CHAPTER 6

RESEARCH METHODOLOGY AND EMPIRICAL RESEARCH FINDINGS OF THE STUDY

6.1   INTRODUCTION

It has been reiterated throughout the proceeding chapters that this study is intended to evaluate the PRP in the Limpopo Province within the context of the RDP from a social work perspective. In the previous chapter, the researcher discussed the programme evaluation research as the type of research to evaluate the PRP with the   aim of improving it.

The study   evaluated the programme through a number of data collection research methods, namely;   content analysis, semi-structured interviews and a self-administered questionnaire. The findings will be reflected in this chapter.

This chapter is therefore divided into two parts, namely the first will present a detail description of the research methodology of the study, and the second part will present the research findings of the study.

6.2   PART I: RESEARCH METHODOLOGY

In this first part of the chapter, the researcher will name and discuss the research methods which were utilized in this study. The aim of this part is to expose a detailed discussion about the following research components:

- The research approach
- The research question
- The research design.
- The type of research which is in this regard, evaluation research which is conducted for the purpose of improving social programmes.
- The description of the population, sampling frame, the sampling methods and sampling sizes.

- Data collection and data analysis as research procedures

- The ethical considerations.

6.2.1 RESEARCH APPROACH

The type of research utilized in this study was programme evaluation research in order to evaluate the effectiveness of the formulation, implementation and evaluation of the PRP. To evaluate the poverty alleviation programme both the quantitative and qualitative research methodologies were used. Brandt (2002:10) has noted that there is a situation when the properties of both the qualitative and quantitative research methodologies are used in such a way that the study cannot be strictly called either qualitative or quantitative, and this condition is called mixed methodology design model.

6.2.1.1 QUANTITATIVE RESEARCH METHODS

The quantitative research methods express the dimensions of social programmes in numbers and are measurable in nature. As it will be explained later, these methods are important in research studies because they explain the social reality in more concrete forms such as for example, the biographical profiles of the respondents in the number of years to denote the age limit.

According to Neuman (2000:122), the quantitative research methodology collects what is known as hard data in the form of numbers.

Durrheim (1999:73) agrees by stating that the quantitative research methodology utilizes "numbers to represent quantities- measurement involves assigning numbers to objects to represent how much (i.e. the amount) the object has of a particular attribute."

It is highly effective to express the findings of a research project in numbers because numbers enable us to accurately measure the context of a variable, such as for example, when it is reported that 20 women were employed in a poverty alleviation programme, we are able to accurately reported that that number is not enough to reduce unemployment in a community with more than 500 unemployed women.

Quantitative research methodology is about the collection of data in their numerical form so that they can by easily measured or counted. This research methodology is highly preferred by the positivist researchers who want to observe the social reality in terms of quantification and objectivity (Neuman, 2000:66).

6.2.1.2 QUALITATIVE RESEARCH METHODS

The qualitative research method expresses the dimensions of social programmes in a contextual manner. Instead of its variables being stated in numbers such as in the quantitative research method discussed above, the variables are expressed in words, phrases and or pictures.

Qualitative research methodology is the collection of data in their subjective form. Neuman (2000:122) mentions that the qualitative research methodology collect soft data in the form of words, sentences, impressions and phrases. These data are difficult to analyze and   in order to simplify them, the researcher has to code them.

The researcher agrees that although the qualitative research methodologies contain large amount of information and they are difficult to understand and interpret unlike the quantitative methodology. They are less structured, rely mostly on the interpretive of social science and they utilize research questions.

The qualitative methodology is preferred by the researchers who have an orientation of the interpretive social science in that they observe the social reality subjectively through a detailed study of the text. In the interpretive social science, the researchers interact with the respondents in order to extract detailed information about their attitudes, opinions and feelings regarding their circumstance (Neuman, 2000:67).

For Terre Blanche and Kelly (1999:123), interpretive research methods are "methods that try to describe and interpret people's feelings and experiences in human terms rather than through quantification and measurement."

The interpretative methods are able to capture first hand information when they collect data which contain   people's subjective experiences. Creswell (1998:14) says in the

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interpretive social science, the researcher is an instrument of data collection because he/she gathers words or pictures, analyze them inductively, focuses on the meaning of participants, and then describes a process that is expressive and persuasive in language.

It should be mentioned that when a qualitative researcher differs from a quantitative researcher by the methods they apply in data collection, the research instruments and the location of the research project, they also differ by the measurement scales they utilize to gather their information. Unlike the quantitative researcher who utilizes the interval and ratio scales of measurement, the qualitative researcher utilizes the lower levels of measurement, known as nominal and the ordinal.

Huysamen (1990:8-9) states that "in nominal measurement persons are classified into a set of mutually exclusive measurement categories, so that (1) all those in a particular category are alike (or nearly alike) with respect to the attribute being measured, and (2) those in different categories are different with respect to that attribute." In this instance, we use names or labels to distinguish between the categories.

The ordinal measurement on the other hand, possesses more or less of the attribute being measured. Wright (1997:8) and Sirkin (1999:34) both see qualitative data as categorical in that it is concerned with the data that are categorized according to name (nominal) and order (ordinal).

Creswell (1998:56) outlines that "a category represents a unit of information composed of events, happenings, and instances." The qualitative data is in the form of large quantity of information, say in pictures, tape- recorded words, and long-written sentences which need to be reduced into manageable form, namely; the categorization.

It has been mentioned that when both the quantitative and the qualitative research methods are combined, they are referred to as mixed methodology design model, as it was the case in this study.

6.2.1.3 MIXED METHODOLOGY DESIGN MODEL

A situation in which the researcher utilizes both the quantitative and qualitative research methodologies in a single study is termed mixed methodology design model. The mixed methodology design model is one of Creswell's three models of combination which maintains that "the researcher would mix aspects of the qualitative and quantitative paradigm at all or many methodological steps in the design" (De Vos, 1998: 361). According to this model, the researcher is free to utilize the advantages of both the qualitative and quantitative paradigm, he/she can move back and forth between the two dimensions and that the model is highly utilized in research projects with the aim to evaluate social programme.

As it will be explained in detail later in this chapter, the researcher has utilized content analysis to collect quantitative data, and both the semi-structured interview and the self-administered questionnaires to collect the quantitative and qualitative data.

6.2.2   RESEARCH QUESTION

This study utilizes the pre-experimental research methodology which is also called the hypothesis - developing or the exploratory design, (Fouche & De Vos, 1998:122). The study is of exploratory nature because it has an aim of evaluating the PRP for the first time and as such it does not have a hypotheses at this stage. The   important aims of the exploratory design is to undertake a   preliminary investigation, determining the implementation of the research plan,   developing new research hypotheses and thus building a foundation from which future research studies will commence.

An approach of viewing the exploratory research as a foundation block from which other studies can develop is supported by Neuman (2000:21). According to him, an exploratory research is conducted to a topic which is new and is aimed at generating hypotheses for other research types, for example, the descriptive and the explanatory. In this regard, it is regarded as the initial stage in a sequence of other studies. It is true that the exploratory research is conducted when the researchers have little information about the phenomenon being investigated. In this context, "the goal (objective to us) in

exploratory studies is the exploration of a relatively unknown research area" (De Vos, Schurink & Strydom, 1998:6).

Another dimension of the exploratory method is that its designs are utilized when it is difficult to utilize the true experimental designs which require randomization, that is, the creation of two or more identical groups which are compared after others received stimuli and the others did not (Neuman, 2000:231). It is difficult and even unethical to form two groups, namely: the experimental group (the communities which received the social programmes) and the control group (the communities which did not receive the social programmes) for the purpose of a study.

When the researcher has been able to select the exploratory research methodology for his research project, he then reached a situation where he could formulate the research question.

The research question for this study was formulated as follows: **how effective is the PRP formulated, implemented and evaluated in the Limpopo Province within the context of the Reconstruction and Development Programme from a social work perspective?**

6.2.3   RESEARCH DESIGN

In this part, the researcher discusses the research design related to the evaluation of the PRP in the Limpopo Province within the context of the RDP from a social work perspective.

In explaining a research design, Tredoux (1999:311) writes that it "is perhaps better to take a more fluid view, and to think of a research design as a plan or protocol for a particular piece of research. The plan defines the elements (e.g. variables, participants), their interrelationship and methods (e.g. sampling, measurements) that constitute the piece of research."

Goldenberg (1992:134) adds that "having said all of this, it remains the case that the purpose of research design is to enable the researcher to say with some confidence that

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the variables of interest have been identified, separated, and assessed as to their independent and collective effect on the phenomenon of interest."

A research design is a framework which contains research items which have to be systematically conducted in order for the research project to achieve its goals, namely: the population, sampling method and size, data collection methods, and data analysis and interpretation.

This study is concerned with an evaluation of a social programme which has already been implemented. The after- intervention component of the study suggests that the type of the research design be the **one- group posttest only design**, meaning that communities will be researched after they have received an intervention.

Fouche and De Vos (1998:125) maintain that "this is a design in which a single group is studied only once, subsequent to some agent or treatment presumed to cause change."

Neuman (2000:231) also called the one-group posttest -only design, the one-shot case study design which has only one group, a treatment, and a posttest. Because there is only one group, there is no random assignment.

In the one- group posttest only design, investigations are conducted on communities or their samples after they were exposed to the treatment or an intervention. Thus, in this study data were collected from the PRP framework after it was formulated, from the key-informants after their respective communities have received the PRP projects and from the community development officers after they have participated in the formulation, implementation and evaluation of the PRP in the Limpopo Province.

6.2.4 TYPE OF RESEARCH

There are two broad types of research which are available in the social sciences, namely; the basic and applied research. Basic research in concerned with knowledge generation about a phenomenon whilst on the other hand, applied research is concerned with the improvements of the programmes. This study is applied in nature.

Terre Blanche and Durrheim (1999:476) state that applied research is a "research to solve a particular problem."

Neuman (2000:24) states "applied researchers try to solve specific policy problems or help practitioners accomplish tasks. Theory is less central to them than seeking a solution to a specific problem for a limited setting."

Applied research is a research which brings forth results and recommendations which are urgently needed for immediate improvement of the social programmes. This study, therefore has an important feature of the programme evaluation research namely the summative evaluation research which Flinders and Mills (1993:26) contend   is a "substantive or program theories in evaluation hence encompass issues related to the identification of this need, the activities planned to address it, the resources required for the activities, contextual facilitators and constraints related to implementation of the activities, and participants' experiences of the activities, including any changes or outcomes experienced."

Potter (1999:212) explains the concept of summative evaluation research in detail when he writes:

Summative evaluation- This form of evaluation has a retrospective focus, and involves an attempt to establish the outcomes, effects or impact of the programme by observation or measurement. Summative evaluations examine evidence relating to indicators of programme effectiveness, and of this reason often incorporate quasi-experimental or ex post facto research, as well as some form of cost- effectiveness or cost- benefit analysis.

Summative evaluation research is "assessing the effectiveness and efficiency of programs and the extent to which the outcomes of the project are generalizable to other settings and populations" (Monette, Sullivan & DeJong, 1994:316).

The results and suggestions of the summative   evaluation   research are aimed at improving the inputs for effective formulation, implementation and evaluation of the poverty alleviation programmes, such as the PRP.

The researcher has already mentioned during his discussion about the research design that the most effective means to conduct a summative evaluation research is through the definition and conceptualization of the PRP research population, the samples, the sample size, methods of data collection and the interpretation of the data. This requirement forms part of the succeeding discussion.

6.2.5 DESCRIPTION OF THE RESEARCH POPULATION, SAMPLING FRAME AND THE SAMPLING METHODS

A research design was discussed as a process for the selection of population, sampling methods, size methods of data collection and data analysis, and the interpretation of data for the research study. This selection is a complex which requires to be accordingly conceptualized in order to enable researchers to conduct effective research process. In this regard, the researcher defines and conceptualizes these concepts accordingly.

6.2.5.1 POPULATION

"A population may be defined as the total collection of individuals who are potentially available for observation and who have the attribute(s) in common to which the research hypothesis" or question refers (Huysamen, 1990:2).

Sirkin (1999:197) agrees that "population consists of all the numbers about whom we wish to generalize, for example, all felons, all attorneys, all divorced women, or all Methodists. The key word is all."

A population is therefore a list of all individuals or groups of persons who share the same characteristics which are of interest to the research study and are known as units of analysis.

To explain units of analysis, Grimm and Wozniak (1990:229) write that "the units of analysis is the social entity that is analysed in a particular research project. Not all survey research deals with the same kind of unit. Some survey projects analyze individuals, others investigate organizations, still others involve geographical units such as cities, and

some are concerned with very large units such as societies or nation states. Researchers select a unit of analysis appropriate for answering their research question."

The population is therefore not only a number of people, it could be a number of things, documents, cities and others. In most social programme research, we study about the frameworks, the recipients of the programmes, the infrastructure constructed, the type of knowledge and training gained and other different goals of the programmes. These become the populations of study only if the researchers have interest in studying about them.

Other authors such as Neuman (2000:200) suggest that a population is the elements which are contained in the sample. This is true because samples are drawn from populations. Samples are therefore the fractions of particular populations. Research data is collected from members of these samples.

When data for the study are to be collected from say the key-informants who participated during the implementation of the PRP in the Limpopo Province, a unit of analysis is a person who is regarded as a key-informant. The key-informants have similar characteristics with other key-informants throughout the Limpopo Province, namely: of belonging to the communities which received the PRP, being members of the office bearers of the community-based organizations or steering committees, are knowledgeable about the implementation and evaluation of the programme or projects and have an influence on the programmes or projects.

In this study, the researcher utilizes three types of population, namely: the PRP framework, key informants who represent communities who received the PRP projects and the community development officers who participated during the formulation, implementation and evaluation of the PRP in the Limpopo Province, South Africa. These populations, their corresponding sample frames and sample sizes are summarized in Table 6.1 below.

Table 6.1 The Types of Populations and the Sample sizes for the study.

Types of Populations	Sample Sizes
PRP framework	1
Key-Informants	12
Public Officials	18

6.2.5.2 SAMPLING FRAME

In this part, the researcher intended to distinguish between the population and the sampling frame. The concepts mean one and the same thing and that they only differ because a population is expressed in a qualitative and contextual manner whilst a sample frame on the other hand, is expressed in hard data which reflect their numerical values.

"A researcher operationalizes a population by developing a specific list that closely approximates all the elements in the population. This list is a sampling frame" (Neuman, 2000:201).

