectives	83-84
5.8. Project sustainability	84
5.9. Recommendations	85-87
5.10. Conclusion	88
Bibliography	89-92
Appendix A	93-105
Appendix B	105-106
Appendix C	107
Appendix D	108
Appendix E	109-110
Appendix F	111-112

CHAPTER 1

INTRODUCTION

1. RESEARCH TOPIC

An evaluation of income generating projects in Chris Hani District Municipality in the Eastern Cape Province

1.1. BACKGROUND

After 17 years of democracy in South Africa, poverty remains a major challenge facing government in our country. Unemployment has been identified as one of the outstanding challenges in our societies and is also seen as the primary cause of poverty. It is estimated that 48% of the population in South Africa is unemployed and these statistics include skilled as well as unskilled people that cannot be accommodated in the formal labor market (Shasha & Liesl, 2004). In the business plan of Social Development (2001/2003), it is stated that poverty is distributed unevenly among the nine provinces of the country, and the Eastern Cape, Limpopo and the Free State provinces have the highest poverty rates especially in rural areas. The idea of people getting up and doing it for themselves to reduce poverty and create jobs in our country has been the approach that has been preached by the current government since it came into power.

South Africa is characterized by a large-scale of unemployment in the formal sector of the economy, in both rural and urban areas (Shasha& Liesl, 2004). In order to address challenges of poverty and unemployment, the government has increased opportunities for poor people, namely access to social welfare services to improve the standard of living (White paper for Social Welfare, 1997). According to business plan of Social Development, (2001/2003), the poverty relief programme was initiated in 1997/1998 financial year when government decided to set aside R300 million to address poverty directly, with the main focus of

providing short-term employment opportunities. The business plan further realised that this programme focused on the creation of access to economic opportunities for specific target groups namely: women, youth, the elderly, disabled, HIV/Aids orphans, community structures and the establishment of local institutional structures that are able to identify, own and manage the ongoing implementation of development initiatives in each community. The White paper for Social Welfare (1997), has also encouraged the establishment of income generating projects which are run and managed by the group of community members who are predominantly unemployed people. Department of Social Development is further emphasising that these people have to include unemployed youth and the project beneficiaries do not have to be from the same household to ensure that these initiatives are touching at least a number of families' lives within the community.

Eastern Cape Province is said to be amongst the poorest provinces in South Africa, which is characterized by migration of skilled, semi-skilled and unskilled people to go get job opportunities in bigger cities, leaving destitute children and families behind relying predominantly on welfare services. As a result of this, government has decided to use community development programmes and projects as a strategy to address poverty and create employment. For instance Departments like Social Development, Agriculture, Trade and industry, the municipalities are supporting initiatives of this nature as a way of dealing with poverty eradication. The National Poverty Eradication programme provides funding for income-generating projects that are initiated by or intended to benefit unemployed women with children, youth, people with disabilities and social security beneficiaries (Evaluation Report, Social Services, 1998-2001).

The government has deployed community development workers in all spheres of government to empower poor communities to collectively act together in improving their socio-economic status. The researcher is aware of the fact that government is putting aside millions of rands per year to sponsor income generating project / poverty alleviation programmes in the Eastern Cape, but she is also aware of the fact that most of them do not fulfil their desired objective instead they fail and end up collapsing. The study then intends to evaluate the income generating projects/ poverty alleviation projects with the aim of finding out what leads to their failure and how their beneficiaries can be assisted in order for them to sustain these projects.

The researcher is thus interested in identifying the factors contributing to the failure of the income generating projects particularly in the Inxuba yethemba and Tsolwana Local Municipalities in Chris Hani District Municipality with the aim of coming up with ways to assisting them to sustain themselves. A formal research about this topic at this area has never been conducted before, therefore the researcher hopes to develop intervention strategies that can assist to ensure the sustainability of these income generating projects that are geared towards poverty alleviation.

1.2. MOTIVATION OF THE STUDY

Poverty remains the major problem in South Africa. According to United Nations Development Programme (UNDP) report of 2003, using poverty line, the total number of poor people in South Africa in 2002 was estimated to be 21.9 million. Madi .V T (2007), stated that an estimated large number of the population is considered to be unemployed, however more men are employed as compared to 54.4% of women who are unemployed. In order to address poverty and unemployment, many income-generating projects have been established in Eastern Cape Province, and in both Inxuba Yethemba and Tsolwana Local Municipalities that form part of the Chris Hani District Municipality. Most of these projects are community initiatives.

These projects are established to empower people to improve their socio-economic statuses. Since the ruling of the current government, larger sums of monies have been invested in communities through income-generating projects but there seems to be little or no change at all in the poverty levels. The researcher has observed that as much as government, through the Department of Social Development and others have tried to assist people to meet this objective through funding income generating projects, these projects tend not to be sustained as most of them end up collapsing. The researcher is an employee of the Department of Social Development working at these municipalities, responsible for these income generating or poverty alleviation projects that have been funded by the department that seem not to be sustainable.

1.3. PROBLEM STATEMENT/ FORMULATION

Bless and Higson Smith in De Vos (2002), has identified sources for identification of the research problem formulation as observation of reality, theory, and previous researches. The researcher as a community development practitioner in the Department of Social Development in the Eastern Cape Province, is aware of the fact that the department is funding a lot of community development initiatives which are income generating as means of eradicating poverty and also assisting community members to improve their socio-economic statuses. She is also aware that there are other stakeholders like Department of Agriculture, DTI and municipalities that are allocating budget to fight poverty through poverty alleviation projects\income generating projects, but these projects seem not to be able to meet their desired outcome or objective as they normally fail. The researcher is interested in finding out the causes for failure of income generating projects and how they can be assisted to ensure their sustainability in both Tsolwana and Inxuba Yethemba Municipalities.

Tsolwana Local Municipality is made of Ntabethemba which is a rural area with traditional villages, as well as Tarkastad and Hofmeyer which are both small towns surrounded by farms. Inxuba Yethemba Local municipality is made of Cradock and Middleburg which are also towns surrounded by farms. Cradock is also known for being the home of the Cradock four, who were killed during the apartheid era. Both these municipalities are characterised by people who are very poor, who depend on social services mostly to sustain themselves and who are predominantly illiterate. There are various projects that are income generating that have been funded by the Department of Social Development that are operating in both these municipalities. These projects are youth project and women co-operatives and are agricultural in nature and some are bakeries.

1.4. SPECIFIC PROBLEM TO DEAL WITH AND SUB-FOCI

The study intends to identify the cause for failure of most of these income generating projects and how they can be assisted to sustain themselves. This entails finding out how they can be assisted to improve or finding out the measures that can be put into place to ensure their sustainability.

1.4.1 RESEARCH QUESTION

The central question in this study is: What causes failure or non-sustainability of income generating projects?

1.4.2 SUB-FOCI

Who is responsible for running or managing the projects?

How are they managed?

What causes failure in income generating projects?

Do the projects achieve their objectives?

How can we improve the status of the projects towards sustainability?

What assistance do they need to improve their state?

1.5. GOAL OF THE STUDY

The difference between a goal and objective is defined by Fouche in de Vos et al (2002)'s book. He states that a goal can be seen as a broad, abstract effort to attain an end while an objective is a more concrete, measurable and more speedy attainment of the end. The goal of the study is to evaluate the income generating/ poverty alleviation projects with the aim of identifying what leads to their failure or non sustainability.

1.6. OBJECTIVES OF THE STUDY

The objectives of the study are as follow:

- To review literature on sustainability of income generating/ poverty eradication projects in terms of criteria for sustainability and within the context of sustainable livelihood approach
- To investigate the factors that lead to failure of income generating/ poverty alleviation projects in both Inxuba Yethemba and Tsolwana Local Municipalities in Chris Hani District Municipality.
- To make recommendations to enhance poverty alleviation/ income generating projects in the area and maybe to pave way for future studies on this particular topic

1.7. RESEARCH PLAN

1.7.1 THE SCOPE AND THE SCALE OF THE RESEARCH

As the researcher has already stated in the problem statement, she is interested in finding out the causes for failure of income generating projects and how they can be assisted to ensure that they are sustainable in Tsolwana and Inxuba Yethemba Local municipalities. The Department of Social Development has funded about 15 projects in these two municipalities and these projects are bakery, poultry (both broiler and layers), and vegetable production projects. These projects have been granted with funds which are not less than R250 000 each, some as early as 2006. Unfortunately most of them seem to have not achieved their desirable objectives, which are that of poverty alleviation in the communities where they established in, and even amongst their beneficiaries instead they tend to be unsustainable.

1.8. DEFINITION OF CONCEPTS

The following are the main concept of the study:

1.8.1.. Income generating projects

These are community development projects aimed at alleviating poverty through income generating on a sustainable basis, Matakanye (2000). They are also considered to be those activities that are likely to directly result in creation of income through the sales of goods and or services, Madi T. V, (2007).

1.8.2. Poverty

According to Muzaale (1997) in Madi T. V. (2007), a social definition of poverty describes poverty as a state of human suffering which results from the inability of a person or a group to meet the needs that the people in a society have come to take for granted. Madi also cited that Narayan in Patel (2005), sees poverty as an interlocking and multi-dimensional phenomenon caused by the lack of multiple resources such as employment, food, assets, basic infrastructure, health care and literacy.

1.8.3. Sustainable \sustainability

According to the South African Concise Oxford Dictionary, sustainable is an adjective that means to be sustained and sustain in this context means keeping something going overtime or continuously.

1.8.4. Failure

According to the South Africa Concise Oxford Dictionary, failure more especially in this context refers to lack of success, an unsuccessful thing, the action or state of not functioning, the collapse of business.

1.9. LIMITATIONS OF THE STUDY

The findings of the research at this point will not be generalised to be referring to the causes of failure of all the project that are funded by the Department of Social Development in the Eastern Cape Province, this therefore means that the recommendations that will follow the study will only be referred to the Inxuba Yethemba and Tsolwana Local Municipalities' projects for their consideration. This however will not stop another researcher in finding out if the findings will not be similar in other parts of the Eastern Cape.

1.10. OUTLINE OF THE RESEARCH PAPER

This study will be divided into the following chapters:

CHAPTER ONE:

This chapter introduces the study in terms of research topic, motivation, aims and objectives of the study, research plan, concepts that are going to be used in the study, and its limitations.

CHAPTER TWO: Literature review

The theoretical explanation of poverty, income generating projects and their sustainability was explored. The purpose was to have an understanding of how income generating/ poverty alleviation projects can be sustained.

CHAPTER THREE: Design and research tool

The focus of this chapter was on the research methodology.

CHAPTER FOUR: Data analysis and interpretation

This chapter includes presentation of findings, data analysis, its interpretation and presentation.

CHAPTER FIVE: Conclusion

This chapter aimed at giving a conclusion to the paper and also come up with recommendations if there will be any in relation to the aims and objectives of the study.

1.11. CONCLUSION

This chapter focused on the orientation of the study. Its introductory back ground, the problem statement, and the goals and objectives of the study were discussed. The research design was also furnished and key concepts were defined, and the outline of the research paper was given. A theoretical review of the research problem was given in the following chapter as the literature review of different studies and literature.

CHAPTER 2

2.1. INTRODUCTION

The South African government is faced with a challenge of assisting poverty stricken communities to improve their socio-economic status and establish sustainable development programmes. This is due to the fact that most of its population more especially in rural areas are condemned to lives that are prone to hunger, diseases, illiteracy, joblessness and hopelessness. Too often they are said to lack basic needs like food, shelter, safe drinking water, health care facilities and education or skills.

Kane and Kirby (2003), states that individuals, families and groups in the population can be said to be in poverty when they lack resources to obtain the type of diet, participate in the activities and have the living conditions and amenities that are customary in the society to which they belong. This then means that people need to be involved in their own development and improvement of their living conditions.

Davis et al (2005), argued that eradicating poverty is the greatest global challenge facing the world today, and an indispensable requirement for sustainable development, particularly for developing countries. They argued that although each country has the primary responsibility for its own sustainable development and poverty eradication, concrete and concerted measures are required at all levels to enable developing countries to achieve their sustainable development goals. It is also believed that the fight on poverty and unemployment will need a partnership between stakeholders including the poor themselves through community participation and organisational methodologies. If government is to eradicate poverty and the related socio-economic problems, it is supposed to use a bottom up approach starting with the needs of the people on the ground.

According to Patel (2005), government and welfare and other organisations are involved in poverty reduction and sustainable livelihood strategies. These programmes link people with resources and focus on increasing people's capabilities, assets and activities required to earn a livelihood. Rakodi and Lloyd –Jones (2002), argued that this can be achieved by using approaches that are people centred and sustainable and redefine development in terms of

exploring the strength and vulnerabilities of the unemployed, by focusing on supporting clients and the knowledge and expertise of individuals in the communities, to creatively use resources available in the environment to address their socio-economic needs

The focus of this chapter will then be on defining and describing poverty as a social phenomenon and also its causes. Also the sustainable livelihood approach will be discussed broadly. It will also define and describe community development and poverty alleviation or income generating programs and the factors that contribute to their success.

2.2. POVERTY

Davis et al (2005), stated that the word poverty conjures up images of starving children, overcrowded informal settlements and ragged street children. These images form the basis of many people's understanding of poverty. Poor people however, have their own understanding and interpretation of their social reality. For the poor, poverty is a multifaceted reality consisting of inter alia, lack of power, income and resources to make choices and take advantage of opportunities.

Poverty was further defined by Davis (2006), as multi-dimensional and cannot be reduced to a single definition. There is however a common agreement about the degrees of poverty. He describes these degrees as absolute (extreme) poverty, moderate poverty and relative poverty. To him absolute poverty implies that households are unable to meet basic needs for survival. They are chronically hungry, unable to access health care, lack the amenities of safe drinking water and sanitation, cannot afford education for some or for all children, and perhaps lack shelter and basic articles of clothing. Moderate poverty refers to conditions of life in which basic needs are met, but just barely. Relative poverty is generally perceived to be when a household income level is below a given proportion of the average national income.

Aliber (2001), states that it can be perceived as an inability or lack of opportunities on part of households or individuals, to better their circumstances over time or to sustain themselves through difficult periods. He argues that 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 poor has little or no control.

Gray (1998), argues that poverty began to emerge as a serious phenomenon in South Africa during the 1800s. This was the period of the beginning of industrialisation and urbanisation which brought about a breakdown of traditional community and family support systems and landlessness and disintegration of the inward family economic system which forced family members to go out and be wage earners. The concentration of this poverty lies predominantly with black African women, rural areas and black youth. In South Africa poverty is distributed unevenly amongst provinces. According to May (2000), the Eastern Cape lies at 71%, Free State at 63%, North West at 62%, Limpopo at 59%, Mpumalanga at 57%, Gauteng at 17% and Western Cape at 28%. According to May (2000:2), the poorest 40% of households receive only 11% of the total income, while the richest 10% of the household receive over 40% of total income.

Statistics South Africa (2000), mentioned that poverty is seen as the denial of opportunities and choices most basic to human development which leads to a long, healthy, creative life and the ability to enjoy a decent standard of living, freedom, dignity, self-esteem and respect from others. It affects people physically, mentally and spiritually and retards progress for development. The researcher believes that many rural people more especially in the Eastern Cape have no means to satisfy their basic needs which are nutrition, safe drinking water, reasonable housing and education. According to Homan (2004), needs are those aspects a community requires to meet its goals and to sustain itself. Since the majority of South Africans still perceive them as lacking enough food and income to meet all their household needs, the South African government came up with policies that try to address imbalances of the past and that was when these income generating projects of poverty alleviation projects were formulated.

2.3. FORMS OF POVERTY AS PERCEIVED BY PEOPLE

The following is the overview of the perspectives of poverty namely income poverty, social exclusion poverty, sustainable livelihood poverty, and human development poverty.

2.3.1. INCOME POVERTY

Davis et al (2005), argues that this perspective categorizes people as poor if their income falls below the poverty measures. To them the poverty line is defined as the level at which households have enough income for a specified amount of food, housing and transportation. The income line is adjusted for regional variations. This is important when comparing urban and rural communities. Many South African poverty surveys use income as a way of defining poverty, (Davis et al, 2005).

2.3.2 THE SOCIAL EXCLUSION PERSPECTIVE

Social exclusion refers to the fact that despite welfare and general wealth, there remains a group that is excluded from mainstream benefits of the society and is prevented in some way from fully enjoying the general prosperity. Social exclusion therefore refers to the relational dimensions of poverty rather than the distribution of income. As such, it is interested in inequality which is very often the cause of poverty, (Davis et al, 2005) in Madi T.V. (2007) paper.

2.3.3. THE SUSTAINABLE LIVELIHOOD PERSPECTIVE

This term sustainable livelihoods approach started to be commonly used as a development concept in the 1990's. Madi. T.V (2007) cites Chambers and Conway (1991), as defining a sustainable livelihood as "a livelihood comprises people, their capabilities and their means of living, including food income and assets." They are said to say a livelihood approach is a way of thinking about the objectives, scope and priorities for development. To them a livelihood approach is a way of putting people at the centre of development, thereby increasing the effectiveness of development assistance. They argue that a livelihood is environmentally

sustainable when it maintains or enhances the local and global assets in which livelihood depend, and has beneficial effects on other livelihoods. They also state that a livelihood is social sustainable if it can cope with and recover from stress and shocks, and provide for future generations, it can also be economically sustainable when a given level of expenditure can be maintained overtime.

Madi T. V. (2007), states that this perspective stresses the participation of individuals and communities in defining and solving their own poverty. He argues that the assumption is that, people are not poor or vulnerable in the same way and that identifying local variations in poverty or deprivation is crucial in shaping effective development strategies. The importance of this perspective as an indicator for development is not just about which issues are covered but also who decides, who measures and who formulates indicators (Davis et al, 2005). This approach attempts to clarify that the individuals or communities need to be involved in decision- making processes with regards to addressing issues that affect them. The developer or the helper must consider that poverty affects people in different ways depending on their situation.

2.3.4. THE HUMAN DEVELOPMENT PERSPECTIVE

According to Schenk (2000), human development is a process of improving people's capacities to meet their basic needs and he refers to it as being about personal development or development of individual persons. Madi.T. V (2007), cites the UNDP Report of 2003 as saying that the human development perspective emphasizes a holistic understanding of poverty in terms of which anti-poverty actions enlarge people's life choices. Davis et al (2005), states that this perspective offers an integrated and comprehensive approach to poverty alleviation that incorporates most of the key elements of the alternative perspective. Madi T. V (2007), also argued that one of the indicators in tracking the state of human poverty is that poverty is measured through income and employment figures, and that it is important to determine the extant of income poverty especially since it has such an impact on the ability of the community to secure services.

2.4. CAUSES OF POVERTY

2.4.1. SOCIAL CAUSES

According to the White Paper of Social Welfare (2007), social causes of poverty refer to the exclusion of people from day to day social activities in their communities because of the racial differences. Poverty coincides with the racial, gender and geographic or spatial determinants and these will be taken into account in the targeting of poverty alleviation programmes.

The most affected people by poverty in South Africa are African women and children, people with disabilities, those who are living in rural areas and in informal settlements or on farms. Kane and Kirby (2003), believes that when children are suffering from poverty it affects their education. In most cases children who are family members of families whose parents are unemployed or are sick always live under poverty.

Kane and Kirby (2003), also state that women who are poor have mainly been viewed as having unemployed men as partners or men in low-paid jobs, rather than as being poor on their own right. They further argue that in many instances men can and do control women's poverty by exercising control over how the family income is spent. According to May (2000), the people remain poor because they lack knowledge, education, skills, cooperation and initiatives. The South African Government is addressing the oppression of women and it had developed legislations like the Gender Equity Act, Act no 39 of 1996 and the Employment Equity Act, Act no 55 of 1996.

The status of women has since improved as they have been given opportunities to occupy higher positions in their communities and in the work places and as a result poverty amongst them and their children is decreasing. They are now empowering themselves through education and training and are acquiring necessary skills and are taking part in their own and their community development. They are also the primary focus of the South African Government poverty alleviation programs. Even the Millennium development goals are advocating for them to be given equal chances as men in their societies.

2.4.2. PHYSICAL CAUSES

Individuals and communities all over the world are affected and infected by diseases that are retarding the process of combating poverty, as they prevent them from performing day to day productive actions to better their lives and their development. According to Burkey (1993), malnutrition, diseases and lack of clean water and proper sanitation weakens the poor and often makes it physically difficult for them to cope with poverty. May (2000), describes malnutrition as the outcome of complex and inter-related social, economic and other processes but he states that poverty is the basic cause.

It has been discovered that in South Africa, people living in rural areas are more prone to be affected by diseases like T. B, Malaria, Cholera and HIV and AIDs as a result of the lack of knowledge and health care facilities in their environment. May (2000), states that the South African government's objectives are to achieve universal access to primary health care, prioritisation of vulnerable groups such as the poor, women and children.

2.4.3. LACK OF CAPITAL

2.4.3.1. LACK OF PHYSICAL CAPITAL

“The word capital is used to describe things like tools, machinery, premises for production and money. Lack of access to capital in any form makes it extremely difficult to overcome barriers to make a better life. Poor households invariably have very little or no capital. Therefore the poor children do not inherit capital to invest in productive enterprises. With no significant social entitlements, they are left to rely on their labour to generate income,” Hurley (1990:14).

2.4.3.2. LACK OF A DEVELOPED HUMAN CAPITAL

Hurley (1990), argues that for people born into poor households, their development of skills and experiences to improve their chances of successful income generating is likely to be difficult. He believes that the better off, usually receive a useful level of formal education and may be trained in particular skills, and they will also learn a good deal about income generation from their home surroundings. This is illustrated more clearly by children who grew up in families that operate family businesses, and had been encouraged to participate in them, as they develop an ability to organise and manage their economic activities as well as acquire more personal development skills.

2.4.4. ECONOMIC CAUSES

Economic causes are said to occur when individuals and communities do not have opportunities to participate in their economic development programmes due to lack of skills and development knowledge. Poverty is mostly a result of unemployment which is due to insufficient job opportunities. Swanepoel and De Beers (1996), argues that unemployment is both a cause and a result of poverty situation in which people find themselves. They see it as a cause since without a job; a person has no income and cannot pay for proper housing, food, medical and educational expenses for him/her or children. On the other hand it is a result, because poor health is caused by an unbalanced diet, poor housing and lack of appropriate education and all of these prevent people from getting and keeping gainful employment.

The South African economy and government is also unable to generate enough jobs to absorb the labour force. This leads to a lack of capital for most of the people to participate in the market economy. Most people do not have money to buy basic staff like food and clothing and are unable to provide shelter for themselves. Furthermore, many black people do not have access to credit which is always helpful in order for people to start their own businesses in order to contribute to the economic growth. To address economic causes of poverty, people therefore need to be equipped with relevant skills in order for them to perform income generating activities and alleviate poverty. They should be equally represented in socio-economic sectors at their own development levels.

Amis (2002), argues that economic activities are largely restricted to urban areas, meaning that the rural poverty and deprivation are rife and that urbanisation as in many other parts of Africa escalates at a rate which makes it difficult to prevent dysfunctional urban development. The Department of Social Development's Annual Report (2000/2001), reports that the stimulation of new markets and the diversification in production of goods and services, is therefore essential in improving the turnover of local enterprises and ultimately their personal income. Thus, the emphasis of poverty relief programmes is placed on the creation of access to opportunities for people to establish local structures that are able to generate income, better their lives and address the economic causes of poverty.

2.4.5. POLITICAL CAUSES

RPD Document (1994), states that political causes of poverty emanate when people are discouraged to participate in their own political parties and decision-making processes. It reflects that the South African government in the past was dominated by colonialism, racism, apartheid, sexism and repressive labour. South Africans had to struggle for decades to overcome this system so they could be able to improve their lives and restore peace and bring about more just societies.

Mamburu (2004), mentioned that poverty is closely linked with the political system of societies, meaning that policies which are formulated and implemented by politicians can either increase or alleviate poverty. South Africa, through its Constitution allows individuals to participate in political activities of their own choice, and this assist them to have confidence that will help in changing their lives for the better.

2.5. THE CYCLE OF POVERTY.

Poor communities are trapped in a cycle of poverty which is also viewed as the deprivation trap. Robert Chambers (1996) is quoted by Swanepoel and De Beer (2006), as saying that there are five clusters of deprivation which are: poverty, physical weakness, powerlessness, isolation and vulnerability.

2.5.1. POVERTY

Chambers is said to have defined poverty as the inability for households to satisfy basic needs. Burkey (1993) argues that relative poverty is a condition in which basic needs are met, but where there is inability to meet perceived needs and desires in addition to basic needs. In South Africa during the apartheid era, blacks were forced to live in poverty while the white minority were having the opportunity to better their lives. According to Chambers people should be knowledgeable and skilful and have a strong value system that will help them to be free from poverty trap.

2.5.2. PHYSICAL WEAKNESS

May (2000), argues that in South Africa, malnutrition is related to poor people's living conditions, social and psychological consequences of poverty, as to economic dimensions of poverty. Swanepoel and De Beer (2006), are also of the view that, food that is of a poor quality and low nutritious value result in under nourishment and malnutrition. A household that experiences food shortage is often made up of family members who do not have jobs, either because of retrenchments, or as a result of lack of suitable skills that enable them to be employable. Self employment in this situation becomes the available option to enable them to generate income. Therefore income generating projects become the ones that are relevant for people to break the chain of poverty. Illnesses and diseases also affect the people's ability to fight poverty.

2.5.3. POWERLESSNESS

Swanepoel and De Beer (2006), mentioned that the poor have little, if any access to politicians and leadership and can therefore not have influence in policies for their benefit. Those who have power are the ones having better opportunities.

2.5.4. ISOLATION

Swanepoel and De Beer (2006), also cited Chamber as saying that isolation of poor families contribute to the high rate of illiteracy. Illiterate cannot read information of economic value, and they can also not obtain information that is important for development. A lack of proper infrastructure, roads, sanitation and health care facilities lead to people living in poverty and being isolated as without roads they cannot go and mix with developed people, and with ill health they cannot get up and work on improving their lives.

2.5.5. VULNERABILITY

Chambers again was cited by Madi T. V (2007), as saying the dependency of poor people on authorities and rich people increases the rate of poverty and vulnerability. He says that because they are struggling to meet needs for survival, live from hand to mouth and lack access to funds to pay expenses or meet contingencies, this forces mothers and fathers to leave their children to look for greener pastures. Most children are left in care of their grandparents and families depend on old age grants or child care dependency grants for their daily living or in the care of their siblings or without care at all

2.6. COMMUNITY DEVELOPMENT PROJECTS: A STRATEGY FOR POVERTY ALLEVIATION

In this study community development projects refers to those projects which are income generating projects within communities that enable community members to generate income in order to meet their basic needs. Hurley (1990), believes that these interventions are supposedly targeted at the poor and are called poverty alleviation projects. Before starting the discussions around this issue, I will start by defining community development as a concept and income generating projects.

2.6.1. COMMUNITY DEVELOPMENT

Gray (1998), says that community development is viewed as an organised effort of people to improve the conditions of community life and the capacity of people for participation, self direction and integrated effort in community affairs. It is also seen as a process of enabling people to mobilise and manage forces and resources in a community by creating opportunities to democratic decision-making, active participation and cooperation, self-help, development of leadership and utilisation of education opportunities. Schurink (1998), defines community development as a process designed to create conditions of economic and social progress for the whole community with its active participation. Potgieter (1998), also define community development as a process designed to create conditions of economic and social progress and empowerment for the whole community with its active participation and fullest reliance on community initiatives.

Burkey (1993), argues that acting collectively is the mechanism for solving disempowerment and lack of control. He states that by acting collectively, people learn the political nature of dominance and become empowered, giving reality to democracy. He says that they come to understand what a community is, what power and government are like and what problems mean. He also believes that a community with active progressive organisations is a better place to live in, not only for the empowered but also for the disempowered

The aim of community development is that local people must control programmes/ projects, social services and other aspects of the environment that influence their daily lives. Rubin and Rubin (1992) came up with the DARE criteria to analyse community development programs. They say that when you want to know how much control a group has, that can be ascertained by asking the following questions: who determine the goals, who act to achieve the goals, who receives the benefits from the actions and who evaluates the actions. They believe that the more the people in their organisation determine the goals, act together to achieve them, receive direct benefits from them and evaluate whether the actions were worthwhile or not, the more these members exercise control. They believe that there is however degree of control which depend on the client group and their ability to run a program or project.

Community development includes the community as a whole. This implies that responsibility is not only on oneself but also towards one's neighbour. Each individual's humanity is ideally expressed through his or her relationship with others and theirs in turn, through recognition of the individual humanity. The emphasis is on the practise of Ubuntu in communities. Ubuntu means people are people through other people and also acknowledge both the rights and responsibilities of every citizen in promoting individual and societal wellbeing, (White paper for Social Welfare, 1997).

2.6.2. INCOME GENARATING PROJECTS

Department of Social Services Evaluation Report (1998-2001), considers these as activities that are likely to directly result in the creation of income through the sale of goods and or services. According to Rakodi and Lloyd-Jones (2002), income generating projects can be achieved by using approaches that are people-centred and sustainable, and redefine development in terms of exploring the strength and vulnerabilities of the unemployed, by focusing on supporting clients and the knowledge and expertise of individuals in the communities, to creatively use resources available to their environment to address their socio-economic needs. Sandham and Van De Walt (2004), argues that an integral requirement is that development projects must be socially, ecologically and economically sustainable, and to them sustainable development is development that meets the needs of the present without compromising the ability of the future generation to meet their own needs.