Sampling frame is a process of assigning a number to every member of the population. Sampling frame procedure ensures that every unit of analysis is recorded and known to the researcher (Mamburu, 2000:130).

Populations are expressed through sampling frames. In this study therefore, the researcher has identified the following sampling frames: (i) a list of the key- informants and (ii) a list of the community development officers who participated in the formulation, implementation and evaluation of the PRP in the Limpopo Province from which samples were drawn.

6.2.5.3   SAMPLE

Samples are made possible through the existence of both a population and a sampling frame. That is, a population is expressed through a list of all the units of analysis, called a sampling frame, from which a sample is drawn.

Sirkin (1999:197) explains that "from the population, we select a smaller group that we will study- the sample. We call the selection of the subjects to be in that sample   drawing a sample, in the same sense as drawing cards in a card game such as poker."

"Sampling is the process used to select cases for inclusion in a research study. All empirical research is conducted on a sample of cases, which may be individuals, groups, organisations or archival documents. Sampling is a very important aspect of research because the type of conclusions that can be drawn from the research depend directly upon whom the research was conducted" (van Vuuren & Maree, 1999:274).

A second dimension of sampling which was identified in this study is that it is a process which the researchers utilize to generalize the findings of their studies on a small number of cases in the population.

Wright (1997:7)   mentions that "one of the fundamental aspects of statistics is that information about an entire population can be inferred from data collected from a small subset of the population. This subset is called a sample."

This research project would be highly expensive in terms of resources such as time, money, staff and transport. To address the problem of limited resources, the researcher conducted his research project on a limited number of the units of analysis from which he generalized the research's findings, that is a sample. Sampling is therefore a process utilized by researchers in order to minimize resources for the research projects. It is also the selection of a small, representative and manageable number of respondents from the population for a research purpose.

6.2.5.4   SAMPLING METHODS AND SIZES

The process of selecting a small, representative and manageable number of units of analysis from the population for the purpose of research is a complex task which can be simplified through the utilization of the sampling methods. Sampling methods are like models which guide researchers on a step-by-step fashion to conduct sampling. There are different sampling methods applicable in the social science research, and in this study, the researcher utilized the purposive/judgmental, the stratified random sampling, simple random sampling and the systematic random sampling. After the sampling methods were discussed in detail, the researcher will as well mention the sample sizes which were utilized in this study.

6.2.5.4.1   SAMPLING METHODS

In this part, the researcher discusses the purposive/judgmental, the stratified random sampling, simple random sampling and the systematic sampling methods which were utilized to select the respondents of the study. When more than one sampling method were combined in a single research project, we term the process triangulation. Triangulation sampling method in this study was conducted when both the purposive/judgmental, the stratified random and the simple random sampling were combined in order to select key-informants who participated in the implementation of the PRP projects in the six districts of the Limpopo Province. The systematic random sampling was utilized to select the community development officers who participated during the formulation, implementation and evaluation of the PRP in the Limpopo Province.

- **Judgmental/ purposive sampling method**

The first sampling method which was utilized in this study is the judgmental/ purposive sampling method.

Judgmental sampling method is also known as the purposive sampling which is achieved through the researcher's knowledge background in deciding whom to include in the sample as respondents of the research study.

Van Vuuren and Maree (1999:281) say "in judgmental sampling (also called purposive sampling), the principle employed to select a sample is to use expert judges to select cases with a specific purpose in mind."

Creswell (1998:62) adds that "in choosing what case to study, an array of possibilities for purposeful sampling is available, I prefer to select cases that show different perspectives on the problem, process, or event I want to portray, but I also may select ordinary cases, accessible cases, or unusual ones."

The judgmental/ purposive sampling method is utilized by researchers when they select the units of analysis which they are of the opinion will provide the data necessary for their research projects. In this study, the researcher utilized the judgmental/ purposive sampling method to select the key –informants as respondents to inform the study about the implementation of the PRP projects in the communities.

- **Stratified random sampling**

The second sampling method which was utilized in this study is the stratified random sampling which is utilized when the population is divided into different cells which are known as strata.

"This involves dividing the population into a number of groups or strata, where members of a group share a particular characteristic or characteristics (e.g. stratum A may be females; stratum B males)" (Robson, 1993:138).

Neuman (2000:208) admits by stating that "in stratified sampling, a researcher first divides the population into subpopulations (strata) on the basis of supplementary information. After dividing the population into strata, the researcher draws a random sample from each subpopulation."

Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) has noted that South African provinces are divided into districts. Limpopo Province comprises of six districts which are referred to as strata, in this study. The researcher utilized the stratified random sampling method to select the key-informants as respondents from each strata

for the study. This sampling method ensures that all the different groups in the study are accordingly represented.

- **Simple random sampling method**

According to Neuman (2000:203), the simple random sampling method is the easiest method of sampling on which other types are modeled. "In simple random sampling, a researcher develops an accurate sampling frame, select elements from the sampling frame according to a mathematically random procedure, then locate the exact element that was selected for inclusion in the sample."

In simple random sampling, the researcher must have a sampling frame ready from which the size of the sample is selected through the utilization of the lottery method. This procedure is achieved through writing the names of all the respondents on small cards which are then mixed and a sample is drawn as in lottery game (van Vuuren & Maree, 1999:277).

In this study, the researcher utilized the simple random sampling method by obtaining a list of the key-informants in each region of the Limpopo Province and then selected randomly two respondents from each strata by the procedure of lottery. Lottery procedure is a process of writing the names of persons on cards which are then mixed in a bowl and a certain number is selected without looking. The selected persons are included in a sample. In total 12 key-informants were selected.

- **Systematic sampling method**

The third sampling method which was utilized in this study is the systematic sampling method.

According to Goldenberg (1992:160), the systematic sampling requires that there be an existing sampling frame from which to produce results which are close to random sampling. To sample "one selects a random starting point (usually by using a table of random numbers) and then samples each nth case from the first selected until the desired sample size is achieved, that is 5th, 10th, or 25th case."

"Systematic sampling consists of selecting every Kth case from a listing after the first case has been selected at random from the first K cases. The interval (K) from which the selection is made is calculated by dividing the population size by the sample size" (Grimm & Wozniak, 1990:20).

The systematic sampling method has an advantage of addressing biases and as indicated in the definition it maximizes randomization. It also ascertains us that all respondents of the study have the nth probability of taking part in the research project. The systematic sampling therefore has a feature of probability sampling.

To explain probability sampling, Grimm and Wozniak (1990:205-206) wrote that "samples should be representative, that is, samples should be realistic, though smaller, versions of the actual diversity and dispersion of a population. Careful sample selection using one of the methods of probability sampling enhances the likelihood that samples will be representative."

"In probability sampling, every element in the target population must have a known chance of being selected into the sample" (van Vuuren & Maree, 1999:276).

In this study, the systematic sampling method was utilized to select the community development officers who participated in the formulation, implementation and evaluation of the PRP in the Limpopo Province. The procedure was to obtain separate lists of the community development officers in the six districts of the Limpopo Province, from which the 4th person was selected as a respondent in the study. In total 18 respondents were selected.

- **Triangulation sampling methods**

When the sampling methods were combined in a single research project, we term the process a triangulation sampling method. It has been mentioned in this study that this method was achieved when the researcher combined the judgmental/ purposive, the stratified random and the simple random sampling methods in order to select the key-

informants who participated in the implementation and evaluation of the PRP projects in the Limpopo Province.

The triangulation sampling method is difficult to conduct because of its complexity. In order to address the complexity of conducting the triangulation sampling method, the researcher utilized a triangulation sampling process which according this study has the following three steps:

First Step: the researcher relied on his knowledge background in order to identify the key- informants as the respondents who would share first hand information with the study. The necessary characteristics of the key-informants such as being members of the steering committee, being influential to the community projects and having first hand information regarding the implementation and evaluation of the community development projects were considered through the judgmental/purposive sampling method.

Second Step: the researcher utilized the stratified random sampling to select key-informants from the six districts of the Limpopo Province to participate in the study.

Third Step: the researcher utilized simple random sampling to select respondents from the six lists of the key- informants from the six districts of the Limpopo Province. Simple random sampling method is a base without which most sampling methods cannot be successfully conducted. Like the systematic random sampling, the simple random sampling has also an advantage of maximizing randomization because it is a type of a probability sampling method.

The researcher has then decided on the sampling sizes.

6.2.5.4.2   SAMPLING SIZES

Sample size is simply the number of respondents selected for the research study. Ader and Mellenberg (1999:117) contend that "the sample size, i.e. the number of selected elements, is denoted by n."

Sample sizes are numbers of cases which were selected through different sampling methods from their respective populations. In this study, there are three sample sizes which were reflected in Table 6.1 above, namely; 1 PRP framework, 12 key-informants and 18 community development officers.

In the succeeding section, the researcher will discuss the research procedure.

6.2.6   RESEARCH PROCEDURES

In this section, the researcher discusses the research procedures of the study, the concepts which is concerned with the data collection and data analysis processes.

It is an ethical requirement that social science research be replicable and as such, researchers are obliged to report their research procedures and strategies in order to enable future researchers to replicated their studies. In this section therefore, the data collection and data analysis processes will be discussed individually in detail.

6.2.6.1 DATA COLLECTION

Data collection is a process which informs us how data for the study were collected.

Robson (1993:304) defines that "collecting the data is about using the selected methods of investigation. Doing it properly means using these methods in a systematic, professional fashion."

Data collection is the main process in every social science research because it is concerned with gathering information from the institutions, their records and the recipients of the social programmes about how the social programmes are improving the qualities of lives of the communities.

There were three methods of data collection which were implemented in this study, namely: the content analysis, self-administered questionnaire and semi- structured interview. These methods will be individually conceptualized in this part of the section.

- **CONTENT ANALYSIS**

The first data collection method which was utilized in this study is called content analysis. In this study, the content analysis method is specifically meant to extract the main themes from the PRP framework for the purpose of analyzing the programme.

"Content analysis is usually performed directly with existing material by utilising a sampling procedure that extracts the main themes from the mass of existing information on a subject" (Strydom & Delport, 2002:324).

Krippendorff (1980:21) adds that "content analysis is a research technique for making replicable and valid inferences from data to their context."

Content analysis is a data collection method which is unobstructive and designed to collect historic data from the non-living objects such as documents, books, films and newspapers.

In this study, content analysis data collection method was utilized to collect the quantitative data. Neuman (2000:293) agrees that "a researcher uses objective and systematic counting and recording procedure to produce a quantitative description of the symbolic content in a text." The quantitative techniques are favoured over the qualitative techniques because they yield repeatable and precise results about the text being analyzed.

In this study, the methodology for content analyzing the PRP framework was conducted through the latent coding which according to Neuman (2000:296), guides the researcher's interpretation of the text and then determines whether particular items of the document answer the research questions through the availability or absence of variables which are characteristic of that document. The variables were scored on the checklist as 1 and 0 for their presence or absence, respectively.

"A checklist is a type of questionnaire consisting of a series of statements. A respondent is requested to indicate which items are relevant to him by ticking the "yes" or "no" box for each item" (De Vos & Fouche, 1998:89).

For Fouche' (1998:166), "a checklist is a certain type of questionnaire consisting of a series of items. The respondent is requested to indicate which of the items are most applicable to him or describes his situation best."

A checklist is none else than a list of all the relevant items which are identifiable when reading through a content.

In this study, the researcher developed a checklist to be utilized for content analyzing the PRP framework. He was guided by Gil's framework which was contributed by Gray and Sewpaul, (1998:12-26) who maintain that the social work practitioners and managers of social programmes must analyze frameworks by asking research questions which are characteristic of the social policies. The questions are focused to collect only the relevant information to the study (Shye, Elizur, & Hoffman, 1994:10-13).

Gray and Sewpaul (1998) listed the following questions to be asked when the researchers intend to utilize content analysis to collect quantitative data from policy frameworks:

- The issues or problem dealt with the framework
- Causal theories informing hypotheses about the issue or problem
- The objectives of the framework
- Value premises of the framework

- The theoretical positions of the framework

- The effects of the framework

- The changes in ownership and control of resources

- The organization of work in terms of the framework

- The effects on the exchange and distribution of goods and resources

- History of the framework's development

- Political groups promoting or resisting the framework

- Social and occupational differentiation mentioned in the framework

- The development of ideas, knowledge, science, technology and skills

- Prevailing perceptions of needs and interests

- Summary and conclusion regarding the framework's interaction with the forces affecting its development and implementation

A checklist is included as APPENDIX A in this study.

- **SELF-ADMINISTERED QUESTIONNAIRE**

The second data collection method which was utilized in this study is a   self-administered questionnaire.

"A questionnaire can be defined as a group of written questions used to gather information from respondents, and it is regarded as one of the commonest tools for gathering data in the social sciences" (Kanjee, 1999:293).

Robson (1993:243) says "self- completed questionnaires, which respondents fill in for themselves, are very efficient in terms of researcher time and effort." The self-administered questionnaires can be distributed to a large number of respondents in a shorter time and can ensure a high response rate if well constructed.

A self-administered questionnaire is a research instrument which is specifically designed for respondents who are capable of expressing their responses through a written language. In this study, the community development officers who participated during the

formulation, implementation and evaluation of the PRP in the Limpopo Province were the respondents who completed the self-administered questionnaires.

A self- administered questionnaire schedule for this study contained two parts, the first being quantitative and the second, qualitative in nature. Clarke and Dawson (1999:135) say that clearly, there is both the quantity and quality of life to consider the former easy to measure objectively whilst the latter, is compared through subjective indices.

The parts of the self- administered questionnaire are discussed below.

- **Part A of the questionnaire: quantitative data**

Part A of the questionnaire for this study collected the quantitative information regarding the biographical information of the respondents and the PRP projects in the Limpopo Province, and the features of the programme. Clarke and Dawson (1999:68) motivate that a questionnaire is an instrument which can be used to produce large quantities of structured data which is about the basic socio- biographical information covering age, sex, income, educational background and membership of professional organizations, contains the closed-ended questions which their answers must be exhaustive and mutually exclusive.

- **Part B of the questionnaire: qualitative data**

Part B of the questionnaire collected the qualitative data related to the opinions, attitudes and suggestions the community development officers had toward the formulation, implementation and evaluation of the PRP in the Limpopo Province.

This part contained the open- ended questions which "allow respondents to answer in their own words, rather than being restricted to choosing from a list of pre-coded categories" (Clarke & Dawson, 1999:70). The part required spontaneity in the part of the respondents and has the aim of collecting data which informed the study about the manner in which the PRP was formulated, implemented and evaluated in the Limpopo Province.