2.6.3 POVERTY RELIEF PROGRAMS

The poverty relief program was initiated in the 1997/1998 financial year when government decided to set aside R300 million to address poverty directly with the main focus of providing short-term employment opportunities. This program focuses on the creation of access to economic opportunities for specific target groups mainly women, youth, the elderly, disabled, HIV/Aids orphans, community structures assisting HIV/ Aids and establishment of local institutional structures that are able to identify, own and manage the ongoing implementation of development initiatives in each community (Department of Social Development Business plan 2001/2002). It is also a strategy that seeks to address poverty in rural areas and informal settlements with the prime beneficiaries being women, youth and

children. It also seeks to establish a system that reduces dependency on cash payments by giving consideration to food security (Welfare Update, March 2000).

May (2002), argues that poverty reduction strategies are aimed at breaking the structural forces that cause poverty through the achievement of economic growth and human development, enhancing the capacities of disadvantaged individuals, households and communities and through the distributive social development interventions. Poverty relief programme (2000-2001) document, states that this is a national programme which is using funds allocated by parliament whereby in terms of the Public Financial Management Act, the Director General of a government Department is accountable for all expenditures. The program has to strike a balance between spending all the money available, ensuring that funds are wisely spent and can be accounted for in the context of set government priorities.

The Department of Social Development came up with the strategy of establishing income generating projects that seek to help South Africa's poorest communities by creating long term work opportunities focusing on target groups. In this regard community development plays a role in these projects as communities are in charge of their own development. The Poverty Relief document (2000-2001), states that people on the ground know best what is needed in their communities. Every person in South Africa has the right and a chance to suggest poverty relief projects. Communities can be given funds to start up projects that will eventually sustain themselves by generating income. They are involved in the economy as producers and also consumers of raw materials.

Based on the researcher's observation in these municipalities where she conducted the study, above 60% percent of these projects do not survive more than six months and others do not operate as per the time frames stipulated in their business plans.

2.6.4. INCOME GENERATING PROJECTS AS THE MEANS TO ALLEVIATE POVERTY

In South Africa income generating projects have been amongst other strategies that have been used to assist people to improve their socio-economic state. In fighting poverty, in the income poverty approach, it is assumed that a minimum level of income is required to support

individuals in households in order to assist them to sustain themselves. Belshaw (2005), stated that in respect of an income generating project, the emphasis of the content of a business plan is on income, job creation and improvement of household food security.

According to the Social Service Evaluation Report (1998-2001), poverty alleviation programmes provide funding for projects that are initiated by or intended to benefit unemployed people and social security beneficiaries. Ramambulana (1997), states that income generating community driven projects are generally started by an organised group within communities because of hardships that face them in their respective communities, and that plans must be made in order to make life more affordable. He further states that this situation encourages the communities to come up with solutions to their problems. In these communities that the study was conducted, income generating projects comprises of poultry projects, bakery projects, toilet paper manufacturing projects, car washers, and crop production projects. Madi T. V (2007) cites Aliber (2002), as having said that, to make these projects sustainable; numerous partnerships between public-private partners and funds flowing between sectors in various initiatives, appreciation of these relationships could provide insight into how income poverty is being addressed.

2.7. SUSTAINABLE LIVELIHOOD APPROACH IN DEFINING SUSTAINABLE PROJECT IMPLEMENTATION

The researcher in this part of the chapter defined sustainable livelihoods as an approach under which the income generating projects needs to be administered. This is influenced by the fact that her research question was interested in finding out why income generating projects/poverty alleviation projects are not sustainable or what leads to their failure.

2.7.1. WHAT IS A LIVELIHOOD APPROACH

Livelihood is institutionally sustainable when prevailing structures and processes have the capacity to continue to perform their functions over the long term. The sustainable livelihood approach is said to naturally reveal the multi-sectoral character of real life, so that development work is better able to address actual problems, as they exist at community level. Hilmore and Singh (2001), also see it as an approach that builds on the fundamental building blocks of development, including income-generating projects, environmental management, women's empowerment, education, health care, appropriate technology, financial services and good governance. Rakodi and Llyold-Jones (2002), quoted Carney as considering a livelihood as sustainable when it can cope with and recover from stresses and shocks, to maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resources.

Madi T.V (2007), has quoted Livelihood Connect (2005) as saying “no sustainable livelihoods approaches simplify the task of development planning and project design. The approach may require more factors to be considered but holistic analysis does not require holistic intervention. What it should mean is that projects are better targeted at poverty elimination while recognising that poverty is a far wider concept than simply the lack of financial assets. It should help people to become less vulnerable to poverty and it should mean that they have more power to shape their own lives.”

Hilmore and Singh (2001:3), states that “focusing on poverty consistently distract development experts from what sustainable livelihood advocates must be the fundamental blocks of any development initiative, the actual livelihood systems of the poor and the adaptive strategies they employ to maintain these livelihoods in the face of severe environmental, economic and political pressures. Therefore the sustainable livelihood approach begins with the analysis of “wealth” of the poor. This wealth may reveal itself through various kinds of assets, the knowledge, skills, resourcefulness, and adaptive strategies that have enabled the poor to survive over the years, often against terrible odds.” Madi T.V (2007), argues that a key feature of sustainable livelihood approach is the recognition that the root of all human development and economic growth is livelihoods - not jobs. Central to this approach is the need to recognise that those who are poor may not have

cash or other savings, but they do have other material or non-material assets meaning their health, labour, knowledge and skills, their friends and families and natural resources around them for their development, (Rakodi and Lloyd 2002).

Hilmore and Singh (2001), state that the strategies that enable the poor all over the world to overcome and survive hardships are often simple decisions, or coping mechanisms, that enable them to respond to an emergency, when these temporary changes continue to be applied over time and become part of everyday life, the sustainable livelihood calls for adaptive strategies. They say these adaptive strategies and the livelihoods they support are sustainable, they are economically efficient, and they do not infringe on or disrupt the options of others to make their livelihoods.

Madi T.V (2007), argued that central to the thinking behind livelihoods approaches is the need to build upon and further develops people's existing strength. He stated that often it is more difficult for those who are poor to recognise the strengths upon which they could build. According to him, livelihood approaches propose that the thinking in terms of strengths or assets is vital. To him livelihood approaches require a realistic understanding of these assets in order to identify what opportunities they may offer, or where constraints may lie. Madi further argues that for anything to be sustainable it must take care of the four dimensions of sustainability which are economic, institutional, social and environmental sustainability and a balance must be found between them all, as they are all important. He further argues that external support must recognise the dynamic nature of livelihood strategies and respond flexibly to changes in people's situation and develop longer-term communities.

2.7. FEATURES OF LIVELIHOOD APPROACH

The sustainable livelihood approach is designed to promote four essential characteristics which are social equity, ecological integrity, economic efficiency and resilience.

The social equity concept according to Hillmore and Singh (2001), advocates that to be sustainable, livelihoods must adhere to the precepts of social equity, that is, the way one household or community makes its livelihood must not disrupt options for others to make theirs. They further state that whenever possible, one form of livelihood should enhance other livelihoods as in relationships of trade, exchange and services. The notion of mutually supportive and enduring households, also have strong ideological and religious underpinning, which may be rather a long way from reality, (Rakodi and Lloyd-Jones 2002).

Dorsner (2004), interprets ecological integrity as saying to be sustainable, livelihood systems must obey the law of ecological integrity, preserving or restoring resources for use by future generations. He says that the way people make their livelihood must not destroy the resource base. He goes on to say livelihoods do consume resources, but they must live off interests and not exhaust the capital.

Rakodi and Lloyd-Jones (2002), stated that economic efficiency means that the ability of households to weather stresses and shocks, and their livelihood options are influenced by their ability to accumulate or access stock of financial capital to smooth consumption, cushions shocks and invest in productive assets. They believe that lack of financial services suitable for the poor households' constraints their ability to save and to obtain credits. To be sustainable, a livelihood system must be economically efficient, rather than wasteful in its resources, Rakodi and Lloyd-Jones (2002).

To Madi T.V (2007), a livelihood system must be resilient. Resilience then means that they must be able to cope with and recover from stresses and shocks. They must be flexible enough and people involved in them must be resilient and resourceful enough to employ effective mechanisms for survival in times of crises.

2.8. FACTORS THAT LEAD TO SUSTAINABILITY OF INCOME GENERATING/POVERTY ALLEVIATION PROGRAMS.

Financial resources, teamwork, voluntary participation, skills development project plan, project committee, project infrastructure, proper monitoring and evaluation and appropriate project identification and selection are always seen to be the major factors that lead to sustainability of income generating projects/ poverty alleviation projects.

2.8.1. FINANCIAL RESOURCE

Magano (2001), states that in order to implement some of the project plans effectively and for them to be sustainable, there needs to be funds. He states that the financial resource needs to be reflected in both the planning and implementation of the project. The Department of Social Services Evaluation Report (1998-2001), emphasises that the basic measurements of economic impacts of projects are their contribution to income and the value and cost of income generated. This then means that for the projects to be effective, they must address the economic needs of their beneficiaries.

2.8.2. TEAMWORK

Magano (2000) identifies teamwork as the main important factor for success of income generating projects. To him teamwork involves communication, relationship, sharing responsibilities and commitment. Through their teamwork project members express their ideas, opinions, and feelings openly and authentically. It is regarded as the lifeblood of every organisation, (Swanepoel and De Beer 1996). Magano (2000), also cited Garner as elaborating that when people work as a group, lack of respect such as ignoring the contributions of others, criticisms, and sarcasm devalues others which have a negative effect on the team relationship. Madi.T V (2007), advocates that teamwork helps people to overcome any barriers that exist within them.

2.8.3. VOLUNTARY PARTICIPATION

Madi V. T (2007), states that voluntarism has become an important element in ensuring sustainability of projects. Matakanye (2000), quoted Abetena as emphasizing that participants should not be coerced in anyway to do something they do not believe or are not interests in, they should not be promised any rewards. Matakanye (2000), believes that people who are coerced to participate in community development projects because of incentives cannot stand the problems that the project encounters and they are likely to terminate their participation when the projects are struggling to sustain themselves.

Swanepoel et al (1997), mentioned that the approach in community development requires participation, and it allows for learning to take place, for small scale projects to be undertaken and for empowerment of people, for ownership of projects and their adaptation, simplicity in execution and release of poverty and finally it addresses the abstract human needs of an improved self-image and self reliance.

2.8.4. SKILLS TRAINING

Hurley (1990), states that attention to training and improving people's skills and managerial abilities can be very effective but requires a long term perspective. He states that at present, training is a fashionable answer to many development problems. He further states that where there are weaknesses in an organisation due to lack of training, the objectives of any training implemented must reflect actual identified needs. He went on to say training must focus on a variety of skills such as leadership, communication small business management, bookkeeping and technical skills that relate to the project activities. Matakanye (2000), argues that effective partnership and community involvement requires training and other resources. In reality the major training needs of project staff to him should frequently be oriented towards human development and this is a grounding principle of sustainability.

2.8.5. PROJECT PLAN

For any project to be successfully implemented, there needs to be a plan in place that is going to guide its implementation. Magano (2001), states that a project plan is vital in that it provides a framework or a starting point of how the project conducts its business and manages its people. Patel (2005), stated that in order to improve the efficiency and effectiveness of poverty reduction projects, it is critical that the project design and management capability should be improved. Such improvement may enhance the success rate of those projects and improve the standard of living of many poor and vulnerable people.

Magano (2001), quoted Rubin and Rubin as saying that the other important aspect of quality planning involves agreement on goals community members want to achieve, meaning there is a ‘we’ feeling of motion. Matakanye (2000), states that a successful programme implementation is based on appropriate programme planning and good management. Lack of appropriate programme planning can have a negative impact on the sustainability of programme implementation. He further stated that the good project management included planning, organising, directing, controlling project resources and having a clear evaluation plan. There is also a saying that “once you fail to plan, you are planning for failure” and this term on its own is emphasizing the importance of planning.

2.8.6. PROJECT COMMITTEE

Shasha and Liesl (2004), argue that community development project requires the establishment of boards, managers, and officer who undertake or facilitate project activities and ensure accountability. The Evaluation Report of Department of Social Development Strategic Plan (2004), states that in many projects there is confusion as to who the project beneficiaries are, due to lack of clarity in the formulation and definition of the project. The key role of the project committee is to ensure that all sponsors have consulted the project in appropriate ways and that the views obtained are reflected in the committee’s decision.

2.8.7. PROJECT INFRASTRUCTURE

The Social Services Evaluation Report (1998-2001), reflects that premises are examined in terms of whether the project has a place in which it operates, where the premises are located and whether they are owned or rented by the project. It states that, the extent to which a project has an adequate and suitable premise is deemed an important indicator for effective and efficient performance of any kind of business.

2.8.8. PROPER MONITORING AND EVALUATION

Monitoring is said to be a very effective way of keeping track of whether the project is following its plans during its implementation phase and whether its resources are still effective in assisting it to meet its desirable objectives. It also assists to identify whether resources are utilised effectively and efficiently. Proper monitoring assists project members to identify gaps in their planning and implementation so that they can be able to make amendments before the projects suffer major harm. Evaluation is a process of checking if the project has been implemented according to the plan and if it has managed to achieve its desirable objective. It is important that when the project has achieved a certain milestone, it gets evaluated so as to be able to check if it is still in track with its plans.

2.8.9. APPROPRIATE PROJECT IDENTIFICATION AND SELECTION

Matakanye (2000), cited Else et al as saying that another reason of having project failure is inappropriate project selection and identification. He said they argue that it has been indicated that sometimes projects do not generate substantial income at all and it has been discovered that in a number of these projects the cost of production is actually exceeding income and could be more accurately labelled as income-losing projects.

2.9. FACTORS THAT LEAD TO FAILURE OF INCOME GENERATING/ POVERTY ALLEVIATION PROJECTS

Bagehee Sandeep (1987), identified two specific reasons for failing of the poverty alleviation programmes. The first one was that there was wrong identification of beneficiaries and the second one was that the selection of activities was wrongly done. His study also made certain observation regarding the planning processes and the organisation available for the implementing the programme. The organisational and administrative weaknesses both in terms of lack of qualified and trained staff at various levels and organisations as well as mechanisms to co-ordinate and integrate between these organisations also lead to the failure of these programmes. Bagehee's study also observed that the same deficiencies such as weaknesses in the planning process, lack of integration, selection of projects without investigating feasibility, etc also contributed to their failure.

Bagehee (1987), further state that the failure of the poverty alleviation programmes appears to be as a consequence of not taking into account of the complexities of the environment, of having multiple and conflicting objectives instead of simplifying them by focusing on a single operational goal and designing a suitable and viable strategy on this basis. He further argued that the pursuit of multiple goals without taking into account the organisational capabilities and attempting to provide diverse services has spelled disaster for the programmes.

2.10 CONCLUSION

Poverty is one of the greatest challenges facing South Africa. South African government has since 1990's started to develop strategies to alleviate poverty amongst its poor people. It has tried not only to redress the imbalances of the past but has also tried to empower people by assisting them to contribute positively to economic development through subsidising the community poverty alleviation/ income generating programmes. These programmes are meant to promote self- reliance of community members, minimise crime rate and assist in poverty eradication. These, through community participation and involvement, and with proper guidance from the development workers can enable people to better their lives. So this

then means that the community income generating projects/ poverty alleviation programmes needs to be assisted to ensure that they are sustained so that they can achieve their objective which is that of poverty alleviation amongst the poor communities.

CHAPTER 3

INTRODUCTION

The purpose of this chapter is to put in detail the research methods that were applied in this study. The study was aimed at evaluating the income generating/ poverty reduction programmes with the aim of finding out what leads to their failure or non sustainability and how can they be assisted to sustain themselves. The study was conducted at projects that are situated both in Tsolwana and Inxuba Yethemba Local Municipalities which are forming part of Chris Hani District Municipality that were funded by the Department of Social Development.

3.1. RESEARCH GOALS AND OBJECTIVES

The goal of the study was to evaluate the income generating/ poverty alleviation projects with the aim of identifying what leads to their failure or non-sustainability of income generating projects.

The objectives of the study were as follow:

- The review of literature on sustainability of income generating/ poverty alleviation projects in terms of criteria for sustainability and within the context of sustainable livelihood approach.
- To investigate the factors that lead to failure of income generating \ poverty alleviation projects in both Inxuba Yethemba and Tsolwana Local Municipalities in Chris Hani District Municipality.
- To make recommendations to enhance poverty alleviation / income generating projects in the area to sustain themselves and maybe to pave the way for future studies on this particular topic.

3.2 . RESEARCH APPROACH

There are two types of research namely qualitative and quantitative research methods and the researcher applied both methods in her study. These approaches have allowed her to have an understanding of the meaning the respondents attach to their daily life, including their experiences and perceptions more especially where their involvement in the projects is concerned.

The quantitative approach was applicable because the research did not concentrate only in one project but to four who are operating at Chris Hani District Municipality. This type of research approach made it easier for the researcher to be able to engage a large number of respondents and use them as the sample for the broader population of the projects situated in Tswolana and Inxuba Yethemba Local municipalities in Chris Hani District Municipality. The qualitative method was used because according to Babbie (2001), qualitative research is a method that emphasis an in-depth understanding that attempts to tap into deeper meaning of human experiences and intends to generate theoretically richer observations. De Vos (2005), defined qualitative research paradigm as the research that elicits a participation account of meaning, experiences and perceptions. According to him, this type of research aims to understand the social life and the meaning that people attach to their everyday life. The researcher used a qualitative research approach / methodology in her study as it allows the understanding of the meaning the people attach to their daily life, including their experiences and perceptions. Both these approaches were relevant towards explaining the reasons for the failure of income generating/ poverty alleviation projects.

3.3. RESEARCH QUESTIONS.

The central question of the study is: What causes failure or non-sustainability of income generating projects?

The following questions then assisted the researcher to arrive at the conclusion of the research. They were the ones that informed the formulation of the research tool. The questions were as follow:

- Who is responsible for running or managing the projects?

- What are the objectives of the project?
- Do the projects achieve their objectives?
- What causes failure in income generating projects?
- How can we improve the status of the projects towards sustainability?
- What assistance do they need to improve their state?

3.4. THE SCOPE AND THE SCALE OF THE RESEARCH

As the researcher has already stated in the problem statement she was interested in finding out the causes for failure of income generating projects and how they can be assisted to ensure that they are sustainable in these two municipalities. In both these municipalities the Department of Social development had funded about 15 projects and these projects are bakery, poultry (both broiler and layers), and vegetable production projects. They are in five different towns within these municipalities which are Cradock and Middleburg which are forming Inxuba Yethemba Local Municipality and Hofmeyer, Tarkastad and Ntabethemba which are forming Tsolwana Local Municipality. These projects have been granted with funds which are not less than R250 000 each, some as early as 2006 but none of them seem to have achieved their desirable objectives which are that of poverty alleviation in the communities where they are established in and even amongst their beneficiaries instead they tend to be unsustainable.

3.5. RESEARCH DESIGN

According to Mouton in De Vos et al (2002), a research design is a blue print on how one intends to conduct research. It is a map that gives direction of where to go.

The researcher used both the explanatory and a multigroup post-test-only design research designs when conducting this study. This was due to the fact that she was interested in

evaluating income generating projects with the aim of finding out what leads to the failure and also try to find out how can they be assisted to be able to sustain themselves. According to Grinnell in De Vos et al (2000), the multigroup post-test-only design is an elaboration of the one group post-test-only design in which more than one group is used. The researcher chose this type of a design because more than one income generating project was evaluated in order to come up with a conclusion of what makes them unsustainable.

Another objective of the research was to explain. A study of this nature will normally be conducted when the researcher encounters an issue that is already known and has a description to it, but he is prompted to ask why things are happening the way they are. Therefore such a study builds on exploratory and descriptive research but goes on to identify the reason why something is occurs. The above is the description of the explanatory research according to A.S. de Vos et al (2002).

3.6. SAMPLING

Kerlinger in De Vos et al (2002), state that sampling means taking a portion of a population or universe as representatives of that population or universe. For the purpose of this study, the research population were the project members of the income generating projects of Inxuba Yethemba and Tsolwana Local Municipalities. In both these municipalities there are bakery, poultry, carwash projects which are predominantly youth projects and crop production projects. The researcher used purposive sampling in the sense that she picked two projects from both municipalities which are sharing similar products and compared them. She used the bakery project in Middleburg that seems to be really struggling and the one in Hofmeyer that has been identified as a provincial successful project in 2009, and also the poultry project in Middleburg that seems to be doing well and the other in Hofmeyer that seems to be struggling. This is as a result of the fact that in Inxuba Yethemba Local Municipality there are two bakery projects, another one is no longer functional it failed and another one is still on its initiation phase since 2008, two poultry projects and they had been initiated in 2006 and 2008 but are still not showing any sustainability, a car wash project that is still struggling to kick off since 2009, a toilet paper project that is no longer operational and a crop production project. At Tsolwana Local Municipality there are five crop production projects that were all funded prior 2007, one car wash project that was funded in 2007 that has

collapsed in 2009, a bakery project that is still operational and seems successful but still rely on the government grant to sustain itself, and a poultry project that is still not fully functioning that was initiated in 2008. She intended to administer the questionnaires to six respondents from each project but she ended up getting five from each who were willing to participate in the study. Her intention was to have a sample of 24 respondents but she ended up having 20, as only 20 of them were willing to participate in the study.

3.7. DATA COLLECTION METHOD

The researcher used a questionnaire to conduct her study which was having both open and closed ended questions. The New dictionary of Social Work (1995), defines a questionnaire as a set of questions on a form which is completed by the respondents in respect of a research project. She drafted them but did not give them to the respondents to fill them in on their own, but interviewed them guided by the questions on the questionnaire, face to face and even used her colleagues to conduct the interviews who are the community development practitioners working with those projects due to the fact that most of these project beneficiaries are illiterate. Kenneth D. Bailey (1997), is supporting this as he states that an instrument that is not given to the respondents but filled in by an interviewer who reads the questions to the respondent is generally called an interview schedule but also termed as a questionnaire.

3.8. DATA ANALYSIS

De Vos, Foucher and Venter (2002), state that the analysis means the categorizing, manipulating, ordering and summarizing of data to obtain answers to research questions and to test the research hypothesis. The analysis of the research data, however, does not in itself provide the answers to the research questions, interpretation of the data is necessary.

The data was analysed through the use of the research questions, literature reviews and the researcher's opinion.

3.9. RESEARCH ETHICS

The researcher started by obtaining permission from her office manager to conduct the study on these projects. She then explained the purpose of the research to the project beneficiaries. She also assured them that their responses were going to be treated confidentially and that their participation was also out of own will.

3.10. CONCLUSION

This chapter has outlined the research instruments that the researcher utilised while conducting the research.

CHAPTER 4

RESULTS AND INTERPRETATION

4.1. INTRODUCTION

This chapter presents the results and the interpretation of the data obtained from the study. The responses revealed both quantitative and qualitative data. The total number of respondents was twenty as five of the respondents from each project participated in the study. The study was conducted in four projects that are situated in both Inxuba Yethemba Local Municipality and Tsolwana Local Municipality which are forming part of the Chris Hani District Municipality.

The bakery project in Inxuba Yethemba Local Municipality is named Iliso Lomzi bakery project meaning the “eye of the family or nation”. The project was named by one of the project members. The core business of this project is the production of the bakery products.

The one in Tsolwana Local Municipality is Luncedo Women’s Coop meaning the “Helper of women who came together”. The project was named by Methodist church members in that community. This project’s core business is the production of bakery products and it also does offer catering services.

The poultry project in Tsolwana is called Nkqubela Women’s Coop meaning the “progress of the women who came together”. The project members came up with a list of names that could be used to name their project and they then agreed on this one after analyzing its meaning. This project is producing chickens which are sold either live or slaughtered.

The poultry project in Inxuba yethemba is called Amafela Ndawonye meaning “the project beneficiaries were willing to die together ensuring the sustainability of the project”. Most of

the respondents from this project did not have an idea of how the project was named but only one knew that it was named by a group of women in the community how had the idea to start the project. The project is producing eggs.

All these project names have a developmental, commitment and connectedness meaning in them which is a motivation enough to see the projects being sustained. This argument is based on the notion that in the Xhosa culture and tradition, a name is believed to have an impact on how the people end up being in future.

In the chapter the presentation of the findings will follow the structure of the questionnaire, which is attached as Appendix A. Demographic information about the project members, their financial status, the background of the project, project management and lastly the objectives of the project will be presented.

4.2. DEMOGRAPHIC INFORMATION OF THE PROJECT MEMBERS

4.2.1. Age of respondents.

HOW OLD ARE YOU		
AGE	FREQUENCY	TOTAL
25-35	IIII	4
36-45	IIII II	7
46-55	IIII I	6
56-65		0
66-75	III	3
TOTAL	20	20

Table 4.2.1

Table 4.2.1 indicates that the ages of the project members range between the ages of 25 years and 75 years in all these 4 income generating projects but the majority of them are ranging

between 36 and 55 years in the projects that were under review. This was taken to be the reflection of the ages of project beneficiaries in these municipalities.

4.2.2. Gender, marital status, race, and home language

GENDER	Frequency	Total
Male	III	
Female	IIII IIII IIII II	
TOTAL	20	20
MARITAL STATUS		
Single	IIII IIII III	13
Married	IIII	4
Divorced	-	0
Cohabiting	-	0
Widowed	III	3
Total	20	20
RACE		
Black African	IIII IIII IIII IIII	20
Coloured	-	0
White	-	0
HOME LANGUAGE		
Afrikaans	-	0
English	-	0
Sesotho	-	0
Xhosa	IIII IIII IIII IIII	20
Total	20	20

Table 4.2.2

The table above shows that there are very few male people who are involved in poverty/ income generating projects as in a sample of 20 respondents there were only three males. It also shows that most of the people who are project members are single since it was only a

few that have indicated that they were married or widowed. All the respondents were black Africans and they used Xhosa as their mother language.

Table 4.2.3 Highest level of education

HIGHEST LEVEL OF EDUCATION	Frequency	Total
Never been to school	IIII	4
Lower primary(sub A-Std 2)	I	1
Higher primary (Std 3- Std 5)	IIII	4
Secondary school (Std 6-Std 7)	II	2
Senior Secondary school (Std8- Std 10)	IIII III	8
Diploma	I	1
Degree	-	0
TOTAL	20	20

Table 4.2.3 shows that 8 of the project members left school when they were at the senior secondary school level. Only one respondent in all these projects that were studied has managed to obtain a diploma and some of them never went to school at all and some left whilst still at the primary level. These levels of education were similar in all these projects.

SECTION 4.3. FINANCIAL STATUS OF THE PROJECT MEMBERS

Table 4.3 projects financial status

NUMBER OF FAMILY MEMBERS IN THE HOUSEHOLD	FREQUENCY	TOTAL
1-5	IIII IIII IIII I	16
6-10	IIII	4
TOTAL	20	20
ANY ONE EMPLOYED AT HOME		
Yes	IIII III	8
No	IIII IIII II	12
TOTAL	20	20
ANY RECEIPT OF A SOCIAL GRANT AT HOME		
Yes	IIII II	7
No	IIII IIII III	13
TOTAL	20	20
WHO IS RESPONSIBLE FOR FAMILY FINANCIAL RESPONSIBILITIES		
Child	I	1
Parent	IIII III	8
Self	IIII I	6
Sibling	I	1
No one	IIII	4
TOTAL	20	20
HOW DO YOU REGARD YOUR PROJECT		
Community development initiative	IIII	4
Business	III	3

My workplace	IIII	4
Skills development initiative	I	1
Place to do volunteering work	I	1
Means nothing to me	III	3
Job creation initiative	II	2
A place where one can spent time to occupy oneself	I	1
TOTAL	19	19
HOW DO YOU MAKE ENDS MEET		
I run a mini spaza	I	1
We depend on social grant	IIII IIII II	12
Depend on hand outs	II	1
Supported by family members	IIII II	7
Total	20	20
DO YOU HAVE A SOURCE OF INCOME		
Yes	IIII	5
No	IIII IIII III	13
Total	20	18

This chart above gives a picture of the family composition of the project members, financial status and how they regard their projects.

The findings of the research have shown that most of the project members have got 1 to 5 family members who are occupying their households. This means that most of them have a manageable family size.

Out of the 20 respondents 12 of them reported to be depending on social grants to make their ends meet. They declared that they depend on the social grant offered by the Department of Social Development to take care of their families. Even those that said they depended on their parents (with whom they stay), mentioned that it was their parents who were in receipt of the old age pension grant.

Amongst those who had other family members in their houses, some of them mentioned that they are still supported by their family members to take care of their financial responsibilities and it was only 6 of them who mentioned that they are the ones who are responsible. The majority of them said they have no direct source of income besides the social grants and the moneys that they receive from their relatives. Only 5 of them were receiving a stipend on a monthly basis from their involvement in the project during the study which were those from Luncedo Women's Coop. Only a few of them had other means of sustaining themselves, which were running spaza shops at home, depending on handouts from neighbours, families and friends and 3 of them did not explain how they make ends meet. All the above information led to a conclusion that most of the people who are beneficiaries of these projects are poverty stricken people.