The questionnaires were distributed to the six districts offices of the Department of Health and Welfare of the Limpopo Province for the selected community development officers to complete. After completion, the questionnaires were sent to the Head Office of the Department of Health and Welfare in Polokoane from where they were collected by the researcher. The researcher has identified that this method is highly ineffective because the respondents failed to return the questionnaires on time. The researcher traveled for the second time to the districts in order to collect the questionnaires but managed to receive only 18 of them.

A questionnaire schedule is included as APPENDIX B in this study.

- **SEMI-STRUCTURED INTERVIEW**

The third data collection method which was utilized in this study is called semi-structured interview.

Pawson and Tilley (1997:154) noted about the semi-structured interview when they write that "structured methods are good for measuring outputs (such as crime rates or rehabilitation rates), unstructured methods are good for understanding reasoning (such as attitudes to crime or rehabilitation): our investigation needs both, so let us opt for some semi- structured, multi-method approach." This definition identified the most important feature of the semi- structured interview, namely; that they include both numerical and the reasoning behind them.

Semi-structured interview is "a purely qualitative interviewing strategy in which questions and follow-up probes are generated during the interview itself' (Clarke & Dawson, 1999:73). The semi-structured interview schedule was specifically designed to collect data from the key- informants who were highly represented by the individuals who cannot express their responses in written language.

Key informants are also termed the gatekeepers. A gatekeeper is "an individual who is a member of or has insider status with a cultural group. This gatekeeper is the initial contact for the researcher and leads the researcher to other informants" (Creswell, 1998:117).

Key informants are individuals who know their community problems and their possible solutions. They have directly or indirectly participated in the PRP projects which the researcher intended to evaluate and therefore are favoured over other samples due to the reason that they provide the research study with first hand information.

Semi-structured interview is a data collection method which requires respondents to say in their own way how they define their own situations. Respondents were tape-recorded during the interviews. "Tape-recording provides far richer research access to the discussion and we would advise this, even if it is only used as an *aide-memoire*" (Barbour & Kitzinger, 1999:15).

A semi-structured interview collected the qualitative data related to the opinions, attitudes and suggestions the key-informants felt about the implementation of the PRP projects in their communities. The semi-structured interviews were translated into Northern Sotho, Tsonga and Venda which are vernaculars spoken by the indigenous communities in the Limpopo Province. The researcher trained interviewers who were social workers and speak languages of the respondents in order to interview them. The interviewers were also trained into the effective procedures of recording the responses.

Schuerman (1983:159) supports that observers "should be instructed carefully in the meanings of the behavioral codes and given the opportunity to practice coding before actual data collection begins. Ideally, their reliability should be assured before gathering actual data."

The semi-structured interview schedule is included as APPENDIX C in this study.

The researcher has discussed how data regarding the evaluation of the PRP within the context of the RDP was collected through the quantitative and the qualitative methods, namely: the content analysis, a self- administered questionnaire and the semi-structured interview. According to the discussion above, there is no method which is prime over the other.

The succeeding part of the section will discuss the second component of the research procedures, namely, data analysis.

6.2.6.2   DATA ANALYSIS

Data analysis "in simple terms, it is the process by which we take a large set of numbers and reduce it to a small set of numbers" (Mark, 1996:300).

This definition is one-sided in that it only concerns the analysis of the quantitative data without regard of the qualitative data. Qualitative data analysis involves reducing a large amount of information which is in the form transcripts into either quantitative or summary qualitative statements.

Barbour and Kitzinger (1999:16) contend that "analysis will involve, at the very least, drawing together and comparing discussion of similar themes and examining how these relate to the variation between individuals and between groups." Analysis is to make data more meaningful to the audience.

Data analysis is a process of checking and counting the frequency and distribution of a phenomenon under investigation (May, 2001:164).

Data for this research study were both in quantitative and qualitative nature and as such, their analysis were conducted along the quantitative and qualitative frames of reference.

- **QUANTITATIVE DATA ANALYSIS**

The quantitative data analysis is intended to inform the study about the statistical position of the problem and about what is available to address it. Quantitative data collected for this study were summarized into frequency distribution, figures, graphs, tables and percentages.

Punch (2000:60) admits that the quantitative data analysis involves statistics. This means that data are reflected in the numerical values and are also summarized into diagrams and tables.

In this study, the quantitative data analysis method was utilized to analyze data which were obtained through the content analysis and the first parts of both the semi-structured interviews and the self-administered questionnaires.

- **QUALITATIVE DATA ANALYSIS**

In this study, the qualitative data analysis method was utilized to analyze data which were collected through the second parts of the self- administered questionnaire and the semi-structured interview.

Qualitative data are difficult to analyze. "The major thrust of the analytic techniques recommended for use during data collection was data reduction; seeking to make the data mountain manageable through summary and coding" (Robson, 1993:390).

In order to ease the problem of the complexity of analyzing the qualitative data, the researcher utilized a process which was contributed by Creswell (1998).

- **The qualitative data analysis process**

The researcher utilized the qualitative data analysis process which was contributed by Creswell (1998) which has six phases, namely: the researcher's own experience of the phenomenon, the statements by the respondents about the phenomenon, the grouping of the statements, seeking the convergent and the divergent perspectives about the phenomenon, the construction of the overall description of the meaning and essence of the experience, and the researchers' account of the experience and that of the participants of the phenomenon and its meaning. This process provides a step-by-step procedure to conduct effective qualitative data analysis.

Phase 1:   The researcher's own experience of the phenomenon

The first phase of the qualitative data analysis process is the researcher's own experience of the phenomenon.

According to this phase, the researcher related the data collected to their theoretical propositions. In this regard, the researcher's own experience of the problem was obtained from piloting which was explained in the first chapter. The relevant literature regarding the problem was reviewed. The researcher will not discuss literature review in this part.

Phase II: The statements by the respondents about the phenomenon

The second phase of the qualitative data analysis process is the statements by the respondents about the phenomenon. The statements by the respondents about the phenomenon means what the respondents said when they were exposed to the questionnaires and the semi-structured interviews.

The responses for this study were in the form of spoken and written words expressed by the key- informants and the community development officers, respectively.

Phase III: The grouping of the statements

The third phase of the qualitative data analysis process is the grouping of the statements.

Robson (1993:278) states that "you are looking for a set of themes or areas, linked to the research question once again, which appear to give and adequate coverage of the case."

This is called the categorization of the information wherein the researcher continues to look for similar themes of the context and group them in their respective categories. The statements could continue to be categorized in what is referred to as subcategories.

The data were identified through coding. Robson (1993:385) explains that "a code is a symbol applied to a group of words to classify or categorize them. They are typically related to research questions, concepts and themes. Codes are retrieval and organizing devices that allow you to find and then collect together all instances of a particular kind."

The qualitative data were analyzed through processes of transcription and then coding. Barbour and Kitzinger (1999:16) admit that analyzing "data involves essentially the same process as does the analysis of any other quantitative data."

Another procedure applied in this phase of the qualitative data analysis process is to categorize responses in tabular form which Hollway and Jefferson (2000:108) call categories. Barbour and Kitzinger (1999:23) say that "excerpts related to the key themes were then grouped together with the aid of a word processing package, with a tag listing their source."

In this way, similar responses were reflected in tables so that they could easily be counted and therefore quantified. This indicates that after the highest level of analyzing the qualitative data has been reached, the data are transformed into quantitative form so that they are easily measurable.

Phase IV: Seeking the convergent and the divergent perspectives about the phenomenon

The fourth phase of the qualitative data analysis process is seeking the convergent and divergent perspectives about the phenomenon. This step required the researcher to relate categories or responses to the perspective or the objectives of the PRP in order to identify the supporting and non- supporting statements. This was easily achieved through colouring the two dichotomies with different highlighting markers. During this phase, the researcher explored the interrelationship of categories, that is axial coding, which is concerned with the causal conditions that influence the category or the central phenomenon. Information regarding the strategic solution of a problem, the context and ways of intervention and consequences were obtained.

Phase V: The construction of the overall description of the meaning and essence of the experience

The fifth phase of the qualitative data analysis process is the construction of the overall description of the meaning and essence of the experience.

The researcher should consolidate the findings into a picture which is well understood, and the unclaimed categories should be discarded. This could be achieved through the utilization of the matrices which Robson (1993:390) says "the simplest, and probably most used and most useful, matrices are two-dimensional, i.e. you have a dual categorization where the rows represent one dimension and the columns the second dimension."

When data were subjected to the matrices and were easily transformable from the qualitative to the quantitative state. Robson (1993:392) supports by mentioning that "this transforms the qualitative data into a form which is capable of quantification. Given this scaling, it would be feasible to determine, say, the number of users for whom preparedness was absent, etc."

It has already been reported that the qualitative data are more difficult to analyze than the quantitative data. This does not mean that during the analysis of the qualitative data, all the data must be transformed into quantitative state. Robson (1993:401-402) maintains that "the argument is not that all qualitative data should be converted into quantitative data, but that if you are wanting to make statements about frequencies, it is better to use numbers- which you can subsequently label as "frequent" etc., on the basis of overt definitions." Although numbers accurately measure the problem and its respective resources, the researcher identified that qualitative statements or phrases were equally important into explaining the context of the PRP in the Limpopo Province.

In this manner, the researcher was able to report the actual findings of the empirical research in both their numerical and categorical levels.

Phase VI: The researcher's account of the experience and that of the participants of the phenomenon and its meaning

The sixth phase of the qualitative data analysis process is the researcher's account of the experience and that of the participants of the phenomenon and its meaning which is concerned with a process by which the researcher links the data and explains the conclusive meaning about them.

Robson (1993:393) says it is "an attempt to summarize what you have found out so far, and highlight what still needs to be found out."

This is to relate the dependent variables to the respective independent variable and then to draw conclusive statements based on the findings of both the theoretical and empirical investigations (compare Robson, 1993:390; Powers & Xie, 2000:5.)

The researcher will present the empirical findings of the study and their respective conclusions and recommendations, later in this chapter and the succeeding chapter, respectively.

The final research concept which needs mentioning in this part is the ethical consideration.

6.2.7   ETHICAL CONSIDERATIONS

Erlandson, Harris, Skipper and Allen (1993:155) maintain that "codes of ethics are measures of safeguards to protect subjects from the research." The authors further mention that the codes of ethics are the essence of what research is all about and therefore enhance its processes.

For Barbour and Kitzinger (1999:31), the ethical issues are "strategies for addressing the power imbalances between the researcher and the researched."

Social science research cannot be effectively and properly implemented if the researchers fail to abide by the principles guiding their professional field. Some of the principles which are also referred to as the ethical considerations have been discussed in detail in the previous chapter. In this part, the researcher selected to discuss only the three codes of ethics which were relevant for this study, namely: informed consent, anonymity and confidentiality, and obtain permission.

6.2.7.1   INFORMED CONSENT

The first ethical principle to be discussed in this section is called the informed consent.

"The principle of informed consent is at the heart of efforts to ensure that all participation is truly voluntary" (Mark, 1996:40). Robson (1993:34) supports and advises that a researcher must negotiate with the participants of the research study before the project could continue.

The researcher designed a consent form which participants were expected to read and sign after they were satisfied with the contents of the research project. The consent form included the following:

- it informs the participants of the purpose of the research
- it ensured that there were no possible risks or discomfort in their participation in the research project
- it informed the respondents of the research procedures which would be used to collect information from them
- it assured them of their freedom of choice to either remain or withdraw from the research study
- it informed them about the contact person, this being the researcher's names, physical addresses and telephone number (Mark, 1996:41).

The informed consent forms for both the key-informants and the community development officers are included as APPENDICES D and E, in this study, respectively.

6.2.7.2   ANONYMITY AND CONFIDENTIALITY

The second ethical principle to be discussed in this section is called anonymity and confidentiality.

This principle of the ethical consideration addresses two concepts, namely; the anonymity and confidentiality which will be exposed individually.

Anonymity is to keep the respondent's name and particulars unknown to both self and others.

Mark (1996:46) defines anonymity by stating that "research participants are anonymous when their study responses cannot in any way be identified with them- by the researcher or by anyone else." Anonymity is possible if respondents' names are not reflected on the questionnaires or their voices could not be identified by the researcher or anybody else, such as was the case in this research study.

The second ethical consideration is **confidentiality** which means that even if the names of the participants are known to the researcher, their responses would not be revealed to anyone else without the respondents' permission.

Mark (1996:47) contends that even when "the participant's identity is written into a record. Because these records are confidential," the researcher may not reveal the responses made by them to the authorities without first obtaining permission from the respondents.

In this study, both anonymity and confidentiality were achieved through the following two strategies:

- the respondents were not identified by means of names, ages, sex and other biographical properties
- and the respondents were interviewed by the neutral social workers who were not known to them and were also not involved in the formulation, implementation and evaluation of the PRP in the Limpopo Province.

6.2.7.3 OBTAINING PERMISSION

The third ethical consideration principle to be discussed in this section is called obtaining permission.

Researchers conducting evaluative studies regarding the poverty alleviation programmes within the custodianship of the authorities such as the government institutions must first obtain permission to do so from them.

"Observe protocol. Take care to ensure that the relevant persons, committees and authorities have been consulted and informed and that the necessary permission and approval has been obtained" (Robson, 1993:33).

The researcher had realized that the absence of this ethical consideration could lead to a standstill of his study project. A permission to conduct the research study on the PRP projects was initially obtained for the Department of Health and Welfare, Limpopo Province.

Permission to conduct an empirical study on the PRP projects is included as APPENDIX F in this study.

The succeeding part of the chapter will detail the research findings of this study.

6.3   PART II: EMPIRICAL RESEARCH FINDINGS OF THE STUDY

This second part of the chapter is divided into three sections:

- the first section presents the research findings which were collected through the content analysis research methodology
- the second section reflects the findings which were collected through the semi-structured interviews
- the third section presents the research findings which were collected through the self-administered questionnaires

6.4   SECTION 1:   DOCUMENT ANALYSIS

6.4.1   INTRODUCTION

In this first section of the second part of the chapter, the researcher presents the research findings which were obtained through   content analysis. The findings aimed at highlighting important elements which were omitted in the PRP framework. It should be noted in this section that policy frameworks like the PRP document, need not scores

all the characteristics contained in the content analysis checklist in order to be rated as effective, but rather they must contain all the important elements without which they could be rated as ineffective.