The respondents view their projects in very different ways. Some argued that to them their projects were community development initiatives. Others argued that they were businesses. Others saw them as a place where they can volunteer just to keep themselves occupied. Some saw them as skills development initiatives and others as job creation initiatives. This then means that people who are beneficiaries of the project are attaching a different meaning to the projects and this can further mean that they have different reasons as to why they decided to be the project beneficiaries at the first place.

4.4. BACKGROUND OF THE PROJECTS

4.4.1. Iliso Lomzi Bakery

The bakery project was a bi-product of a vegetable project that was started in 1998, but as a result of the shortage of water in that area the project had to change its nature. This project was initiated by community members after they were informed about the budget that the Department had for their development, but when the funding processes were followed, it was realized that they did not meet the criteria for being a food security project which is commonly known as a vegetable project and they were then asked to change the nature in

order for them to access the funds. It was as a result of the involvement of the Department of Social Development that the bakery project got initiated in 2007.

When the project was initiated it had 20 members but due to the delays in its implementation, some dropped out and new members came in. By the time of the study, the project was having a membership of 8 people.

4.4.2 Amafela Ndawonye Poultry project

The poultry project in Inxuba Yethemba started in 2005. It was started by a group of women who were unemployed and who felt that they need to start doing something for themselves in order for them to sustain themselves. The project members had to start looking for funds before they could initiate their project and they received funding from the Department of Social Development.

The implementation of the project got delayed due to many reasons, among others was the land to operate on, the storm that destroyed their structure and lack of resources like water and electricity.

By the time the project was initiated it was having a membership of 15 people and some left the project and new ones joined, but during the time of the study the project members were 5.

4.4.3. Luncedo Women's Coop bakery project

The bakery project in Tsolwana Local Municipality started in 2006. It was initiated after the Department of Social Development has gone to the community to inform them that they had a budget in place for their development, but the department wanted the community to start a garden project.

Based on the needs of the community, one of the community members who is also a project member counter acted the Department's proposal of a community garden project and

proposed that they start of a bakery project. The department then assessed the need and agreed to fund a bakery project.

By the time the project was initiated it had a membership of 12 people who were coming from the same church within the community but by the time the study was conducted the members were 7 and there were also 2 casual workers who were employed by the project who are used during busy times.

4.4.4. Nkqubela Women's Coop poultry project

The poultry project started in 2008. This project was also initiated by the same project member who stood up for the initiation of the bakery project in Hofmeyer that is part of Tsolwana Local Municipality. She is said to have encouraged a group of women to organize themselves and form a project after she saw their unemployment status.

The project then went to ask for funds at the Department of Social Development and that is where they got it and started their implementation.

By the time the project was initiated it had 12 project members but during the time of the study there were 8 members who were part of the project as other had left and one was deceased.

The back ground of all these projects illustrated that two of the projects that were evaluated were started by community members, another by the donor and another by certain project members. Even though most of these projects were started by community members, all of them depended on a grant from the Department of Social Development for them to fully operate.

4.4.5. Project membership

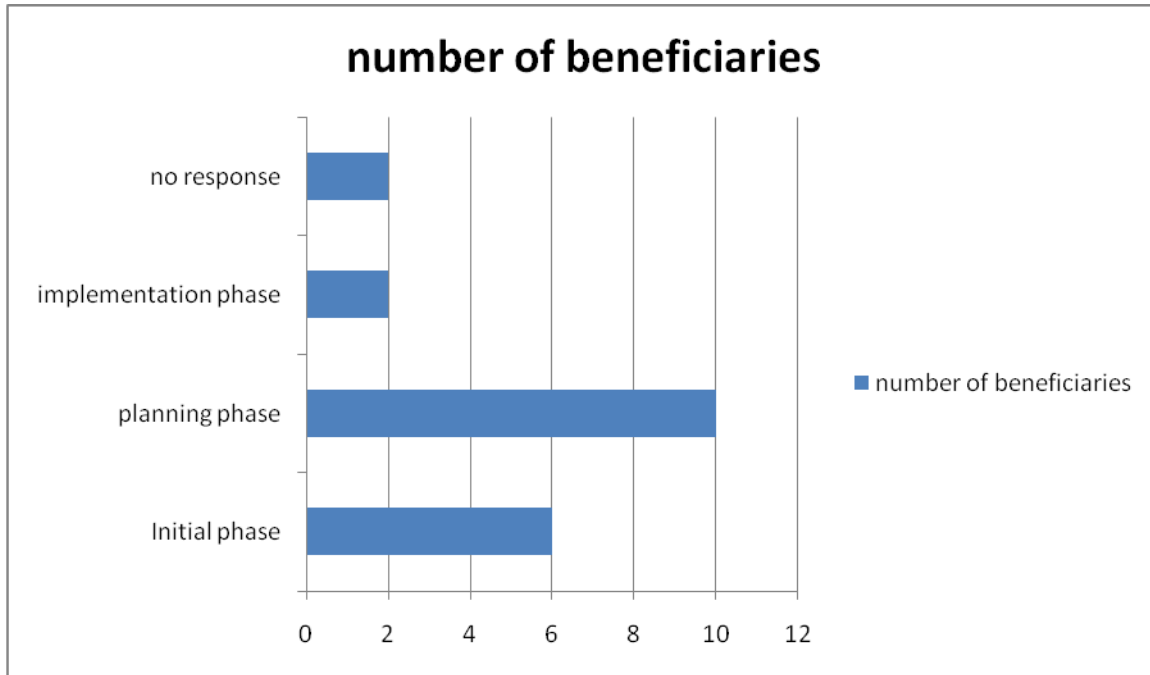
The study has illustrated that the number of the project members that were there during the initiation of the project and the time of the study have changed as there has been a decline in the number of the project beneficiaries and this might be affecting the progress and the

sustainability of the project. The researcher is also confirming the above statement, as she has observed it when she had been monitoring these projects. The capacity of the project members in terms of manpower is having a negative impact on the sustainability of the project as when there is a big demand for their supply, the work load becomes high and the project members end up not coping.

As it has already been stated above the project members did not become part of these projects at the same time in most of them, it was Luncedo Women's Coop that had project members who joined the project at the same time and has not added others when there were members who left. This joining of the projects by project members during different phases of the project life cycle might have been because others did not know about the project when it started, or because there was no space for them to be part of the project when they started as a result of the limitation posed by donors on the number of beneficiaries, or because the other project members had to be recruited after the others have left the projects. The fact that people did not join the project at the same time can be a threat to the sustainability of the project as there could be conflicts within them that are a result of reluctance to work with new members, or those who had been there long before other may end up treating the projects as their own business and not be receptive to developmental changes that might be brought about by the new members.

4.4.6. Phases of when the project member became part of the project.

4.4.6. The bar chart for the phase when the project member joined the project



The distribution of the respondents in the period when they joined these projects that is illustrated by the above chart means that in almost all these projects people joined during different phases of the project. It was only the project members of Luncedo Women's Coop who were part of the project right from its initiation phase. The above chart illustrates that most of the respondents joined during the projects' planning phase and a few could not respond or only joined them when the projects were already implemented. Even though most members joined the projects during a critical stage of the project life cycle when everything is clearly stipulated as to how it is going to be done and tasks are assigned to people and people are also fully committing themselves, the state of the projects seem not to be showing this at the moment, as there seem to be project members who still do not see themselves as having contributed to or being responsible for all the things that are being done at them.

4.4.7- Reasons for becoming project members

Table 4.4.7.

Reason	Havin g the skill	Need for the produc t	Encourage d by some one	Unemployme nt	Need to be independe nt	Interest in developme nt	No respons e
Numbe r	1	1	6	8	1	1	2

The table above illustrates that there were a lot of different reasons that were stated by the respondents to have lead them to becoming project members. One argued that they had the skill to produce the products that were produced by the project. Another one argued that she saw the need in their community for the products that were going to be produced by the project and she also wanted to contribute in availing the products. Out of the six who argued that they were motivated by other people, 5 were from Nkqubela Women's Coop. Eight stated that they were driven by unemployment. This 8 were project members of Iliso-lomzi Women's Coop and Amafela Ndawonye Women's Coop. Another one said it was a result of wanting to be independent and the other said it was out of his interest in development. Two could not give a reason. The other responses were distributed amongst the three projects. This really confirmed that the project members have varying reasons for becoming project members.

4.4.8. Follow up on project members who left the project

Yes	19
No	1

This table shows that there was only one project member who did not bother to find out from those who left the project as to why they left.

The one who did not make a follow up was a project member of Luncedo Women's Coop bakery who reported that there was no reason for her to, as she knew why the other project

members left. She mentioned that the treatment that they were receiving from their chairperson was causing people to leave the project.

Those that said they made a follow up came up with various reasons as to why the other project members left the project. These reasons were varying from having to find better job opportunities, having to relocate from town, other were said to have lost interest after not receiving payment from the project, others were said not to be willing to volunteer, others were not happy with the rules that govern the project and its operations and others were said not to want to be part of the financial misuse that was taking place within the projects and others were said to have passed away.

4.4.9. Possession of skills

4.4.9. a) – Possession of skills to operate the project

Yes	16
No	4

The above table shows that in all these projects that were studied, most of the project members do have the skill to operate the project as they were given short courses by the Department of Social Development after funding them.

Table 4.4.9. b) Possession of skills for the core business of the project

Yes	14
No	6

The table above illustrates that most of the project members do have the skills required to be able to produce the products of the project. This then means that the projects are ran by people who know what they have to do.

When responding to whether those who did not have the skills, have made any effort to acquire the skills, their response was no and their reasons for not having made an effort varied. One said he did not see why he had to as he was not there when the project was trained and he did not want to make something that was going to have negative financial implications to the project, as he believed that organizing training for a few of them would be costly. Another one said she had already acquired the skills by working with others. Another one said she was not sure as to where and how she could go about trying to access the skills as there was no official from the funder's side who was available to mentor them. Another one said she did not see the reason as to why she had to know the skills to operate the project as she was not responsible for the project administration. Others also argued that they were trained before in these skills but have forgotten them and at that moment there were no funds at the project that could be used to retrain them.

4.5: PROJECT MANAGEMENT

4.5.1 – Who is responsible for the day to day running of the project?

The project chairperson	2
All of the project members	16
Any skilled project member	1
No response	1

The majority of the respondents argued that they are all responsible for the day to day running of the project, even though they mentioned that others do not attend the project on a regular basis. There were only two respondents from the twenty who argued that the chairperson is the one who is responsible for this and those were coming from Luncedo bakery. One of those two argued that in addition to the chairperson, it is any project member who is skilled enough to do so.

Those that reported that all of them are running the project came up with the following ways of how they ensured the smooth running of the project:

They cited that they develop weekly plans with duty rosters where they divide themselves into groups and assign duties to each group.

Others also mentioned that they develop rules that regulate their day to day operations and also assign roles to each one of them and ensure that everyone is sure of one's role by sticking them on the wall of their site for all to see anytime.

Others mentioned that they sit down to discuss and agree on what has to be done and how and when.

They also mentioned that they sit down to discuss their differences whenever there are any to ensure that they do not pile up and lead to conflict.

This means that the project members do have the insight that for their project to succeed they have to be united and obey each other. They also have a plan in place on how they intend doing things. The only challenge was that from the same projects, the respondents sited different way of how they do things and this to the researcher means that, even though they say the rules are being stuck on the wall, not all of these rules are followed and also means that the project members only know those that they have seen being implemented.

4.5.2 – Who is responsible for making decisions in the project

The chairperson	3
All of the project members	16
No response	1

Most of the respondents said they are all responsible for making decisions in the project. Those who said the chairperson is doing the decisions were from Luncedo Women's Coop Bakery and they stated that, that was because she was mandated to do so by the project members and because of the experience and knowledge she possessed. Another respondent from Luncedo Women's Coop Bakery who stated that the project chairperson is the one who makes decisions in the project, said that was because the chairperson is treating other project members as employees in her business not project beneficiaries. Those that said all of them are responsible said that was because the project is for all of them not an individual and all of them are equal in it. Out of those who said all of them make decisions three could not give a

reason as to why. The fact that most of the respondents are responsible for making decisions in the projects, could be another contributing factor that is affecting the smooth running of the projects as when all the members are not there to decide or refuse to agree on what has to be done at the project, the implementation delays. This is based on the fact that for the one where the chairperson is the one who is said to be deciding, it is the one that is showing signs of sustainability which can survive even without the assistance of the donor. In those where all project members decide to make unanimous decisions, the respondents did mention that this at times does not work as there is a lot of undermining of people amongst each other that makes it difficult for them to work together.

4.5.3 – Who oversees the implementation of the project decisions

Table 4.5.3

All the project members	6
No response	2
Chairperson and the treasurer	1
Departmental official	7
Chairperson	4

The table above shows that a majority of the respondents saw the Department of Social Development officials as the ones who are responsible to oversee the project decisions' implementation. These respondents were from both Iliso Lomzi Women's Coop and Nkqubela Women's Coop poultry project. Some said they oversee the implementation themselves. Others from Luncedo Women's Coop and Amafela Ndawonye women's Coop saw the chairperson as responsible, and only one from Iliso lomzi Women's Coop said it was both the chairperson and the treasurer and others did not respond. This information clearly illustrate that majority of the project beneficiaries do not see themselves as having the responsibility of overseeing the implementation of the project decisions and this might be affecting the projects negatively as other beneficiaries are not taking responsibility.

4.5.4. – frequency of holding project meetings

Iliso lomzi Women's Coop bakery project in Inxuba Yethemba Local Municipality is said to be holding meeting on a weekly basis. They reported that all of them become part of these meetings and at times the Departmental officials also attend these meetings.

Amafela Ndawonye Women's Coop poultry project in Inxuba Yethemba Local Municipality also mentioned that they hold their meetings on a weekly basis and even the Departmental officials at times attend these meetings.

Nkqubela Women's Coop poultry project in Tsolwana Local Municipality is said to be holding its meeting on a monthly basis when the Departmental official wants to see all of them.