The researcher designed a checklist based on the literature review, which contained all the elements of a general social programme framework which were utilized to score the characteristic elements of the PRP framework.

Table 6.2 below lists all the elements contained in the checklist and their corresponding responses.

The numbers 1-12 in the table are meant to sequentially number the contents of a social programme as required in theory. Under the characteristics, the checklist contains the items which are necessary in a well formulated social programme. A column on description supplements the column on the characteristics and it was designed to measure the extent to which the characteristics must entail. Lastly, the scores column delineates the findings of the study which were obtained through the comparison of the contents of a standard social programme framework according to the theoretical requirement and the actual contents of the PRP framework. Scores 1 and 0 mean the presence and absence of a variable, respectively.

Table 6.2: The scores which were obtained from the PRP framework

No.	Characteristics	Descriptions	Scores
1	**Definition:** it defines the PRP objectively as a social programme	Clearly	1
		Operationally	1
		In measurable terms	1
2	**Aim:** it specifically states the aim of the PRP	Clear	1
		In broad terms	1
3	**Objectives:** it specifies the objectives of the PRP	Clearly	1
		Specifically	1
		In measurable terms	1
		In operational manner	1
4	**Objectives of the PRP:** it lists the objectives of the PRP which are relevant to the elimination of poverty within	Food security initiatives	1
		Community development structures	1
		Youth who are deviant	1
		Development of self-help organizations	1

	the South African communities	The aged and child care	1
		The disabled	1
		Financial planning and management	1
		Monitoring and evaluation	1
5	**Characteristics:** it states the basic characteristics of a social programme	It ought to be complemented by an economic policy	1
		It ought to be a field and practice study	0
		It is related to welfare policy	1
		It ought to be a state's obligation	0
		It ought to be concerned with the life course of people's developmental stages	1
		It ought to address inclusivity	1
		It ought to be focused on poverty	0
6	**Influencing factors:** it states that the formulation of the PRP is influenced by some factors	Condition of establishment	0
		Political assignment	0
		Legality according to the state and administrative law	1
		Financial means	1
		Public officials	0
		Physical facilities	0
		Legislatures	0
		Changing environmental circumstances	1
		Political directions of political parties	0
		Elite groups	0
		Pressure groups, interest groups and mass demonstrations	0
		Research and investigation by commissions and committees	0
		International expectations, considerations and influence	0
7	**Theoretical models:** it stipulates how the development of the PRP is standardized by the theoretical models regarding policy making	Functional process model	0
		Elite-mass model	0
		Group model	0
		Systems model	0
		Institutional model	0
		Rational model	0
		Game theory model	0
		Public choice model	1
		Incremental model	1
		Mixed-scanning model	0
8	**Forms of poverty:** it lists the forms of poverty which the PRP intends to address	Absolute deprivation	1
		Relative deprivation	0
		Cultural deprivation	1
		Conjunctural deprivation	1
9	**Effects of poverty:** it identifies the effects of poverty on vulnerable groups relevant in the South African communities	Women	1
		Children	1
		The elderly	1
		The disabled	1
		The sick	1
		Prostitutes	0

		The unemployed and the working poor	1
		People under welfare	1
		Domestic violence	0
		Street children	0
10	**Process:** it guides the programme/project implementation through a specific process	Identification	1
		Preparation	0
		Appraisal	1
		Negotiations	0
		Implementation	1
		Evaluation	1
11	**Implementation problems:** it mentions that the PRP intends to address the implementation problems	Organizational disunity	0
		Standard operating procedures	0
		Organizational communication	1
		Problems regarding time and resources	1
		Horse-shoe-nail and public planning	0
		Interorganizational politics	1
		Vertical implementation structures	1
		Horizontal implementation structures	0
		Top-down perspective	0
		Bottom-up perspective	0
		Circumstances external to the implementing agency	0
12	**Monitoring and Evaluation:** it lists individuals, groups or organizations which are supposed to participate in the programme monitoring and evaluation	Target groups	0
		Programme managers	0
		Programme staff	0
		Evaluation and research individuals	0
		Stakeholders	0

The responses which were reflected in Table 6.2 above will be individually explained and interpreted below. Elements in the checklist are reflected as the headings and sub-headings which will form the discussion of this section.

6.4.2   THE PRP FRAMEWORK

The PRP is without a specific policy framework and instead the Department of Social Development utilizes a business plan in its place. The researcher will treat the business plan as if it was a framework and will therefore throughout this study refer to it as a framework.

6.4.2.1 DEFINITION

Social programme frameworks are generally expected to define an issue under review in detailed, clear, operational and measurable terms. According to the score in this study, the PRP framework adequately meets this requirement.

- **CLEAR DEFINITION**

The framework specifically defines the PRP through the vision of the Department of Social Development. The framework has a more detailed problem statement through which the causes of poverty are outlined as dependency of cash payment from government, low income levels, unemployment, low food production rates, the inavailability of new markets and the diversification in production of goods and services in the communities.

- **OPERATIONAL DEFINITION**

The framework states that the PRP is about the development of strategies intended to reduce the incidence of poverty in South African rural communities, and the reduction of criminal incidence in the urban areas, especially the informal settlements. The framework therefore possesses an operational definition of poverty because it states the availability of resources and an intention to ameliorate the conditions.

- **MEASURABLE DEFINITION**

The framework defines the PRP in terms of the poverty rates within the South African context. When a condition is expressed in the form of numerical connotations, say in percentages, one is able to report it is much or less and also to say if an intervention has reduced it.

6.4.2.2   AIM OF THE PRP

The framework of the social programmes are generally expected to state their aim in clear and broad terms. The PRP framework specifically states an aim of the programme, namely, that of alleviating poverty within the South African communities.

6.4.2.3   STATEMENTS ABOUT THE OBJECTIVES OF THE PRP

Social programme frameworks are generally expected to make clear, specific, measurable and operational statements about the objectives of the social programmes.

The objectives of the PRP are expressed according to these specifications because the audience are informed of the directions of the programme and the outcomes it should achieve at certain period in time.

The general social programme frameworks must list the objectives which are identified as most relevant in addressing the issue or problem. The objectives are translated into different projects which fall within the auspice of the particular social programme.

In this regard, the framework exposes the objectives of the PRP which are aimed at addressing poverty. The objectives of the PRP are the food production initiatives which are aimed at reducing the incidents of women and child neglect and abuse; community development structures; youth who are deviant; development of self-help organizations; the aged and child care; the disabled; financial planning and management and monitoring and evaluation.

- **FOOD SECURITY INITIATIVES**

The framework reveals that the PRP intends to involve family households into producing   their food requirement. By the introduction of the food security initiatives, the PRP is aimed at supporting clusters into developing food production projects in order to sustainably produce enough food throughout their lives. It is believed that once there is enough food in the family households, there will be a reduction of neglect and abuse of women and children.

It is also believed that after the death of the working members of families, children and women become vulnerable to all stresses of poverty and as such this objective is aimed at protecting them. Clusters are also expected to develop projects aimed at conducting the HIV/AIDS awareness campaigns and control the spread of the pandemic.

- **COMMUNITY DEVELOPMENT STRUCTURES**

Although the objective of community development structures was mentioned in the PRP framework, it is not spelled out how the structures will be engaged in the planning, implementation and evaluation of their projects. Educational and awareness initiative which is directed at controlling the spread of HIV/AIDS is too general and as such the framework does not state in detail how the objective is to be achieved.

The community development structures are a prerequisite for every community development project because all the community development projects cannot run without their establishment. These structures have a function of running the administrative activities of the projects. They are the driving force behind the success of community development projects for even if they were not exposed as an objective of the PRP, its projects would still establish them for their smooth functioning.

- **YOUTH WHO ARE DEVIANT**

The framework manifests the youth who are deviant as an objective of the PRP. The youth who are deviant are a minority group which wages war against the communities, they are about to commit crime or have been recently released from jails or places of safety and they must be assimilated into the social mainstream.

- **DEVELOPMENT OF SELF-HELP ORGANIZATIONS**

The framework points out an objective of the PRP as the support and strengthening of income generating opportunities for rural women. It is believed that the establishment of the self-help organizations will create more job opportunities for the rural people.

- **THE AGED AND CHILD CARE**

The framework identified the aged and child care as an objective of the PRP. According to the objective, the aged especially the professionals who have retired are expected to plough back to the community through looking after the children when parents and guardians are away from home during the day and creating artifacts meant for tourism.

- **THE DISABLED**

The framework exhibits that the PRP has as its objective to reduce poverty through training and generating long-term economic opportunities for the disabled. This objective is strengthened and supported by the National Treasury which will approve all contracts which involve the disabled in participation into community development projects. In this study, the disabled were defined as individuals with physical or mental disabilities which impede them from actively participating in the community development programmes.

- **FINANCIAL PLANNING AND MANAGEMENT**

Although the framework specified this as an objective of the PRP intended to address poverty, it is not mentioned how the financial planning and management organizations will be supported and strengthened in order to sustain them. The framework also states flying statements when it mentions that the community finance organizations' learning process will be assisted by several international organizations which are not listed for audience to know them.

According to this objective, the department intends to support and strengthen the community financial organizations such as the stockvel, burial societies and saving clubs. It is anticipated that once these organizations sustain, they will cover many members of the communities, they will educated and train members, they will employ the unemployed people and they will establish other forms of businesses in the communities.

- **MONITORING AND EVALUATION**

The framework identified monitoring and evaluation as an objective of the PRP.

In chapter 4 of this study, monitoring and evaluation was identified as a phase of the PRP process rather than an objective.

The *Poverty Relief Programme Business Plan 2001/2003* (2002:15) replaced monitoring and evaluation with administration and capacity building but mentioned that the latter is in fact not an objective of the PRP. Administration and capacity building is an important prerequisite for the poverty alleviation programmes because without it, the poor fail to actively participate in the community development projects. Administration and capacity building must be identified as an important objective of the PRP.

Table 6.2 maintains that the PRP was well-defined and that its objectives were all mentioned in the framework.

6.4.2.4 CHARACTERISTICS OF A SOCIAL PROGRAMME

Social programme frameworks in general have characteristics which distinguish them from other types of frameworks, namely: they ought to be complemented by the economic policy; they ought to be a field and practice study; they are related to welfare policy; they ought to be state's obligation; they ought to be concerned with people's life course developmental stages; they ought to address inclusivity and they ought to be focused on the reduction of social problems; in this regard, poverty.

- **SOCIAL PROGRAMME OUGHT TO BE COMPLEMENTED BY AN ECONOMIC POLICY**

The framework has realize that the effective implementation of the PRP projects depends mostly on the economic opportunities the projects can access. Social programmes will only develop if they receive adequate funding.

- **SOCIAL PROGRAMME OUGHT TO BE A FIELD AND PRACTICE STUDY**

The framework does not identify social programme as a field and practice study. Social programmes which are intended to improve the qualities of lives of communities must strictly be closely related to a field and practice study.

- **SOCIAL PROGRAMME OUGHT TO BE RELATED TO WELFARE POLICY**

The framework reveals that the PRP considers addressing welfare policy matters in that it identified some sectors of the communities which were excluded in the social assistance programmes, namely children aged between 8 and 18 years, the unemployed and the underemployed. Social welfare policy is concerned with the distribution of resources to the poor communities.

- **SOCIAL PROGRAMME OUGHT TO BE A STATE'S OBLIGATION**

Although this characteristic was not stated in the framework, the state's obligation in alleviating poverty within communities cannot be argued.

- **SOCIAL PROGRAMME OUGHT TO BE CONCERNED WITH THE LIFE COURSE OF PEOPLE'S DEVELOPMENTAL STAGES**

The framework expresses the life course of people's developmental stages through identifying the children, women, youth, elderly and the disabled as the prime beneficiaries of the PRP. It also considers that during the people's developmental stages, they could be affected by diseases such as HIV/AIDS and other communicable diseases such as malaria, cholera and tuberculosis. It also exposes that if the socio-economic status of the community is neglected, there shall be a rise in social crime. The framework maintains that the PRP is concerned with people's death because it supports and strengthens the burial societies intended to assist families in times of a loss of their loved ones.

- **SOCIAL PROGRAMME OUGHT TO ADDRESS INCLUSIVITY**

The PRP is concerned about the process of inclusivity, because it is basically intended to include people and communities who were excluded from participating into the community development programmes during the previous South African dispensation. The framework announces that the PRP addresses inclusivity because it includes the targeted pockets of poverty and improves social cohesion of groups such as women, youth, infirm, disabled and the aged in the programme.

- **SOCIAL PROGRAMME OUGHT TO BE FOCUSSED ON POVERTY**

Throughout the framework, no offer that the PRP is focussed on poverty was made. And when objectives of the programme were identified, some of them, namely; community development structures, youth who are deviant, the aged and child care, financial planning and management and monitoring and evaluation were not closely related to poverty.

The findings regarding the characteristics of the PRP indicate the absence of a relationship between the policy-makers and the academic institutions. The latter must be involved in actively participating in the formulation of the social policies and social programmes.

In the succeeding item, the researcher outlines the factors which influence social policy making.

6.4.2.5 FACTORS INFLUENCING POLICY MAKING

The audience of the frameworks are interested in knowing the factors which influenced their development. This will inform them if their concerns were included in the programmes. Frameworks are not influenced by every factor but they will be rated as limited if they excluded certain factors which are important in their formulation.

The checklist listed the factors which influence the formulation of social policy frameworks as condition of establishment; political assignment; legality according to the state and administrative law; financial means; public officials; physical facilities; legislatures; changing environmental circumstances; policy directions of political parties; elite groups; pressure groups; interest groups and mass demonstrations; research and investigation by commissions and committees; and international expectations; considerations and influence.

- **CONDITION OF ESTABLISHMENT**

The framework does not identify that the formulation of the PRP is influenced by the condition of establishment.

- **POLITICAL ASSIGNMENT**

The framework does not mention political assignment as a factor influencing the development of the PRP. The absence of this influence in a poverty alleviation programme such as the PRP is a quality because programmes for poverty alleviation must be isolated from the political gains.

- **LEGALITY ACCORDING TO THE STATE AND ADMINISTRATIVE LAW**

The framework mentions that the planning of the PRP projects is influenced by the legality according to the rights of people in that people who are victims of the HIV/AIDS pandemic will not be identified and provided projects individually but rather the projects will be provided to the communities in which they live.

- **FINANCIAL MEANS**

Although the framework did not highlight the financial means as an influencing factor towards the development of the PRP, it mentions the availability of funds for the projects. The PRP has available funds for different projects.