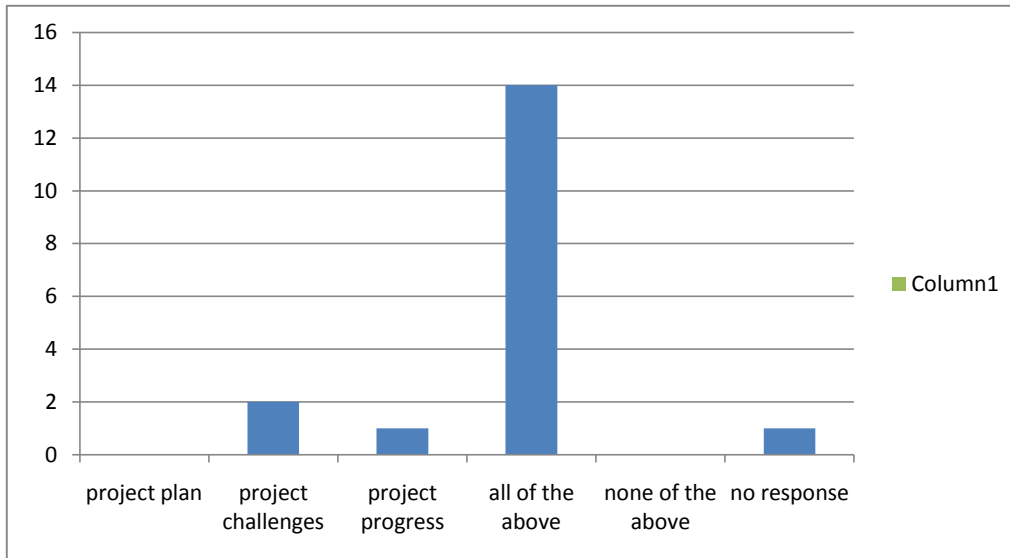
Luncedo Women's Coop bakery project in Tsolwana Local Municipality said they hold the meetings bi-weekly.

This shows that there is communication that takes place in most of these projects amongst the project members that is not informed by Department's involvement.

4.5.5 – Things discussed in the meetings

Table:

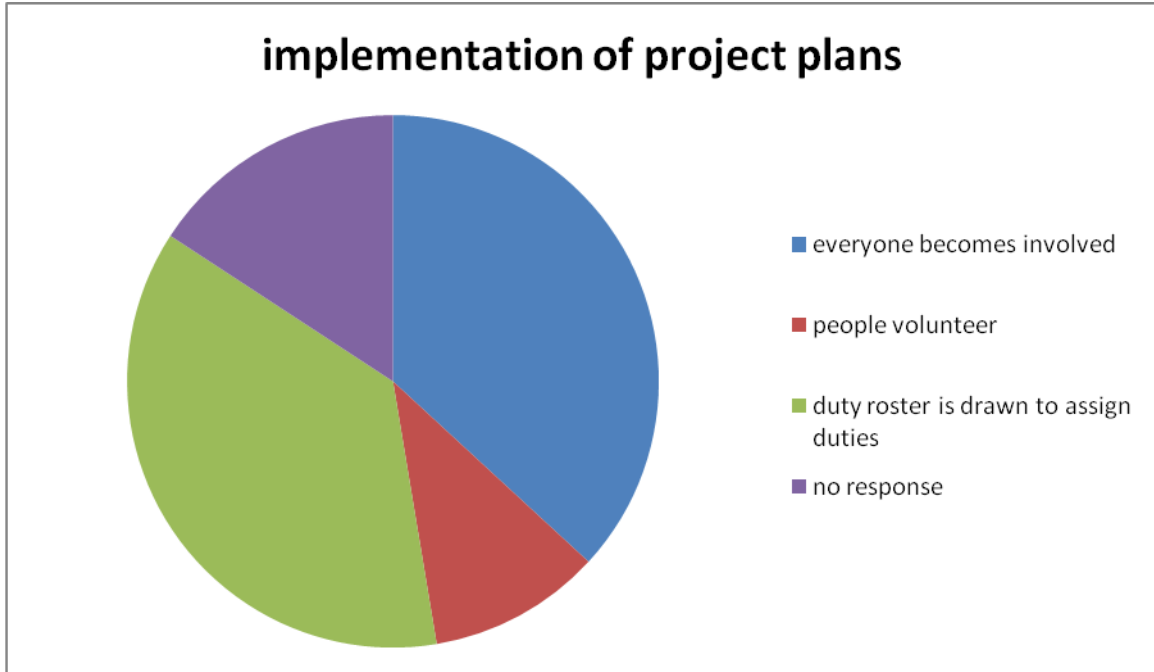
4.5.5



This chart shows that the 14 respondents who were from these projects said that during the meetings the project members discuss their project plan, project progress and project challenges. All the project members of Luncedo Women's Coop argued that in their projects they discuss all the project concerns. The responses varied from the other 3 projects' respondents according to discussion of project challenges only, discussion of project progress only, others said all of the project concerns and one could not respond.

4.5.6. Implementation of project plans

Pie chart 4.5.6



This pie chart shows that an equal number of respondents said the project plans were implemented by either every one being involved or by a duty roster that allocates tasks to people being drawn. A very few stated that people volunteer themselves to implement the project plans and others did not respond on this question. This can mean that all those who believe that they are responsible for taking decisions in the project also see to it that they are implemented.

4.5.7 – Do people do what they are expected to do

Table 4.5.7.

Yes	18
No	2

The majority of the respondents said that the people do what they are expected to do. Only 2 respondents said people did not comply and those were from Nkqubela Women's Coop poultry project.

4.5.8 – Are there rules in the project

Table 4.5.8.

Yes	16
No	2
No response	2

This table shows that the majority of the project members said that there were rules at the projects and only a few said there were none or did not respond. This could mean that those who did not respond or said there were no rules did not know about the rules or were ignorant of them as they could not say why the rules were not there. The majority of those who said the rules were there said they were known by the project members as they are communicated in the project meetings. Since the answer about how often are meetings held was showing that meetings were not held constantly at both the projects in Tsolwana Local Municipality this could mean that the rules are not known to all of those project members. Some respondents said the rules were written on a paper, in the project constitution and the day to day ones are pinned on the notice board. 2 respondents from Amafela Ndawonye Women's Coop agreed that there are rules in the project but the lack of respect amongst each other makes it difficult for them to be followed.

4.5.9- Dealing with absenteeism

At Luncedo Women's Coop bakery people are give chances to give reasons for their absenteeism to the project committee. Others said people are given warnings. They also do not receive stipends when they were absent at work if they did not report.

At Iliso lomzi Women's Coop some reported that letters are written to those who do not come to work for some time. They also mentioned that they are also visited at their residential address to check on them and if they are still interested in being the project members. When all these attempts have been done three times to one project member, that member gets fired according to the project constitution.

At Amafela Ndawonye Women's Coop they reported that have never experience this challenge since they started operating.

At Nkqubela Women's Coop poultry project the respondents said they sit down with the person to make her aware of how her conduct is affecting the project.

These answers indicate that there are clear guidelines on how the people deal with the absenteeism of project members at work or project site.

4.5.10. Dealing with people who do not perform their duties

Table 4.5.10

Sit and talk to him	7
Nothing	3
Do not know	1
Shout at them or fire them	3
Never dealt with such as it has not happened yet	6

The table 4.5.10 illustrate that there are various ways that seem to be used to deal with people who do not perform their duties. All the respondents from Nkqubela Women's Coop said they sit and talk to the project member but they do not say what they end up doing if the person continues neglecting her responsibility. Those from Iliso lomzi Women's Coop cited that they had never dealt with such an issue as it has never happened. A few of those who were coming from both Luncedo Women's Coop and Amafela Ndawonye Women's Coop said nothing is done and others said they get shouted at or fired. Only one who said he did not know.

These responses clearly indicate that there is no clear guideline on how this challenge is dealt with and this could be posing as a challenge to the projects' sustainability as people will just decide not to perform their duties as they know that they will not suffer consequences.

4.5.11. – Management of project funds

The following were the answers that were given for this question:

In all the projects it was stated that records of income and expenditures are kept. They reported that their income is being banked and bank statements are also kept. They also stated that they follow the cost plan on the business plan, obtain quotations and ask for the permission from the department before they can procure.

When addressing the question of whether they keep records of their income and expenditure all agreed and they also said they do know how much they have as they are all allowed to view the records. It was only the three respondents from Luncedo Women's Coop bakery who said they were not allowed to analyze the records. They said it was only the chairperson, the treasurer and the secretary who were allowed to.

They all further stated that their money is being kept at the bank as 18 of the respondents stated that the income that they produce by selling their products is being banked; it was only two who did not respond on the question.

These responses show that the project members do have a financial management plan. Their grant fund is said to be used to purchase the things that are needed for the day to day running of the projects. The income is banked and is said to be there to sustain the project when the grant fund is finished. The income is also the one that is used by the project that is receiving stipendents to pay themselves which was Luncedo Women's Coop Bakery. They also mentioned that they were given the go ahead to pay themselves by the funder when they had accumulated a lot of income. Their feedback also illustrated that there was transparency around the financial matters in the project.

4.5.12. – Book keeping

Table 4.5.12 illustrates the responses for whether there is any one responsible for bookkeeping

Yes	18
No	2

This indicates that there is someone or people responsible for bookkeeping at all the projects. Their answers for who is doing this varied and also their reasons for it being these people also varied. According to them it was their secretary, chairperson or treasurer who was doing bookkeeping because they can either write or have just been elected by the project members to do so. Others from Ngqubela Women's Coop and Iliso lomzi Women's coop stated that it was the official from the Department of Social Development as she is the one employed by the department to assist them with that. One respondent said that they use a firm of qualified auditors as they are the ones who know how to deal with their tax returns at SARS.

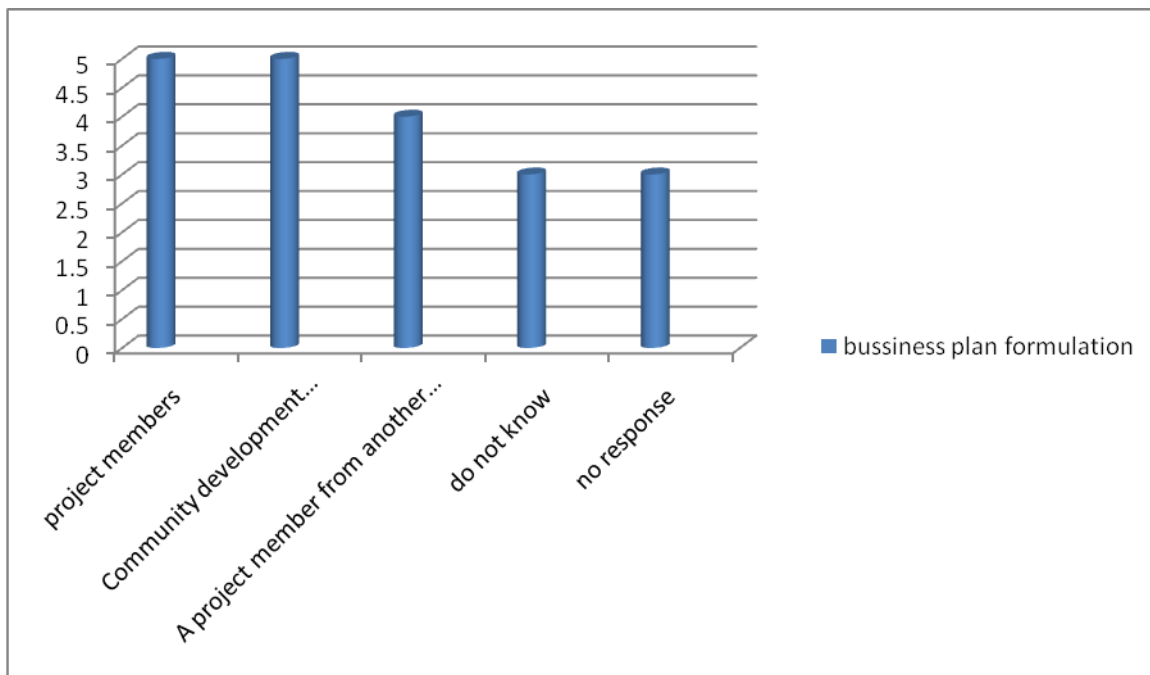
When looking at their reasons for why it is these people, one can conclude that there is a lack of a skill from the project members and that they can not clearly define the roles of the committee members. There is also an indication that not all the project members are willing to take care of their projects by themselves as they argued that the departmental officials are responsible for taking care of their bookkeeping as it was only one project that had its books

being taken care of by its projects members or accredited financial auditors and that was Luncedo Women's Coop bakery.

4.6. OBJECTIVES OF THE PROJECT

4.6.1. Business plan formulation

The following bar chart will show who came up with the business plan



This chart shows that there were varying responses about who came up with the business plan. Some reported that all of them did, others said it was the community development practitioners, municipal community development workers and the project members, others said it was a project member from another project and others could not respond or stated that they did not know. This shows that there could be a lack of ownership or knowledge of what is entailed in the projects business plans by the beneficiaries as almost half of the respondents could not own being responsible for the formulation of the business plan.

4.6.2. Project objectives

Table 4.6.2. **Indicate the objectives of the project**

To provide the community with fresh products	6
Job creation and poverty alleviation	10
Enhance development	3
Becoming a business	1

This table above indicates that not all the project members are clear about what their objectives are. Some said their aim is to provide fresh products, other said it is job creation and poverty alleviation, others stated the enhancement of development and only one who said becoming a business. Half of these answers show that these project members are not sure of what their objective are in their business plans as it is only the job creation and poverty alleviation objectives that are stated in them, not the others.

4.6.3 – Project objectives achieved or not

Two of the respondents at the Iliso Lomzi Women’s Coop bakery in Inxuba Yethemba Local Municipality reported that the project objectives have been met; two said they have not and one said they were partially met.

Two of the respondents in the Nkqubela Women’s Cop poultry project in Tsolwana Local Municipality said the project objectives were met but the other three did not respond on this question.

All five respondents of the Luncedo Women’s Coop bakery project in Tsolwana Local Municipality said the project objectives were met.

Three of the Amafela Ndawonye Women’s Coop poultry project beneficiaries at Inxuba Yethemba Local Municipality said the objectives are not yet met and others did not respond to this answer.

The responses of the respondents illustrate that most of the projects are not yet sustained as they have not yet managed to meet their objective with the exception of Luncedo Women's Coop bakery.

For those that stated that the project met their objectives, they stated that by having their projects at their communities, the community members are now able to get fresh bakery products, meat and eggs within their locality.

They also mentioned that jobs have been created as those that are the beneficiaries of the bakery in Tsolwana Local Municipality are now able to take something home at end of the day as they are receiving stipends.

The ones from Luncedo Women's Coop also reported that their standard of operation is now making them to be recognized as a business both in their community and at the Eastern Cape Province as they were even awarded the best performing project of the year in the Eastern Cape by the Department of Social Development in 2009.

4.6.4. – Has it benefited them

Table 4.6.4 is responding to this

Yes	11
No	8

This table shows that just above the half of the respondents have agreed to have benefited from their projects as to both the bakeries all the respondents said they have benefited from the project. They stated that this is based on the fact that even though the projects have not yet met their primary objective on which they were founded, which is that of poverty alleviation through job creation and income generation, some of the respondents made mention of the skills that they acquired from being the project members as being their benefit, other identified their stipend and others even mentioned that at times they even get the chance to take the products home for their own consumption. From those who said no, only 2 could come up with the reasons and those were that they have not yet managed to get salaries from the project and to them that meant that the job creation part has not yet been catered for.