- **PUBLIC OFFICIALS**

It is not revealed in the framework that the provincial departments have the necessary capacity and available public officials to conduct the PRP projects. However the framework has mentioned that the nongovernmental organizations, the community based organizations and the faith based institutions will conduct their community development projects.

The public officials are important in the community development programmes because through them, there is a strong coordination between government and communities.

- **PHYSICAL FACILITY**

The factors of the availability of the physical facilities such as office space, transport and services were not presented in the framework. This factor is obvious because it is well known to communities that the Department of Social Development has available physical facilities which are necessary for the planning, implementation and evaluation of the PRP projects.

- **LEGISLATURES**

Social programme frameworks must demonstrate the involvement of legislatures in the development of social programmes. This informs the constituencies if their concerns were considered by their political representatives. The framework does not say anything about the involvement of say a Minister of the Department of Social Development and his/her respective provincial MECs in the development of the PRP.

- **CHANGING ENVIRONMENTAL CIRCUMSTANCES**

An influencing factor to the development of the PRP, namely, the changing environmental circumstance is identified when the framework mentions that the programme is aimed at reducing poverty which is growing due to an increase of unemployment and underemployment. Indeed most social problems in the communities are influenced by the changing environmental circumstances and it is therefore highly appreciated that the PRP makes note of this influence.

- **POLITICAL DIRECTIONS OF POLITICAL PARTIES**

The PRP is a product of the political assignment because the ANC lead government intends to address the unequal distribution of resources. In this regard, the PRP is a tool which is utilized by a political party to impress its constituencies that it is delivering as

promised in its election manifesto. The framework does not mention the political directions of the political party or parties.

- **ELITE GROUPS**

The framework does not mention that the elite groups influenced the formulation of the PRP.

- **PRESSURE GROUPS, INTEREST GROUPS AND MASS DEMONSTRATIONS**

The framework does not mention that the formulation of the PRP was influenced by pressure groups, interest groups and mass demonstrations. This indicates that the Department of Social Development developed the PRP even before it was pressured into doing so by these groups.

- **RESEARCH AND INVESTIGATION BY COMMISSIONS AND COMMITTEES**

The framework establishes that the formulation, funding and implementation of the PRP projects were influenced by the investigations. It mentions that poverty in South Africa is viewed in terms of the population size, the nature of the area (that is urban or rural) and its rates in the provinces. According to the framework, the PRP is informed by the projections from both the Independent Development Trust (IDT)and the Department of Social Development when it identifies the initiatives developed by the community development structures.

- **INTERNATIONAL EXPECTATIONS, CONSIDERATIONS AND INFLUENCE**

The framework mentions that the PRP is a consultative endeavour which involves international bodies for its development. A limitation which is identified here is that the international institutions were only mentioned but the framework failed to list their names. The researcher selects to identify that the framework does not have an influence

of the international expectations, considerations and influence on the formulation, implementation and evaluation of the PRP due to this claim which is without subsequence proof.

The framework has serious limitations because it does not acknowledge the factors which influenced the formulation of the PRP.

The succeeding item highlights the theoretical models regarding policy making which were identified as influencing the formulation of the PRP.

6.4.2.6 THEORETICAL MODELS REGARDING POLICY MAKING

Social policy frameworks must disclose the theoretical models standardizing their making. According to the literature on social policy and public policy, the theoretical models regarding policy making are the functional process model, elite-mass model, group model, systems model, institutional model, rational model, game theory model, public choice model, incremental model, and the mixed-scanning model.

It is not possible that the frameworks can satisfy all the mentioned theoretical models in their development. It is also equally important that the frameworks must be influenced by the theoretical models which will render them a scientific and frame of reference. In this regard, the PRP as policy document was analysed with the following results:

- **FUNCTIONAL PROCESS MODEL**

In the framework, the researcher revealed that the PRP is without a feature of the functional process model which purports that policy making is achieved through stages. Social programmes are successfully conducted if they are formulated regarding a specific process.

- **ELITE-MASS MODEL**

According to the framework, the PRP does not have an elite-mass model feature in its making. The social policies which are not influenced by the elite group are popular

because of their neutrality and that they free communities from being manipulated by this group. Most elite groups actively participate in social development programmes for the main aim of maximizing their power, prestige and profit. On the other hand, the social policies which do not contain a feature of being influenced by the grassroots are regarded as non-representative. The masses are the people who are experiencing the social problems and as such must be afforded an opportunity to articulate their frustrations with regard to the community development programmes.

- **GROUP MODEL**

The framework does not expose that the PRP has a group model feature in its making. Like the model discussed above, the group model offers the masses an opportunity to influence social policies which are meant to improve their lives.

- **SYSTEMS MODEL**

The framework does not mention that the PRP has a systems model feature in its making. According to this model, the external factors such as the outbreak of poverty in communities are an influence to the formulation of programmes. The framework identified unemployment and underemployment as the causes of poverty but unfortunately the researcher cannot attribute a score on the systems model because the causal relationship between the causes of poverty and the effects of poverty were not mentioned.

- **INSTITUTIONAL MODEL**

According to the framework, the PRP does not have an institutional model feature in its making. This model maintains that political heads of government departments have the mandate to formulate social programmes which legitimately fall within their auspices.

- **RATIONAL MODEL**

During scoring through the checklist, the researcher identified that the PRP has a feature of the rational model which influences its formulation. According to this view,

the department indicates it is rational into identifying what it is good for the communities. This is a serious limitation which undermines the inputs of the grassroots who experience the circumstances. When community participation has been stifled, development leads to a failure or a standstill.

- **GAME THEORY MODEL**

The game theory model is irrelevant with regard to the formulation of the PRP. This theoretical model regarding policy making has been detailed in the second chapter of this study.

- **PUBLIC CHOICE MODEL**

The framework mentions that the PRP has a public choice theoretical model feature in that it identifies the involvement of the local partnership during the planning and implementation stages of the projects. Public policies which were developed through this model have an advantage of being representative, they involve the grassroots in the management of their own circumstances and are sustainable.

- **INCREMENTAL MODEL**

The feature of the incremental model in the formulation of the PRP is identified in the framework because it states that lessons which were learnt from the PRP projects during the previous years are utilized to improve the future projects. This means that the programme is being updated on a year after another term in order to include the items which are found to be important which were excluded during the previous financial year. Social programmes which are constructed through the incremental model achieve good results because in them, the effective policy alternatives are taken into account.

- **MIXED- SCANNING MODEL**

The framework reveals that the PRP does not have a mixed -scanning model feature in its making. This is a level which is difficult to reach in public policy making because it combines the qualities of both the rational model and the incremental model. According

to the researcher, the exclusion of this model does not have an adverse impact on the programme, its respective projects and the communities.

The researcher summarizes here that the formulation of the PRP has a limitation of failing to involve the most important process and pressure groups during it, namely; that its projects must be conducted through a specific process and the involvement of the grassroots. This shows that its formulation was a one-man show with inputs from those affected by the problem being seriously neglected. This also shows that the PRP is without a specific process.

In the following section, the checklist reflected the forms of poverty as a succeeding item of the social programme framework.

6.4.2.7 FORMS OF POVERTY

When politicians and communities define poverty within a social system, they indirectly explain its different forms. This indicates that poverty as a social problem must be viewed through different angles so that effective definitions and the respective objectives could be identified. The researcher utilized a checklist in this chapter to measure if the PRP framework contains the following four forms of poverty: absolute deprivation, relative deprivation, cultural deprivation and conjunctural deprivation.

- **ABSOLUTE DEPRIVATION**

The framework identifies absolute deprivation as a form of poverty within the South African context when it maintains that the poor are a sector of the community who do not work, who receive the social grants and are in the rural areas. In this context, poverty is classified according to the amount of income people earn.

- **RELATIVE DEPRIVATION**

The framework does not mention relative deprivation as a form of poverty through which people are classified as poor due to the class they occupy, such as lower class. In a social system , people occupy either the lower, middle or upper class.

- **CULTURAL DEPRIVATION**

According to the framework, the PRP intends to involve the youth who are deviant into community development programmes so that they can contribute positive gains towards their respective communities. The framework has identified the cultural deprivation as a form of poverty when it mentioned that there is a need to reduce crime in the urban poor communities which are better known as the informal settlements. In the literature review, it has been exposed that the poor have culture which predispose them towards committing crime and are lazy in general (Carley & Hardina, 1999:54).

- **CONJUNCTURAL DEPRIVATION**

The framework identifies the conjunctural deprivation as a form of poverty when it points out that the poor are poor due to the socio-economic policies of the previous South African dispensation. The poor communities are rural in nature, they were crammed in areas which have poor soil, harsh weather and high incidence of diseases and that these communities were not permitted to access the cities.

It is of utmost importance that the PRP framework expose the relative form of poverty as well, because this concepts will help reflect that the South African society today is still composed of the three classes, namely; the lower class, middle class and the upper class which are occupied by the black and the poor, the affluent and working and the whites and rich, respectively.

The following item of the checklist intended to measure the formulation of the PRP regarding the effects of poverty.

6.4.2.8 EFFECTS OF POVERTY

Social policy frameworks must identify the effects of the social problems they are formulated in order to address. According to the literature investigation on the poverty alleviation programme, the social programmes could have the effects on specific target groups, namely; women, children, the elderly, the disabled, the sick, the prostitutes, the

unemployed and the working poor, people under welfare, domestic violence and street children.

The checklist was scored against the presence or absence of the effects of poverty in the PRP framework on the following target groups:

- **WOMEN**

The framework mentions that women is an effect of poverty which was identified in the PRP. It is true poverty could be identified through observing women who are neglected and abused, who head the single-parent families and are living in the rural areas.

- **CHILDREN**

The framework mentions the children as an effect of poverty which was identified in the PRP. In the second chapter of this study, the researcher reported that children are physically and emotionally incapable of looking after themselves. The identification of children from poor family households and those who lost parents to HIV/AIDS and other communicable diseases as an effect of poverty is an advantage of the PRP.

- **THE ELDERLY**

The framework mentions the elderly as an effect of poverty which was identified in the PRP. The elderly were identified during literature review of this study as a sector of the community which is weak and cannot compete for scarce resources. In this context, poverty is highly concentrated among the elderly.

- **THE DISABLED**

The framework mentions the disabled as an effect of poverty which was identified by the PRP. The disabled cannot fairly participate in community development programmes because they were discriminated against. The PRP has identified them as an effect of poverty because unlike being discriminated against, there is inadequate infrastructure which is user-friendly to them. In this manner, the disabled cannot as well access the

community development programmes because the infrastructure is not created according to their physical and emotional impairment.

- **THE SICK**

The framework mentions the sick as an effect of poverty which was identified in the PRP. When people are sick, say after being infected by HIV/AIDS and other communicable diseases, they are unable to work for themselves and cannot provide for their families and own health care facilities. Thus poverty could be observed through the sick who have the poor characteristics such as without income, cannot provide for family and own requirement and cannot pay for own health care services.

- **PROSTITUTES**

The framework does not mention the prostitutes as an effect of poverty which was identified in the PRP. Literature review for this study has revealed that another type of youth who are deviant are prostitutes. It was reported that the effect of poverty on the unemployed is manifested in the individuals who sell their bodies for sexual favours in exchange of money and other economic resources.

- **THE UNEMPLOYED AND THE WORKING POOR**

The framework mentions the unemployed as an effect of poverty which was identified in the PRP. The unemployed are individuals who do not earn an income, they cannot afford to pay for their food, shelter and health care requirement and they are mostly poor. The unemployed are in this regard an important effect of poverty.

The framework does not mention the working poor who continue to work but earn little incomes as an effect of poverty which was identified in the PRP. This category still cannot afford to pay for their food, shelter, health care facilities and education as required in a normal life. They comprise of the domestic workers and agricultural labourers who are termed the working poor.

- **PEOPLE UNDER WELFARE**

The framework mentions the people under welfare as an effect of poverty which was identified in the PRP. It is evident that poverty is concentrated in families which are headed by individuals who are under welfare. During the literature review of this study, the social welfare grant recipients were reported to distribute their takings towards the socio-economic requirements of other members of their family households.

- **DOMESTIC VIOLENCE**

The framework does not mention domestic violence as an effect of poverty which was identified in the PRP, although is says much about neglect and abuse of women and children in the family households. This is an important effect of poverty which must be included in the social programme frameworks.

- **STREET CHILDREN**

The framework does not mention the street children as an effect of poverty which was identified in the PRP. It considers therefore that children are either neglected or abused at home without concluding that these children could end up being street children.

The framework has mentioned a number of the effects of poverty on certain target groups within the South African society, but unfortunately; it still has a limitation of a failure to conduct feasibility study before it was formulated. The researcher maintains that the increase in the problem of prostitution and street children require re-observation and inclusion in the framework.

In the succeeding item, the researcher outlines the findings of the research study with regard to the process of the PRP.

6.4.2.9 THE PROCESS OF THE PRP

When reading through a social programme framework, communities must be informed about the manner in which the social programme was advertised in order to access it to

the communities; how they must apply for the programme; how they should establish the community-based organizations and develop the business plans and constitutions as their supportive document; how they must apply for funds and the legality pertaining to drawing of funds on behalf of the community; how they must implement the plans of the projects and other matters related to the way projects are monitored and evaluated (Mamburu, 2000). This amounts to the process which every community development programme must follow in order to be effective in reducing poverty within communities. The social programme process has the following phases which were reflected in the checklist of this study: identification phase; preparation phase; appraisal phase; negotiation phase; implementation phase and evaluation phase (Mamburu, 2000).

The following were found in analysing the PRP framework:

- **IDENTIFICATION PHASE**

The framework mentions the identification phase of the PRP process. It is during this phase that family and community needs are identified. The national consultative process (NCP) is reported to have developed a 10-points programme which is a tool utilized for the identification of the family and community needs (*Business Plan 2001/2002 Poverty Relief Programme*, 2002:4).

This phase is conducted before the actual implementation of projects, and in this regard, the researcher identified that the framework has mixed both the identification and the implementation phases.

- **PREPARATION PHASE**

The framework does not make mention of the preparation phase of the PRP process. During the preparation phase, the problem must be defined in relation to its solutions.

- **APPRAISAL PHASE**

The framework mentions the appraisal phase of the PRP process during which the programme proposals are referred to the Department of Social Development for

assessment and approval. The framework does not explain in detail how applications for projects are done and the criteria which are appropriate for projects to be selected and approved for funding. This is an important phase because it involves the manner in which projects are prioritized and selected after they met the requirements of the PRP. During this phase, the practitioners must utilize their research investigations to convince the department that certain community development projects must be approved due to the reason that they meet the required criteria.

- **NEGOTIATION PHASE**

The framework does not mention the negotiation phase of the PRP process. Negotiation phase is about the development of supportive documents such as a business plan and the constitutions, the former concerned with the entire planning of the community development projects whilst the latter is concerned with the legalization of the community base organizations to represent communities.

- **IMPLEMENTATION PHASE**

The framework mentions the implementation phase of the PRP process but unfortunately as mentioned before, this phase has been mixed with that of the needs assessment. The limitation of skipping other phases of the social programme process leads to confusion when conducting the community development projects.

During the implementation phase, practitioners need to be guided as to how they should mobilize resources necessary for the social programmes; which obstacles they might experience; and how they must treat the community in an ethical manner (Swanepoel & De Beer, 1996:51).

- **EVALUATION PHASE**

The framework mentions the evaluation phase of the PRP process when it states that projects will be monitored and evaluated in terms of their impact on the inputs, processes and delivery which are aimed at improving the poverty condition of communities. As indicated in the framework, the increase and decline of the socio-

economic conditions and demographical status of communities is the information necessary to inform us about the positive impacts of the PRP projects on communities. Impact assessment is a phase of the PRP without which communities, managers, practitioners and other stakeholders cannot tell whether the programme is achieving what it was intended for. It has been mentioned in this study that the researcher intends to evaluate the formulation, implementation and evaluation of the PRP, and therefore evaluation becomes an important phase of the programme process.

Social programmes are complex entities which are difficult to conduct without a detailed process. In this regard, the social programme practitioners who did not receive professional education and training with regard to community development will find it difficult to conduct social programmes which do not have specific processes. When social programmes are formulated, they must be drafted in such a manner that they become free from the implementation problems which might retard their effectiveness. The implementation problems which were addressed for the effective formulation, implementation and evaluation of the PRP are discussed in the succeeding item.

6.4.2.10 IMPLEMENTATION PROBLEMS OF THE PRP

Social programme frameworks must address the implementation problems which might surface during the community development projects. The checklist listed a number of the implementation problems against which the PRP framework can be scored. It should be realized that not all the implementation problems must be addressed for a social programme to become effective, whilst on the other hand, failing to address the most important implementation problems could hinder its success.

The implementation problems listed in the checklist are the organizational disunity, standard operating procedures; organizational communication; problems regarding time and resources; horse-shoe-nail and planning; interorganizational politics; vertical implementation structures; horizontal implementation structures; top-down perspective; bottom-up perspective and circumstances external to the implementing agency.

The study findings regarding the implementation problems are the following:

- **ORGANIZATIONAL DISUNITY**

The organizational disunity problem is not reported in the framework. The organizational disunity problem is a condition through which social programmes are formulated by the national government and implemented and evaluated by the provincial government, in this way, the latter find it difficult to implement what the former has specified. The research study has identified that the Department of Social Development has formulated the PRP with the expectation that some of the provincial departments of Health and Welfare must implement and evaluate. Thus the Department of Social Development is only available in the national government level and therefore is not available in some of the provinces of South Africa.

- **STANDARD OPERATING PROCEDURES**

Although the framework identifies the standard operating procedures implementation problem of the PRP as lacking the level of the operational capacity, it does not mention how this problem is suppose to be addressed. The researcher is of the believe that the provinces will experience difficulties in putting actions upon the PRP framework specifications.

- **ORGANIZATIONAL COMMUNICATION**

The framework has identified the implementation problem of organizational communication which could be addressed through the integration and coordination of the PRP community development projects with other similar projects in the immediate communities. This condition helps save funds and addresses conflict and duplication.

- **PROBLEMS REGARDING TIME AND RESOURCES**

The framework has identified that intervention or implementation of community development projects will be hindered if the programme is conducted over a short-term basis. The PRP therefore targets to fund the projects over a longer period of say three years and over. The framework maintains that the PRP has the necessary economical resources for the community development projects.

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- **HORSE-SHOE-NAIL AND PUBLIC PLANNING**

The framework does not plan for an occurrence of a horse-shoe-nail and planning implementation problem in the design of the PRP. This problem is evident when a programme is aimed at reducing poverty whilst at the same time some conditions such as the inavailability of resources, poor participation, crime, corruption and nepotism which are associated with it, encourage the problem.

- **INTERORGANIZATIONAL POLITICS**

The framework mentions that the PRP intends to address the implementation problem of interorganizational politics through which different government departments and nongovernmental organizations have same interest of providing the same community with the same projects at the same time.

The PRP intends to coordinate its community development projects with the Department of Agriculture which will be required to provide communities with knowledge, skills and experience with regard to how projects are planned, implemented and evaluated. The framework also mentions that the Department of Social Development will seek assistance from the Department of Health to provide the programme with information regarding the targeting process of those who are affected with HIV/AIDS and the manner of developing sustainable projects for them. In this context, the community will gain both the social, economic and political resources necessary for their development from different government departments and nongovernmental organizations.

- **VERTICAL IMPLEMENTATION STRUCTURES**

The framework states that the PRP intends to address the vertical implementation structures problem of the implementation process in that it involves a number of viable local institutional structures which are in partnership with public officials in the management and maintenance of community development projects. The public- private

partnership (PPP) is identified by the researcher as an institution capable of achieving the highest benefits for the community development programme.

The framework also state that the formulation of different PRP projects will be simplified through the consultation process existing between the Department of Social Development and other government departments such as Safety and Security, Correctional Services, Education, Labour and Arts, Culture and Technology and the nongovernmental organizations.

- **HORIZONTAL IMPLEMENTATION STRUCTURES**

It has been reported throughout this study that development cannot be taken to the communities, rather communities must be actively involved in community development programmes which are aimed at developing them. The absence of this variable in the PRP symbolizes a disadvantage of the programme.

- **TOP-DOWN PERSPECTIVE**

The framework does not address the top-down perspective problem of implementation in that it shows that the PRP was formulated by those at the highest echelon of government institutions without the involvement of the local government and the grassroots. Social programmes which are developed through the top-down perspective have limited community participation, they are regarded as a control measure through which government manipulates communities and that they are usually less effective (Dror, 1986:5).

- **BOTTOM-UP PERSPECTIVE**

The framework does not prove that the grassroots inputs will be entertained in the PRP formulation. When communities do not have a say towards their own development, their projects become disrupted and fail to achieve the goals (Sabatier, 1997:281).

- **CIRCUMSTANCES EXTERNAL TO THE IMPLEMENTING AGENCY**

The framework does not identify the implementation problem of circumstance external to the implementing agency.

The scores about the implementation problems in the checklist indicate that there was no proper planning during the formulation of the PRP. An effective social programme is that which identifies the implementation problems and the resources necessary for their elimination.

6.4.2.11 THE PARTICIPANTS IN THE MONITORING AND EVALUATION PROCESSES OF THE PRP

The checklist listed the participants involved in the monitoring and evaluation of the PRP projects as the target groups who are the recipients of the programme; the programme managers who are the directors of the programme; the programme staff who are individuals employed by the Department of Social Development and the provincial departments of Health and Welfare; evaluation and research individuals who are people who are under institutions such as universities and technikons who conduct investigations regarding the social programmes; and the stakeholders who are the representatives from other government departments and nongovernmental organizations who compose the community based organizations for the projects.

Good social programmes are monitored and evaluated by all the mentioned participants. The findings of this study regarding the participants in the monitoring and evaluation process of the PRP are reflected below.

- **TARGET GROUPS**

The framework does not mention that the target groups will participate in the monitoring and evaluation of the PRP projects.

- **PROGRAMME MANAGERS**

The framework does not mention that the programme managers will participate in the monitoring and evaluation of the PRP projects.

- **PROGRAMME STAFF**

The framework does not mention that the programme staff will participate in the monitoring and evaluation of the PRP projects.

- **EVALUATION AND RESEARCH INDIVIDUALS**

The framework does not mention that evaluation and research individuals will participate in the monitoring and evaluation of the PRP projects. However the framework mentions that the Independent Development Trust (IDT) will be involved in the identification of the community needs but does not say whether the organization will as well be involved in the monitoring and evaluation of the PRP projects.

- **STAKEHOLDERS**

The framework mentions the strategic partnership to denote the stakeholders who are to be involved in the delivery process. It does not specifically mention their involvement in the monitoring and evaluation process. Although the framework spells out the necessity for impact assessment of projects with regard to poverty alleviation, it does not mention who will be responsible for the monitoring and evaluation process.

Monitoring and evaluation of the PRP is not in place. Effective monitoring and evaluation of the social programme requires the involvement of different stakeholders.

The findings exposed above delineate limitations regarding the formulation of the PRP. The checklist is otherwise an accurate instrument which policy makers could utilize in order to improve the formulation of the social programmes. According to the analysis, there is therefore much which requires to be done in order to develop a valid PRP framework.

Document analysis is an effective research method for this study because it enabled the researcher to accurately analyze the PRP framework with scrutiny.

6.5   SECTION 2: RESEARCH FINDINGS THROUGH SEMI-STRUCTURED INTERVIEWS

This second section in this second part of the chapter will present the findings of the study which were obtained through the semi-structured interviews (see APPENDIX C).

6.5.1   INTRODUCTION

This section is divided into two subsections as follows:

The first subsection exposes the biographical information of the 12 respondents involved in the semi-structured interviews as well as the features of the PRP projects. The respondents as has already been explained in the first part of this chapter, namely the key-informants were individuals who occupied the executive positions in the community based organizations of their projects, they were elected to represent the communities in those CBOs, they have the first hand information regarding the community needs and respective resources.

- The second subsection reports about the responses which were provided by the 12 key-informants when they responded to the questions regarding the formulation, implementation and evaluation of the PRP projects in their communities.

6.5.2   BIOGRAPHICAL INFORMATION OF THE KEY-INFORMANTS AND THE FEATURES OF THE PRP PROJECTS INVOLVED

It is of utmost importance for a study to explain the biographical information regarding the respondents who participated in the research process. In this section, the biographical information about the sex, age, highest educational background, language, occupation, position in the community based organization, organization of origin of the 12 key-informants and the types and duration of the projects will be presented.

6.5.2.1 SEX OF THE RESPONDENTS

There were 4 (33.3%) men and 8 (66.7%) women who participated as respondents in semi-structured interviews. This statistical representation indicates that more women than men are involved in the PRP community development projects in the Limpopo Province.

6.5.2.2 AGE OF THE RESPONDENTS

In this section the study categorized ages of the respondents into the young adulthood (20-40 years) and middle age (41-65 years) according to Papalia and Olds (1992:7-8) categorization.

There were equal representation of both age groups because the respondents who are between 27 and 38 years of age were 6 (50%) whilst the remaining 6 (50%) of the respondents were between 41 and 63 years.

6.5.2.3 EDUCATIONAL QUALIFICATIONS OF THE RESPONDENTS

The educational qualifications of the respondents are summarized in Table 6.3 below.

Table 6.3: Educational Qualifications of the respondents

Educational Qualifications	N=	Percentage (%)
Standards 0-5	4	33.3%
Standards 6-8	2	16.7%
Standards 9-10	1	8.3%
Standard 10 plus Diploma	4	33.3%
Postgraduate Degree	1	8.3%
Total	**12**	**100%**

From Table 6.3 above, the research study exposes that the educational qualifications of the respondents had highest concentrations on two categories of the respondents who hold standards 0-5 and standards 10 plus diploma which scored 33.3% each. Respondents who hold standards 6-8 were 2 (16.7%), whilst those who hold standards 9-10 and a post- graduate degree scored only 8.3% each.

6.5.2.4   LANGUAGE OF THE RESPONDENTS

The three languages spoken by the respondents are reflected in a Figure 6.1 below.
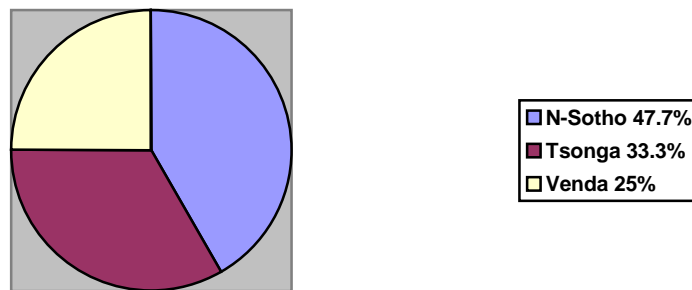
Figure 6.1: Languages of the respondents

The 5 respondents who speak Northern Sotho scored 41.7%, followed by the Tsonga speaking who were 4 (33.3%) and the Venda speaking who were 3 (25%). These are the indigenous languages which are spoken in the Limpopo Province of South Africa.

6.5.2.5 OCCUPATIONS OF THE RESPONDENTS

All the 12 respondents reported that they were not employed. The PRP community development projects involve individuals who do not work as they are intended to provide them with employment.

6.5.2.6 POSITIONS IN THE STEERING COMMITTEES OF THE RESPONDENTS

The positions in the steering committees held by the respondents are reflected in Table 6.4 below.

According to Mamburu (2000:73), steering committee is an organization which is comprised of individuals who represent the community in rendering the administrative functions of the community development project.

Table 6.4: A group frequency distribution of the positions in the steering committees held by the respondents

Positions	N=	Percentages (%)	Cumulative (%)
Chairperson	4	33.3%	33.3%
Secretary	2	16.7%	50%
Treasurer	1	8.3%	58.3%
Additional member	1	8.3%	66.6%
Project manager	2	16.7%	83.3%
Supervisor	1	8.3%	91.6%
Marketing manager	1	8.3%	99.9%
Total	**12**	**100%**	**100%**

According to the cumulative statistical information presented above, the ordinary positions in the steering committees of the chairperson, secretary, treasurer and additional member were represented by 66.6% in the study.

This study has identified the emergence of positions in the steering committees of the project managers, supervisors and marketing managers which scored 2 (16.7%), 1 (8.3%) and 1 (8.3%) respectively.