4.6.5. What could have caused it not to meet the objectives?

The respondent from the Iliso lomzi Women's Coop bakery project who said the project objectives were partially met stated that, that was due to the lack of market to sell their product. One of those who said the objectives were not met from Amafela Ndawonye Women's Coop poultry project said that, that was because other community members are refusing to be part of the project if they are not going to get paid and this leave them with a challenge of manpower. It was also stated that the same poultry project was a victim of unnatural disaster, particularly storms that damaged their structure and whilst it was still not fixed their material resources were stolen and that ended up delaying its implementation and also lessening the interest of other project members to an extent that they ended up leaving the project.

The respondents from the Nkqubela Women's Coop poultry project stated that they are getting minimal support from the community as even those who do support them usually take their product on credit and end up not paying them. They also mentioned that they have not yet started getting payment from being the project members.

4.6.6 What can be done to assist the project to achieve their objectives?

Sourcing of other funding for them to sustain their project and also be able to pay themselves was identified as one option that could be used.

Securing of market, and efficient providers for the material that they need to produce their goods was also identified as an answer. For instance those that are involved in poultry (broiler production), stated that the delivery of their orders where they buy the chicks that they breed are always delayed.

Having bigger structures was also seen as another thing that could assist the projects as that can allow them space to produce more that they currently do.

They also identified constant mentoring as to be another thing that could assist them to achieve their objective.

Improving the quality of their product was also seen as another solution.

Cooperation among project members was also identified to be another solution.

CHAPTER 5

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1. Introduction

In this chapter the discussions of the research findings will be interpreted. The purpose of this interpretation will be to give a clear meaning and perspective to the research findings with reference to the literature review. The discussions will follow the research goal and objectives which were to evaluate the income generating/ poverty alleviation projects with the aim of identifying what leads to their failure or non sustainability and what could be done to help them address this.

5.2. Summary

Income generating projects are regarded by the Department of Social Services Evaluation Report (1998-2001), as activities that are likely to directly result in the creation of income through the sale of goods and or services. According to Rakodi and Lloyd-Jones (2002), income generating projects can be achieved by using approaches that are people-centred and sustainable, and redefine development in terms of exploring the strength and vulnerabilities of the unemployed, by focusing on supporting clients and the knowledge and expertise of individuals in the communities, to creatively use resources available to their environment to address their socio-economic needs. Sandham and Van De Walt (2004) argue that an integral requirement is that development projects must be socially, ecologically and economically sustainable and to them sustainable development is development that meets the needs of the present without compromising the ability of the future generation to meet their own needs.

This study was undertaken on the basis of identifying what leads to non sustainability of the income generating project in Chris Hani District, as it was stated that in this District the Department of Social Development has spent millions of rands in funding income generating project as early as 2001 but a lot of these projects seems not to be sustainable. The research

findings for this study have really confirmed that most of the income generating projects have not yet reached a stage where by they can be called sustained income generating projects as even the respondents have agreed that their objectives are not yet attained. The finding of the research did not dispute that the poverty alleviation projects have in some way or another changed or contributed positively to the lives of the people who are part of them, but their contributions do not seem to be a reason enough for the beneficiaries to commit themselves in ensuring their sustainability.

When the research was conducted the emphasis was put on finding out the demographic information of the project members. This was due to the fact that the researcher had an assumption that the project members' personal circumstances could have an impact on the non-sustainability of the projects.

The history of the projects that were studied was also investigated and when this was done the question of when and how the project were conceived were made and also how they were managed and further investigating as to what the original idea or objectives of these projects were, when they were initiated from the people who are part of them.

When the researcher was undertaking this study she wanted to assess as to whether the following factors that were identified in Chapter 2 of the research under section 2.8 as factors that are identified to be leading to the sustainability of the poverty alleviation projects are used in the projects. These factors are financial resources, teamwork, voluntary participation, skills development project plan, project committee, project infrastructure, proper monitoring and evaluation and appropriate project identification and selection.

5.3 General information of the project members

As it had been stated in the previous chapter the study was conducted in four projects. This was on the basis that two of them were of the same nature, and amongst the two sets one was showing signs of being successful than the other. All these projects' names had a developmental, commitment and connectedness meaning in them which should be a motivation enough to see the projects being sustained.

The study has shown that there are few youth persons who are part of the poverty alleviation programs but most of the project members are still the ones who can be employed as they are above the age of 18 and below 60. It has also shown that there are few of those that are above the pensionable age.

It has also shown that the dominant gender of the project members in poverty alleviation project are females who are mostly single and are staying with other family members at their homes. It also showed that the dominant race in these project are the blacks who are using Xhosa as their home language, this is due to the fact that they are a population that falls in the category of the previously disadvantaged population in South Africa.

The study also showed that most of the project members are people who have left school before they have obtained their Matric certificate and this then means that other than their indigenous skills and the ones that they have acquired by virtue of getting training from the projects these people do not have formal skills. This lack of formal skills of the project members make them to really fall under the category of the poverty stricken community members, as according the list of the causes of poverty in Chapter 2, skills shortage is identified as one of them. In that chapter it is stated that economic causes of poverty are said to occur when individuals and communities do not have opportunities to participate in their economic development programmes due to lack of skills and development knowledge.

5.4. Financial status of the project members

The study has shown that most of the project beneficiaries do not have a source of income expect for them having to depend on the government grants for a living. All most all of them have got dependants or other people who live with them but it was only a few that had people who are employed at their homes during the time of the study. The results of the study showed that most of the respondents had a responsibility to maintain their families, and some were assisted or supported by their parents, siblings and neighbours.

These findings has confirmed what Chambers (1983) was cited as saying in Chapter 2. He was cited as saying the dependency of poor people on authorities and rich people increases the rate of poverty and vulnerability. In this case the project members and their families are said to be dominantly depending on the state for their survival and this could be a contributing factor towards the failure of these projects as they are funded by government and the beneficiaries are not allowed to use these funds for anything other than what was budgeted for in their business plans.

This was confirmed by the way most of them viewed the projects. It was a few of them who viewed the projects as their businesses, meaning they did not really own them. This argument is based on the fact that even when the researcher is evaluating these projects outside the study, as she is also working with them on a daily basis, she identifies that the project members see the projects as the Department's things not their own businesses. They do not seem to be having future plans for the projects all that they are always interested in is taking something home regardless of how this will affect their projects' future operations. They mostly viewed the projects as places to volunteer, skills development places, community development initiatives or job creation initiatives. To the researcher this then meant that the project members left the projects when their expectations were not met or fulfilled by the projects. The project members were also not losing anything when leaving the projects and this must have also contributed to them not committing themselves to the projects and this could have also be contributing to the non sustainability of the projects. The fact that these beneficiaries have responsibilities could also be another factor that leads them to leaving the projects when they are not getting an income from them, leading to the non sustainability of the projects, as those who had the idea of starting the projects could be amongst those who leave them to get employment.

5.5. Background of the projects

All the four projects that were studied were initiated between 2005 and 2008 in Chris Hani District municipality. They are both poultry and bakery projects. Even though some of them were started by community members or certain project members but they started operating after they received funding from the Department of Social Development. Even though some of them were initiated as a result of the ideas of the community members themselves or some

project members' idea, they were actually encourage by the fact that they knew that there was a department that was having a budget to fund such initiatives.

The projects were initially formed by a bigger number of people who later on dropped out when they realized that they were not getting any money from the project but in most cases were rendering voluntary services. One can see that even the period that they actually joined the project differed and this could confirm that the current project beneficiaries are not having the same ideas about what the projects are for and how to run them. This could also be another contributing factor towards their non sustainability. The study also showed that people who left the projects were followed up by those who were remaining, but they stated that they had to leave to fulfil their personal needs that were not met by the project.

The findings of study has at least confirmed that the beneficiaries joined the project between 1998 and 2009 so this at least means that they have more than a year of having been project members which is at least designed to be the time frame for the implementation of these projects according to the funder. This in a way has shown that some of the project members have participated effectively in them in order to achieve the intended goals.

It was also identified that most of the project members joined the project during their planning phase. According to Sinukela P.O. (2010), dedication and participation of project members in all project stages is an important contribution. He states that commitment and participation of project members during the planning phase yield a positive result at the last stage of the project because they own the project idea and objectives at the beginning and implement effectively and efficiently the plan of the project.

Looking at the fact that most of these project members joined these projects after they have been initiated, one can conclude that they are not dedicated and committed in the attainment of the positive results of the project as they were not part of the original plan. Even though few of the respondents were there when the idea of forming the project was brought about, most of them were recruited to join an already existing project. As a result, the researcher's opinion is that the lack of consistency in the membership of the project might have affected the continuity and sustainability of the projects negatively.

The study also identified numerous reasons for project members to want to be part of the projects. This showed that they joined the projects with various reasons to satisfy their individual needs. Their reasons were that they had the skills to operate the project, the community need for the product to be produced at the project, being motivated by other people, unemployment, wanting to be independent and out of the interest for development. These project members had different reasons for joining the projects and this might have also contributed negatively towards sustaining the project as generally, when people do not share the same idea as to why they are together they tend to fight on how they have to do things. There is also a possibility that some members who left the projects lacked a sense of ownership in the projects and maybe others lacked the passion of wanting to attain the objectives of the projects as they joined with different reasons.

All these projects' names had a meaning that is developmental in nature but they do not seem to be following their names. It is only one project that has in a way done what it was named to do, which is Luncedo Women's Coop bakery. This is illustrated by the fact that its beneficiaries are now having a monthly stipend and are already able to employ casual workers who are also paid meaning it has helped them to improve their livelihood.

The project members had mentioned that they did have the skills to operate the projects as they were trained by the funder even though others have mentioned that they had forgotten. Those who said they were never trained did not seem to see the need to ensure that they were trained as some mentioned that they have already acquired the skills from observing others, and some said there were no funds that could be used to train them. This one on its own might be affecting the sustainability of the projects as the funder normally trains the members immediately after the funds have been disbursed to the project, meaning during the initiation or planning phase as it is normally preparing the beneficiaries to be able to implement the project. The lack of skills is definitely contributing towards the non sustainability of the project as it was stated in Chapter 2 that it is essential to ensure the sustainability of projects.

The finds also clearly showed that most of the projects were started as a result of the Department of Social Development making people aware of the funds that they have for their community development initiatives. This in a way means that these projects were imposed on people.

5.6. Project management

The results of the study made it clear that mostly it is the projects' chairpersons who are responsible for the day to day running of the project. When asked as to why this was the case the respondents mentioned that the chairpersons were given that task because they were skilled enough to do so.

It even showed that even when it comes to making decisions and their implementation in the projects, certain people like the chairperson, and the departmental officials were the ones who seem to be having those key roles.

Even though the respondents stated that they held meetings on a weekly basis to discuss the projects' plans, projects' challenges, and the projects' progress, and were all participating in the implementation of the decisions, but the challenges that were faced by the projects did not confirm that. Some respondents mentioned that there was a lot of lack of participation amongst project members and lack of respect amongst each other.

It was identified that there were rules in the projects that governed them but they were not really followed, as when they were asked as to how they dealt with absenteeism and people who did not do their duties, the clear answer was that nothing was done even though according to their constitutions they have the right to fire the person who commits the same wrong thing for more than three times.

The finds also showed that the projects had plans of how to manage their funds and also people who were responsible for their book keeping but the short fall was that not all of them saw themselves as having the responsibility to perform these duties. This to the researcher has been another factor that has lead to the non sustainability of the projects as to her if those people who are given these tasks leave the project this then means that for some time these duties are not performed until another person is identified to do them, and it is possible that by then some damage might have happened in the projects.

5.7. Project objectives

The study has shown that not all the project members were part of the formation of the project business plans. This means that not all of them do really know the content of the business plans. Sinukela (2010), states that the consequences of imposing business plans to project members can be lack of effectiveness and inefficient participation from members. He further stated that it is possible that if members are not aware of the implementation plan, they cannot deliver on the expectations of the project. “The idea behind a sustainable project is to allow the project members to own the project. Ownership starts from project members, enhances responsibility, commitment and accountability”, Sinukela P.O. (2010). Since most of these project members were not part of the formulation of the business plans of the projects which are the guiding documents of how the projects are to be implemented, one can conclude that this is another reason why the projects are not sustainable as these beneficiaries do not own them. This argument was confirmed in Chapter four where the project members mostly saw the departmental officials as the ones who are responsible for overseeing the implementation of the project.

The study confirmed that amongst other objectives of these projects was that of poverty alleviation, even though it also shows that the respondents agree that they have not yet achieved this, as the respondents stated that they still depend mostly on the social grants that are offered by the department to make their ends meet. They have also stated that most of them are not yet able to receive a salary or a stipend by being part of the projects. They also argued that even the notion of job creation has not yet been attained by the projects as it was only one project that has been able to employ community members, and even that it is on casual basis.

Lack of market for the products, lack of the passion to volunteer from project members, un natural causes that ended up delaying the implementation of the projects, minimal support from communities by buying their products mostly on credit or not paying when they were given items on credit, and also non payment of the project members were seen to be the contributing factors towards the non attainment of the project objects which to the researcher leads to the non sustainability of the projects. The researcher has also observed that lack of

transport for the project to transport its product as another factor that is also affecting the sustainability of the projects.

The respondents did acknowledge that they have benefited from being the project members as they have acquire skills by virtue of being the project members and are even able to take the projects' fresh produce home for their consumption.

5.8. PROJECT SUSTAINABILITY

Mango (2001), has stated that in order to implement some of the project plans effectively and for them to be sustainable there needs to be funds. The fact that these projects were funded by the department, meaning that they did have a financial resource, as this is seen to be another contributing factor towards the sustainability of income generating projects, did not really serve the purpose to these ones as they are not yet sustainable. Even though the project funding was enough to ensure the effective implementation of the project plans, the project members still think that they still need another funding for them to be able to fully function. This to the researcher indicates that the project members do not really see their projects as capable of generating income that can sustain them or are not working towards ensuring that they sustain their projects through the use of the income that they generate from them. To them the project sustainability can only be possible if they are always injected with funds by donors. It is only one project that has shown that it can sustain itself without any further funding from the funder or other donors and that is Luncedo Women's Coop bakery, as it is able to see to the day to day running of the project with the use of its income.

5.9. RECOMMENDATIONS

The following recommendations are made based on the findings of the study:-

(1) Further studies

The study was conducted at only four income generating projects in Chris Hani District Municipality which has more than hundred of them. This then means that the results of the study might not be a true reflection of what is happening in all these projects of this district municipality. This then calls for another study to be conducted in this municipality that might be focusing on other local municipalities or even other projects of these municipalities that were under review.