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6.5.2.7 ORGANIZATIONS OF ORIGIN OF THE RESPONDENTS

Respondents as key-informants, who participated in this study were drawn from different community organizations which have their interests in the PRP projects. Figure 6.2 below reflects the community organizations which contributed their membership in the projects.
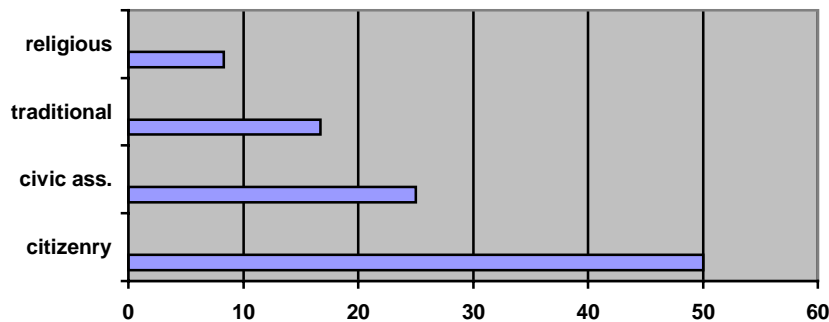

Figure 6.2: Community organizations of origin of the respondents

The figure above reveals that the PRP projects in the Limpopo Province are highly represented by ordinary citizens 6 (50%), who do not have the religious, traditional leadership and the political backing for participation in the projects. The political parties through the civic associations were represented by 3 (25%) respondents in the study whilst the traditional leadership still maintains a little influence in the rural areas by being represented by 2 (16.7%) and the religious groups represented by only 1 (8.3%).

6.5.2.8 TYPES AND NUMBER OF THE PROJECTS

The respondents reported the types and number of their PRP projects as indicated in Table 6.5 below.

Table 6.5: Types and number of the projects

Types of Projects	Numbers of Projects	Percentages
Bakery	3	25.1%

Brick- making	2	16.7%
Poultry farming	2	16.7%
Roof-tile making	1	8.3%
Pottery	1	8.3%
Laundry	1	8.3%
Fence- making	1	8.3%
Community garden	1	8.3%
Total	**12**	**100%**

From the above list in Table 6.5, the study has revealed that communities conduct many projects which are of bakery type with 3 (25.1%), brick- making and poultry farming each scoring 2 (16.7%) and the other types, namely: roof tile-making, pottery, laundry, fence-making and community garden each scoring 1 (8.3%).

6.5.2.9 DURATION OF THE PROJECTS

In order to simplify a discussion about the project duration, the researcher has grouped the projects according to the South African political development periods as reflected in Figure 6.3 below. These periods are according to the researcher, the previous dispensation period (1989-1993), the emancipation period (1994-1998) and the delivery period (1999-2003). Projects which were developed before 1994 and were funded by the previous governments of Venda, Gazankulu and Lebowakgomo are grouped under the period 1989-1993, whilst those which were developed immediately after the 1994 elections are classified in the emancipation period and lastly those which were developed after the second term of the current government are classified as falling within the delivery period.
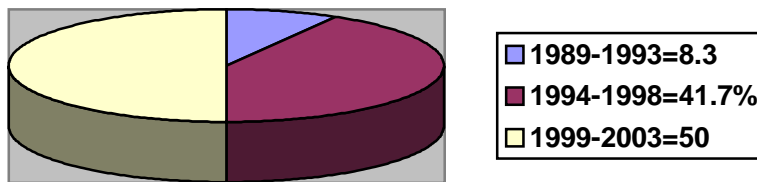
1989-1993=8.3
1994-1998=41.7%
1999-2003=50

Figure 6.3: Duration of the projects according to the three South African political periods

The above graph indicates that during the apartheid era (1989-1993), there were few community development projects which are today funded by the PRP which scored only 1 (8.3%) in this study. There are 5 (41.7%) projects which fall within the PRP which were established during the emancipation period (1994-1998). The highest concentration of projects which are assisted by the PRP were established during the current period (1999-2003) which the researcher terms a delivery period and have scored 6 (50%).

In the first subsection of the second section of the second part of the chapter, the study presented the biographical information regarding the sex, age, educational qualifications, languages, occupations, positions in the steering committees and the organizations of origin of the 12 respondents involved as key-informants in semi-structured interviews. The researcher also presented information regarding their involvement in types and the duration of PRP community development projects. This information is necessary in the study because it informs us about the characteristics of both the respondents and the projects under review.

In the succeeding second subsection of the second part of the chapter, the researcher will present the findings regarding the planning, implementation, monitoring and evaluation of the PRP projects which were collected through semi-structured interviews with the respondents who are in this regard the key-informants.

6.5.3   QUANTITATIVE DATA AND QUALITATIVE RESPONSES GIVEN BY THE KEY-INFORMANTS WITH REGARD TO THE FORMULATION, IMPLEMENTATION AND EVALUATION OF THE PRP IN THE LIMPOPO PROVINCE

6.5.3.1 INTRODUCTION

In this second subsection of the second section of the second part of the chapter, the researcher presents the qualitative responses which were obtained from the key-informants through semi- structured interviews regarding the planning, implementation and evaluation of the PRP projects.

The presentation will be as follows:

- the aims of the interview themes
- the responses of the key-informants will be presented in a quantitative manner and the extracted statements will be utilized to support them
- interpretation will be presented

6.5.3.1.1   IDENTIFICATION OF COMMUNITY NEEDS

The respondents were requested to report on the manner in which community needs were identified for being addressed by their PRP community development projects. Their responses in this regard are reflected in Figure 6.4 below.
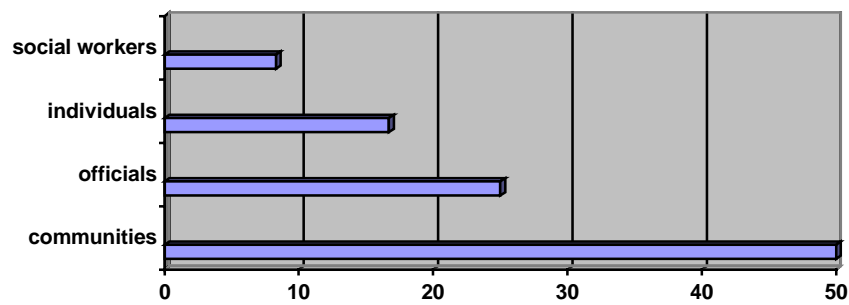
Figure 6.4: The manner in which community needs were identified

According to Figure 6.4 above, community needs were identified during the community gatherings. This indicates that at least half of the projects (50%) were accordingly identified by the entire communities. Some of the extracts are as follows:

- *"The community needs were identified in a gathering in which we decided to form a project"*

- *"We once gathered at a common meeting, we decided on the scarcity nature of the resources in the community, we decided ourselves that we require a bakery because the community members buy bread from far away."*

- *"We all gathered at the chief's kraal and discussed the poverty and that there are projects which could eliminate it. All community members were available in that forum."*

According to the researcher's view, community development projects which are established in this way have a high probability of being supported by the communities and they enhance community ownership towards the projects.

3 (25%) respondents reported that the community needs were actually identified by the public officials who are attached to the Department of Health and Welfare. The public officials are referred to as the community development officers and have a function of facilitating the projects.

Some of the statements which were extracted from the respondents read as follows:

- *"The officers from the Department of Health and Welfare shared with us the types of the projects which we could choose from, and we then decided that bakery is good for our community."*

- *"We were located by government officials who thought we should be funded in order to increase our production."*

This is a limitation because government officials are not suppose to tell communities what they must do to address their circumstances. Communities must be afforded an opportunity to make their own choices.

There are projects which were developed through the influence of individuals as reported by 2 (16.7%) respondents, as verified by the following responses:

- *"An individual who is employed at the mines came with the idea of roof-tile making, she has inspired us into supporting her idea because she convinced us that our products are in high demand by the community."*

- *"This project has been an outcome of an individual who came with an idea of fighting poverty through marketing of artifacts which were produced by nearby rural communities."*

This should not be recorded as a limitation because if the community did not see the importance of the project, they would not have supported the idea of an individual.

One (8.3%) respondent reported that the community needs were identified by the social workers as a form of an intervention. The social workers facilitated the establishment of a project which was concentrated at addressing the unemployment and accommodation conditions of the disabled, the blind in this regard. Again this type of projects should not be recorded as a limitation because it was not utilized by government department as a means to control communities.

6.5.3.1.2   THE SELECTION OF CERTAIN SECTORS OF THE COMMUNITY INTO PARTICIPATING IN THE PROJECTS

The respondents were required to report on the criteria they have implemented when they selected certain sectors of the community who participated in the projects. Their responses are summarized in Table 6.6 below.

Table 6.6: Criteria implemented by the steering committees when they selected certain sectors of the community who participated in the PRP projects

Criterion	N=	Percentage
Women who do not work	6	50%
People with knowledge and skills	2	16.7%
Individuals selected by government officers	1	8.3%
Disability	1	8.3%
Founder members of the group	2	16.7%
Total	**12**	**100%**

In Table 6.6 above, it is reflected by 6 (50%) respondents that the criteria implemented to select certain sectors of the community for participating in the projects was based upon the reason that the individuals were women who were unemployed.

This was captured in the following statements:

- *"We employ women who are single mothers who do not work."*

- *"We selected those who do not work who are single mothers and are young."*

There were 2 (16.7%) respondents which selected sectors within communities for participation because they have the necessary knowledge and skills required in the projects.

One respondent supported this by stating:

- *"We considered selecting those with knowledge and skills in bread-baking and mat-making, we also selected older women who are good at child-mending for our creche' which is beyond the street."*

There were 2 (16.7%) respondents who reported that they have implemented the criteria for selection of participants by considering the individuals who were the founder members of the project. A respondent said:

- *"To qualify for being selected in our project, individuals need to be founder members of the project, because we used our own contributions to form the project."*

This is because members have contributed resources towards the development of the project and would not like to be joined by other people who did not contribute anything.

According to 1 (8.3%) respondent, the criteria utilized for selecting individuals for participating in the project was based upon disability, that is being blind. In this regard the respondent stated:

- *"People who work here are chosen because of being blind, education is not the criterion as some of us cannot read and write."*

In this regard, in order to qualify for participating in the project, one has to be blind and is staying in the neighbouring communities.

One (8.3%) respondent reported that public officials who are the community development officers and are employed in the Department of Health and Welfare selected individuals who should participate in the projects. It is supported by a statement as follows:

- *"Members who qualify for the selection were identified by the officers from the Department of Health and Welfare."*

This is a serious limitation which is discouraged in this study. Community development officers must not involve themselves in matters which concern the communities. They must only facilitate the selection process without dominating the process themselves.

6.5.3.1.3 THE PROCESS FOR THE SELECTION OF THE STEERING COMMITTEE

The respondents were requested to report on the process which they followed when they selected members of the steering committee. There were three categories of responses to this question and the researcher has grouped them in Figure 6.5 below.
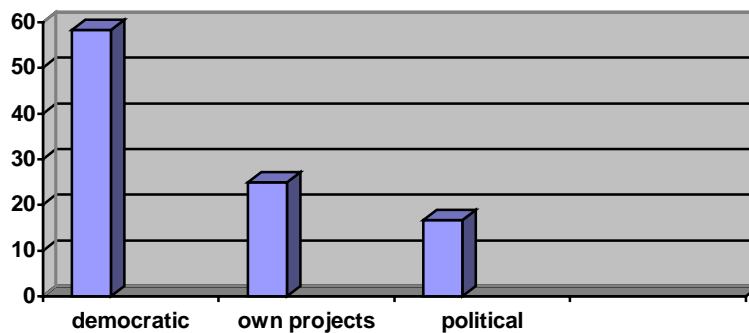
Figure 6.5: Categories of responses regarding the process which was utilized to select members of the steering committee

7 (58.3%) respondents in Figure 6.5 above reported that the steering committee members were elected through a democratic process at community gatherings. Individuals were selected and voted for, and those who received more votes were included in the community based organizations to represent the community in the administration of the projects.

The extracted statement to support this finding mentioned:

- *"Members who form the steering committee were voted for at a gathering at the chief's kraal, the civic and the traditional leadership contributed their members for the organization."*

The second category was reported by 3 (25%) respondents who maintained that individuals qualified for selection because they were participating in their own projects even before they were considered for funding by the PRP.

The respondents mentioned the following:

- *"We selected each other for the positions in the leadership because we are not many here, all the blind persons are members of the steering committee, it is only our secretary who is sighted, we have employed her."*

- *"The steering committee has been in place long before the funding from the Department of Health and Welfare, we have been baking our bread using a traditional oven and wood."*

- *"We selected the steering committee members among ourselves, we considered those individuals with management and marketing skills when conducting the selection."*

2 (16.7%) respondents reported that political background was the criterion they have utilized for selecting the members of the steering committee.

One respondent said as follows:

- *"The community based organization is basically highly represented by individuals who have a political background because we are highly involved in matters affecting the community."*

6.5.3.1.4 EDUCATION AND TRAINING PROCESS OF MEMBERS OF THE COMMUNITY PROJECTS

The respondents were requested to report on the process which was conducted when they and other community members were educated and trained in relevance to the simplification of the implementation of the community development projects. In Figure 6.6 below, the researcher reflects their responses.
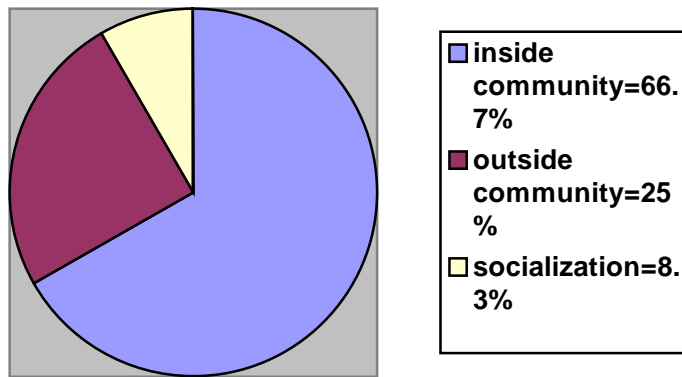
Figure 6.6: The process which was utilized when community members were educated and trained

The PRP projects have an important feature regarding education and training which is according to the researcher affordable to the communities, namely, the invitation of the educating and training individuals from the institutions to educate and train communities on sites of the projects. The convergence of the trainers to the communities was reported by 8 (66.7%) respondents. The respondents supported this by saying:

- *"When we started to understand the processes of the project, a man came to our community and taught us for two weeks. We were all taught in this premise and we all received certificate for baking."*

- *"We received training regarding bread, buns and vetkoek from the people who came from Sasko which is the supplier of flour."*

Only three (25%) respondents reported that community members received education and training outside their communities. This is a formal training on areas such as bookkeeping, business management, marketing, and others and trainees were certificated after a training period of at least three weeks.