(2) Skills development

A further and constant skills development of the projects can bring positive results towards the sustainability of the projects. Matakanye (2000), argued that in reality, the majority training needs of the project staff should frequently be oriented towards human development and this is a grounding principle of sustainability.

The funder needs to ensure that the skills that the project members are given are constantly revised or refreshed as Hurley (1990), states that attention to training and improving people's skills and managerial abilities can be very effective but requires a long term perspective.

It is very important for community development practitioners to assist individual members within the projects to undergo some skills training to acquire more knowledge about the project development and the role that is associated therewith.

The researcher also suggests that all the project members have to be trained in all the skills that are necessary for the effective operation of the project, not just the project committee

members as that is where Department of Social Development normally give emphasis more especially where soft skills like financial and project management and bookkeeping are concerned.

The researcher has concluded that training for further skills development could achieve positive results in the effectiveness and sustainability of income generating projects.

(3) Project funding

Even though it is a positive thing that government is willing to assist people who are involved in poverty alleviation programs, but the department does not have to impose the funds to people. They need to first ensure that the project that is going to be funded is a project that has been in existence in the community for some time and has potential but only needs to expand for it to be successful and sustainable. Even though Matakanye (2000), believes that people who are coerced to participate in community development projects because of incentives cannot stand the problems that the project encounters and they are likely to terminate their participation when the projects are struggling to sustain themselves, the researcher feels that the funders also have to ensure that those who are part of the project are at least taking something home at the end of the day which is in monetary value so that they can also be able to sustain themselves and their families.

(4) Volunteerism and participation

Project member have to also be encouraged to be willing to do voluntary work in their projects so that they can be able to save their income for when the grant fund is finished. They need to be made to see that dedicating themselves to an extent that they can volunteer their services to their project can have long term benefits for both them and the projects.

In this study another factor that was identified as contributing to the non sustainability of income generating projects was lack of participation among project members. Participation among project members needs to be enhanced as it is vital for the effectiveness of poverty

alleviation projects. Participation also involves other factors such as teamwork, and voluntary participation in project development.

It is therefore recommended that the principle of involving all members in all processes of the project should be ensured so that all can gain ownership of the project.

Community members also need to be made aware of the objectives of the project so that their buy in, in ensuring that the sustainability of the projects could be attained.

(5) Availing necessary resources.

All stakeholders who are given the mandate of dealing with poverty alleviation in our communities by the government should ensure that all the necessary resources are in place before the implementation of the projects. Those are resources like land for the project to operate on, and transport to enhance the product movement in order to make their marketing possible. This is based on the belief that if the projects had their own transport, they would not be depending on their suppliers for the delivery of their material which ends up delaying, leading to the delay of their production resulting to them not being able to have products to sell. The funder has to be willing to include purchasing of vehicles as part of the budget of the projects.

(6) Project committees

Community development projects require the establishment of project committees which will undertake or facilitate project activities and ensure accountability, Shasha and Liesl (2004). The project committee members have to always be reminded of what their role is and they all have to be encouraged to play an active role in the project. This will assist in ensuring that there are at least a reasonable number of people who are responsible, who can also be able to account about the daily activities of the projects.

5.10. CONCLUSION

The government has since 1994 concerned it with ensuring that poverty is eradicated amongst the poor, vulnerable and previously disadvantaged people of the country. In order to do this, it has encouraged the establishment of poverty alleviation programs through income generating projects. The aim was to allow community members to take full responsibility of their development and enhance self-reliance. Government has put in place poverty alleviation programmes and initiatives to ensure that all South Africans have a decent living standard and economic security. Income generating projects have to be operated in a way that can ensure their sustainability so that they can be able to achieve their objectives.

The challenges faced by income generating projects need dedicated personnel who will provide immediate intervention to ensure their sustainability. Department of Social Development systems have to be constantly adjusted to enable it to adapt to the changing needs of the initiatives that they fund and the economic demands of the country.

Further research and constant monitoring and evaluation of the income generating projects is always needed to make or keep in track with their development and to make sure that they are effective and sustainable. Further research on these projects will generate more innovative ideas and approaches in order to make them sustainable.

Other stakeholders also need to dedicate themselves in ensuring that these initiatives are sustained as their support and guidance can make a vital contribution in the sustainment of the income generating projects.

In summary more effective community income generating projects still need to be initiated to alleviate poverty but they need to be properly developed and managed.

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APPENDIX A

QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. How old are you

--

2. Your gender : tick with an x the one that refers to you

Female	
Male	

3. Your marital status : tick with and x the one that applies to you

Single	
Married	
Divorced	
Cohabiting	
Widowed	

4. Your race : tick with and x the one that applies to you

Black African	
Coloured	
White	

5. Home Language

Afrikaans	
English	
Sesotho	

Xhosa	
-------	--

If other please

specify.....

6. What is your highest level of education

Never been to school	
Lower primary level Sub A to Std 2)	
Higher primary level (Std 3 – STD5)	
Secondary school (Std 6-Std 7)	
Senior secondary school (Std 8-Std 10)	
Diploma	
Degree	

SECTION B: FINANCIAL STATUS

1. How many are you in your house hold

--

2. Is there anyone who is employed in the house? : Tick with an x on the appropriate one

Yes	
No	

3. Is there any one who is receiving a social welfare grant? Tick with an x on the appropriate one

Yes	
No	

4. Who is responsible for taking care of the family financial responsibilities?

--

5. Do you have any source of income? If yes specify

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

6. How do you regard your project/ what does it mean to you?

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

7. If there is no one working in the family and you also do not have a source of income or there is no one who is a recipient of a grant in your household how do you make ends meet?

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

SECTION C: BACKGROUND OF THE PROJECT

1. When was the project formulated or initiated?

.....

2. How was it formulated or initiated?

By a certain member of the project	
By a group of people	
By a funder or donor	

3. How many members were part of the formulation of the project

.....

4. When did you join the project, meaning in which year?

.....

5. Was it during its during

Its initial stage	
Planning stage	
Implementation stage	

6. How did you go about ensuring that the project is implemented?

Contributed money towards the establishment of the project	
Started looking for donors to fund the project	
Donor donated money and we grouped ourselves to start the project	

7. What motivated you to become a member of the project?

.....

8. How many members are active now in the project?

.....

9. If there are members who have let the project, did you find out why they have left?

Tick the appropriate one

Yes	
-----	--

No	
----	--

10. If no, why?

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

11. If yes what did they say was their reason for leaving the project?

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

12. Whose idea was it to start the project?

.....
.....

13. How was the project named?

.....
.....

14. What is the meaning of the project name?

.....
.....

15. What is the nature of the project/ what is it producing?

.....
.....

16. Do you have the skill to operate the project?

Yes	
No	

17. Do you have the skill on the core business of the project?

Yes	
No	

18. If your answer to 14 and 15 is no, is it because you were never trained on these skills or your have forgotten them?

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

19. Would you then like to be trained on these skills?

Yes	
No	

20. If yes, have you made an attempt to get this training?

Yes	
No	

21. If no what has stopped you from getting the training?

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

22. How did Social Development get involved in the project?

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

SECTION D: PROJECT MANAGEMENT

1. Who is responsible for the day to day running of the project?

.....
.....

2. If all of you how do you ensure the smooth running of the project?

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

3. Who is responsible for making decisions in the project?

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

4. Why is this person or persons the one/s taking decisions in the project?

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

5. Who oversees the implementation of the decisions?

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

6. How often do you hold project meetings?

Never	
Everyday	
Once a week	

Twice a week	
By weekly	
Monthly	
Bi monthly	
Quarterly	
Yearly	

7. Who attends those meeting and why?

.....

.....

.....

.....

.....

8. What do you normally discuss in those meetings?

Project plan	
Project challenges	
Project progress	
All of the above	
None of the above	

9. If none of the above specify?

.....

.....

.....

.....

.....

10. How do you implement the project plan?

Everyone becomes involved everyday	
People volunteer themselves to perform certain task	
There is a duty roster that assigns tasks to everyone	

If other

specify.....

.....

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

11. Do people do what they are expected to do?

Yes	
no	

12. Do you have rules in the project? Tick the appropriate box

Yes	
No	

13. If no, why?

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

14. If yes are they known by all of you?

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

15. How are they communicated amongst each other?

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

16. How do you deal with challenge like member absenteeism from the project?

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.....
.....

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.....
.....

17. How do you deal with members who are not performing their duties in the project?

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

18. How do you manage your project funds?

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

19. Do you keep records of your expenditure and income?

Yes	
No	

20. If yes, does everyone know these records and allowed to analyse them?

Yes	
No	

21. If no, who is allowed to view the records and why?

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

22. How to you keep your money?

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

23. What do you do with you income?

Bank it	
Share it amongst each other	
Donate it to charity	
Other	

If other

specify.....
.....

24. Is there someone responsible for your bookkeeping?

Yes	
No	

25. If yes, who ad why?

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

2.2. If no, why?

.....
.....

SECTION E: OBJECTIVES OF THE PROJECT

1. Who came up with the business plan for the project?

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

2. What are the project objectives?

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

3. Has the project met its objectives? Tick the appropriate box

Yes	
No	
Partially or slightly	

4. If yes, give reasons for your answer

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

5. Has it then benefited you as a project member and how?

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

6. If no or partially, what could have caused it not to meet its objectives

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

7. If you said no or partially what do you think needs to be done to assist in ensuring the project achieves its objectives or to change the current situation?

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

THANK YOU FOR YOUR PARTICIPATION

APPENDIX B

16 Diamond Road
Transnet Camp
Cradock
5880
20 July 2011

The Area Manager
Department of Social Development and Special Programmes
11 Victoria Street
Cradock
5880

Dear Madam

Re: Request to conduct a research study on the projects funded by the Department.

I Noxolo Navel Yolanda Makapela, who is an employee at your office, am a Master's student in development studies with the University of Nelson Mandela Metropolitan University. As part of my completion of my study, I need to write a guided research report. I have then decided to conduct a study that will be doing an evaluation of income generating projects to find out what leads to their failure or non sustainability so that I can be able to find out what could be done to change this situation.

I am therefore requesting your permission to conduct my study on the projects that have been funded by the department. I will ensure that the participation of the respondents in this study will be voluntary,

Please note that the research ethics will be adhered to in order to ensure that the participants will not be intentionally exposed to harm and that they will be allowed to withdraw from participating at any given moment should they feel like not continuing to be part of the study.

The study could also be of benefit to the Department as it will assist in identifying what needs to be done in order to ensure the sustainability of the projects.

The outcomes of the research could be made available to your organisation and all the other stakeholders who will take part in the study when requested.

Yours faithfully

N. N. Y. Makapela

Researcher

APPENDIX C



11 Victoria Street- Cradock- 5880 Private bag X 088 Cradock – 5880 REPUBLIC OF SOUTH AFRICA
Tel: +27 (0)0488814478 Fax: +27(048) 8813578 - Email address: noxolo.makapela@socdev.ecprov.gov.za –Website: www.socdev.ecprov.gov.za

To : Ms. N.N.Y. Makapela

RE: REQUEST TO CONDUCT A RESEARCH IN OUR PROJECTS

This serves to confirm that you are granted the permission to conduct your study at the projects that have been funded by the department in our Area. I hope that you will stick to the promises that you have made on your letter and ensure that our project members' rights are not violated in any way.

Good luck with your studies

Yours in service delivery

N. E. Noyo

.....

Area Manager
Cradock Area Office

APPENDIX D



**DEPARTMENT OF ACADEMIC ADMINISTRATION
EXAMINATION SECTION – NORTH END CAMPUS**

P.O. Box 77000

Nelson Mandela Metropolitan University

Port Elizabeth 6013

Tel. +27(0)41504 3206 / 5043392

Fax. +27(0)41 504 9206/ 504 3064

DECLARATION BY STUDENT

Name: Noxolo Navel Yolanda Makapela

STUDENT NUMBER: 210250631

QUALIFICATION: Master's Degree in Development Studies

Title: "Evaluation of income generating projects in Chris Hani District Municipality in the Eastern Cape Province".

DECLARATION

In accordance with Rule G4.6.3, I hereby declare that the above mentioned treatise/ dissertation/ thesis is my own work and that it has not previously been submitted for assessment to another University or another qualification.

SIGNATURE :.....

DATE :

APPENDIX E**ETHICS PROFORMA FOR TREATISE**

Please type or complete in black ink

FACULTY: BUSINESS & ECONOMIC SCIENCES

SCHOOL/DEPARTMENT: DEVELOPMENT STUDIES

I, (surname and initials of supervisor) CHERRY J

the supervisor for (surname and initials of candidate) MAKAPELA N. N. Y.

(student number) 210250631 a candidate for the (full description of qualification)

 MASTERS' DEGREE IN DEVELOPMENT STUDIES

with a treatise entitled (full title of treatise):

 "Evaluation of Income Generating Projects in Chris Hani District Municipality in the Eastern Cape Province"

considering the following ethics criteria (*please tick the appropriate block*):

	YES	NO
1. Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		X
2. Are particular characteristics of the target groups required (e.g. age, cultural derivation, background, physical characteristics, disease status etc.)?		X
3. Does the data that will be collected require consent of an institutional authority for this study?		X
4. Will the participant's privacy, anonymity and confidentiality be disclosed?		X

5. Will feedback be given to participants?		X
--	--	---

Please note that if any of the questions above have been answered in the affirmative the student will need to complete the full ethics clearance form and submit to the Faculty Ethics Co-ordinator.

hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.



14 September 2011

SUPERVISOR / PROMOTER

DATE

HEAD OF DEPARTMENT

DATE

Please ensure that the research methodology section from the proposal is attached to this form.



APPENDIX F
PERMISSION TO SUBMIT A TREATISE/DISSERTATION/THESIS
FOR EXAMINATION

Please type or complete in black ink

FACULTY: _____ Business and Economic Sciences _____

SCHOOL/DEPARTMENT: _____ Development Studies _____

I, (surname and initials of supervisor/promoter) ___JM
 Cherry_____

and (surname and initials of co-supervisor/co-promoter) _____

the supervisor/promoter and co-supervisor/co-promoter respectively for (surname and initials of candidate)

MAKAPELA N. N. Y.

(student number) _210250631

a candidate for the (full description of qualification)

MA Development Studies

with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis):

'Evaluation of Income Generating Projects in Chris Hani District Municipality in the Eastern Cape Province'

hereby certify that we give the candidate permission to submit his/her treatise/ dissertation/ thesis for examination.

A handwritten signature in black ink, appearing to read 'J. Henry', written in a cursive style.

SUPERVISOR / PROMOTER

30 November 2011

DATE