A respondent reported as follows:

- *"Some of us obtained training from training institutions, they did diplomas in business management, basic computer skills, dress-making, silk screen printing and ceramic art."*

The study identified another form of education and training which was reported by one (8.3%) respondent who maintained that members of the projects acquired knowledge and skills through the socialization process. As they grow within their communities, individuals learn how to tilt land, mix herbs in order to produce the insecticides and the production of traditional manure. This is the knowledge and skills which they are implementing today in order to produce farming products.

This form of education and training was reported by the respondent who said as follows:

- *"We did not actually receive training with regard to gardening, we acquired the knowledge and skills from our parents when we were still young. We all can produce the traditional manure and insecticides. We do not buy them."*

6.5.3.1.5   THE PROCESS OF THE COMMUNITY DEVELOPMENT PROJECTS

The respondents were required to describe the process of their projects from inception to date. This question was specifically aimed at identifying the process of the PRP projects.

At least all 12 respondents reported that they have accordingly planned and implemented their projects.

One said:

- *"We have developed this garden from a small portion till it is a three hector in size today. We work according to our business plan."*

The researcher discovered that only two respondent (16.7%) of all the 12 respondents mentioned that they have considered monitoring and evaluating their projects.

One respondent had this to report to the study:

- *"Our financial books are checked by an auditor we have hired, he stays at Pretoria and he renders the monitoring and evaluation of the project."*

6.5.3.1.6   THE FUNDING PROCESS OF THE PROJECTS

The respondents were required to report on the funding process of their respective PRP community development projects. The responses are reflected in Figure 6.7 below. There are projects which satisfied the whole process, namely: leveraging, donors and funding. There are projects which received only donations and the funding from the PRP whilst there are projects which received only the funding without the other processes.
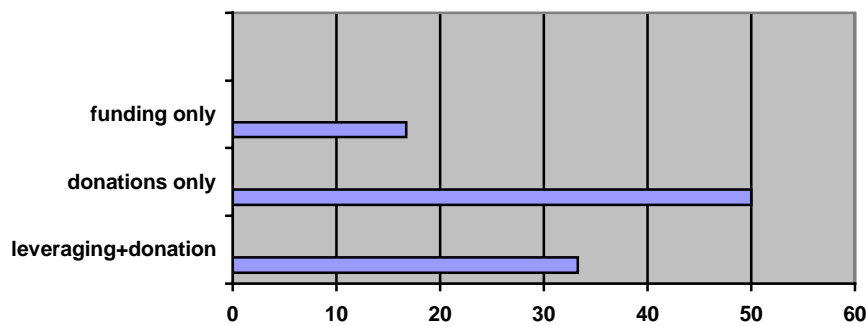

Figure 6.7: The funding process of the PRP projects

Community development projects which practiced leveraging process and obtained donations before obtaining funding from the PRP were reported by   4 (33.3%) respondents.

Some of the key-informants reported as follows:

- *"We made our own contributions for the project, the Department of Health and Welfare realized that we qualify and funded us. The Japan Embassy followed suit and donated an amount of 510 American dollars to our project."*

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- *"We have our own money for the project, the Department of Health and Welfare funded us twice, first they gave us R150 000 and for the second time they gave us R80 000. The American Embassy came to our rescue and donated a fence and a borehole."*

The PRP is the major funding agency for all the projects which fall within its domains. Although all the respondents reported that their projects have received funding from the PRP, only 2 (16.7%) utilized that funding without conducting leveraging and donation.

Some said:

- *"We did not have money in the beginning, the Department of Health and Welfare funded us with R98 000."*

- *"Our coordinator is the sole mastermind who contacted the Department of Health and Welfare for funds, the department assisted us by requesting the Department of Trade and Industries to fund our project."*

Half (50%) of the respondents reported that their projects have received donations in the form of money, machines and equipment from government departments and the nongovernmental organizations.

They said the following supportive statements:

- *"We requested for more funds from the French Embassy, they have allocated R95 000 to the project, and will soon pay-up the remaining R208 000."*

- *"Eskom supplied us with the baking utilities such as an electrical oven and pans. We do not need any more funding because we are self-sufficient."*

6.5.3.1.7   THE IMPACT THAT PROJECTS HAVE ON THE COMMUNITY CONDITIONS

Through this question, the researcher intended to find the manner in which the community development projects have improved the lives of the communities. The

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responses in this context were grouped into three categories which are reflected in Figure 6.8 below, namely: projects provided communities with employment opportunities with adequate earnings; projects provided communities with employment opportunities with inadequate earnings; and communities were provided with the products at short distances and affordable prices.
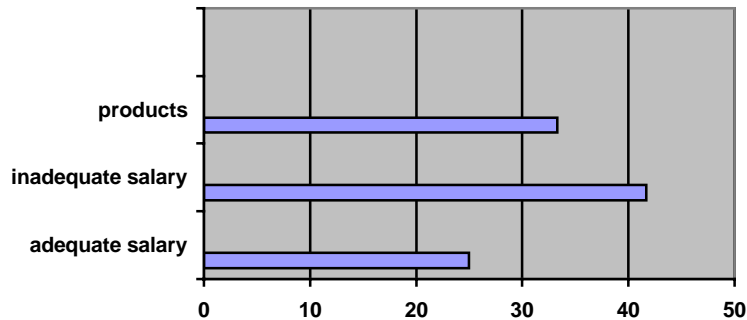

Figure 6.8: The impact of the PRP projects on community conditions

3 (25%) respondents reported that community members were employed in the projects which have progressed in such a condition that they are able to reimburse them with adequate salaries. The respondents in this category believe that their projects are going to increase production, the size and their earnings in future.

One respondent was recorded as saying the following:

- _"The project has a positive impact on the neighbouring communities because we market their products countrywide, we have employed about 14 unemployed mothers and are paying them between R600 and R1 500 a month in salaries."_

According to 5 (41.7%) respondents, the PRP projects have a quality for providing community members with job opportunities but unfortunately they pay them very little which cannot enable them to meet their household requirements.

The statements to support this finding said the following:

- *"The project assisted the blind through occupying their social lives, we earn from R200 to R350 a month depending on the nature of the sales."*

- *"There are 15 employees who are employed who earn at least R300 per month. That is something for this period when there is a high rate of unemployment in communities."*

Four (33.3%) respondents reported that their projects have an advantage of providing their communities with the required products at reasonable distances and affordable prices.

Some mentioned the following:

- *"The community buys fresh bread, buns,* achaar *and soft drinks from us, we have the cheapest bread which is affordable to them."*

- *"I have already mentioned that the community and its shops buy our bread which is cheap and fresh all the time, we have realized that they are not only supporting us, it is said our bread tastes superbly."*

6.5.3.1.8   FUTURE PLANS OF THE PRP PROJECTS

The respondents were requested to report to the study the future plans for their community development projects. The respondents have two main plans for the future of their projects, namely: they intended to employ as many individuals as possible and they intended to extend their building structures and the surrounding as reflected in Figure 6.9 below.
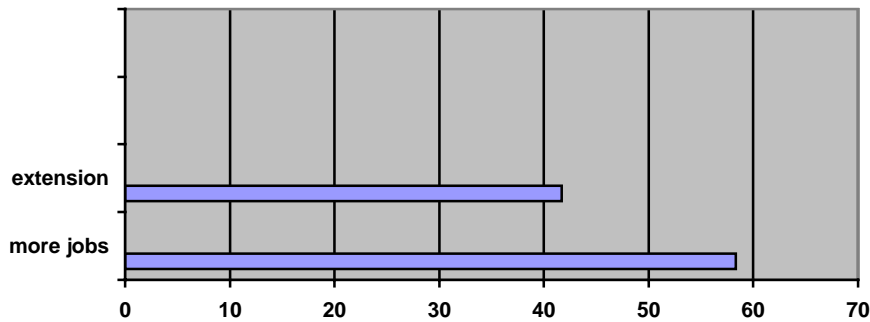
Figure 6.9: The future plans of the community development projects

According to 7 (58.3%) respondents, the future plans of their community development projects are centered around the creation of more job opportunities for community members who are unemployed. The respondents mentioned the following:

- *"We intend to develop the project to the status where it can employ more people than today, the young and the unemployed are our main concern."*

- *"The future of the project is aimed at employing other members of the community. We intend to train them so that they can acquire the knowledge and skills which we possess."*

Five (41.7%) respondents felt that they planned to extend the building structures and the surrounding of the premises for their projects. The statements to support this finding are as follows:

- *"We intend to develop that eastern part of our land into a scenery sport, we shall catch water during the rainy seasons and keep fish in a small dam. It will attract people as far away as Thohoyandou. We have already started the process of clearing the area."*

- *"We intend to extend our project not only for our immediate requirement but also for those who may wish to join us in the future."*

- *"We are also thinking of involving more marketing managers because at present we only have one, they (marketing managers) will market our products throughout the Sekhukhune and Capricorn regions. We will develop into a big business.."*

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In this context, the researcher has realized that the respondents have a common goal regarding the future plans and growth of their projects.

6.5.3.2 THE OPINIONS OF THE RESPONDENTS REGARDING THE AIM, THE OBJECTIVES, FORMULATION, THEORETICAL FRAMEWORK, EFFECTIVITY AND OUTCOMES OF THE PRP IN THE LIMPOPO PROVINCE

6.5.3.2.1 THE AIM OF THE PRP

The researcher intended to measure whether the communities who were receiving the PRP community development projects knew the global aim of the programme. The responses are reflected in Table 6.7 below.

Table 6.7: Responses regarding the respondents' opinions about the aim of the PRP

Categories	N=
The aim of the PRP is the creation of job opportunities	4 (33.3%)
The aim of the PRP is funding of the community development projects	8 (66.7%)
Total	**12 (100%)**

Four (33.3%) respondents felt the aim of the PRP is the creation of job opportunities for community members who are without jobs. They mentioned the following:

- *"The aim of the PRP is obviously to reduce poverty through the creation of jobs for the impoverished communities."*

- *"The programme is helpful to the communities because we are able to work, we earn in order to educate our children, we are able to buy food for our families."*

- *"According to my opinion, the PRP has a good plan which is achieved through fighting poverty in our communities by affording us with employment opportunities."*

Eight (66.7%) respondents felt the aim of the PRP is concentrated at funding of the community development projects. Some mentioned the following statements:

- *"PRP has main aim of funding projects so that at last they (projects) can secure jobs for the jobless."*

- *"What I feel is proper is that the PRP should continue to assist us with funding."*

From the above findings, the researcher has realized that communities which are receiving the assistance of the PRP do not know the aim of the programme.

6.5.3.2.2   OBJECTIVES OF THE PRP

The researcher intended to evaluate whether the communities who were receiving the PRP projects knew the objectives of the programme. The responses are reflected in Table 6.8 below.

Table 6.8: Responses regarding the respondents' opinions about the objectives of the PRP

Categories	N=
Do not know	5 (41.7%)
The objectives of the PRP are about the creation of job opportunities	4 (33.3%)
The objectives of the PRP are about funding the projects and the creation of job opportunities	2 (16.7%)
The objectives of the PRP are about facilitation of the projects	1 (8.3%)
Total	**12 (100%)**

Four (33.3%) respondents said they felt the objectives of the PRP are about the creation of job opportunities.

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Two (16.7%) respondents reported that they felt that the objectives of the PRP are about the funding of the projects and the creation of job opportunities. They said the following:

- *"The programme can reduce unemployment for the few disabled who are drawn from adjacent villages.."*

- *"I think the PRP should still reach-out to some members of the community who are without work and uplift them till they reach our level."*

One (8.3%) respondent reported that according to her opinion, the objectives of the PRP are about facilitation of the projects. She said that:

- *"To my opinion, the PRP's objectives are weakened by its community development officers who fail to accordingly facilitate the projects in our community, there is still much which is needed for the involvement of the PRP."*

The researcher concludes that most community members who are involved with the planning, implementation and evaluation of the PRP projects do not know the objectives of the programme, especially if one also considers the fact that 5 (41.7%) of the respondents mentioned that they do not know what the objectives of the PRP are.

6.5.3.2.3   FORMULATION OF THE PRP

The researcher intended to measure whether the communities who were receiving the PRP projects knew about the formulation of the PRP framework. The responses are reflected in Table 6.9 below.

Table 6.9: Responses regarding the respondents' opinions about the formulation of the PRP

Categories	N=
The formulation of the PRP is well designed	1 (8.3%)
Do not know	9 (75%)
The formulation of the PRP is about caring for the disabled	1 (8.3%)
The formulation of the PRP is about monitoring and evaluation	1 (8.3%)
Total	**12 (100%)**

Three quarter (75%) of the respondents reported that they do not know about the formulation of the PRP.

Each (8.3%) of the three respondents reported that the formulation of the PRP is well designed, the formulation is about caring for the disabled and the last said the formulation is about monitoring and evaluation. The following words were said by the respondents:

- *"This is a good formulation although as a politician myself I haven't come across its stipulations."*

- *"Community development officers did not share the information regarding the formulation of the PRP legislation with us."*

- *"The formulation is caring because it considers the disabled as well, who else cares about us?"*

- *"The formulation of the PRP is about the monitoring and evaluation of the projects, that is why we have an independent and neutral auditor to do our books."*

The researcher concludes that the formulation of the PRP is not known to the recipients of the PRP projects.

6.5.3.2.4   THE EFFECTIVENESS OF THE PRP

The researcher intended to evaluate whether the communities who were receiving the PRP projects regard it as an effective intervention towards their circumstances. The responses are reflected in Table 6.10 below.

Table 6.10: Responses regarding the respondents' opinions about the effectiveness of the PRP

Categories	N=
The PRP is effective	9 (75%)
The PRP is ineffective	2 (16.7%)
The PRP is ineffective because of its minimized funding	1 (8.3%)
Total	**12 (100%)**

According to the responses in Table 6.10 above, 9 (75%) respondents are of the opinion that the PRP is effective in addressing their poverty condition. Some said the following:

- *"Health and Welfare through its community development officers is effective because it is concerned about our daily lives, they check us regularly, we feel we are no longer neglected by our community because they care about us."*

- *"The PRP considers assisting both the rural and urban with funding, it is effective because it does not discriminate against people who participate in projects according to their disabilities and the level of literacy."*

- *"The Health and Welfare people are able to fund communities with money to develop projects, this will help them secure jobs both for ourselves and for our children."*

Two (16.7%) respondents view the PRP as an ineffective programme.

One mentioned as follows:

- *"I do not know whether to say that the programme is ineffective or that its officials fail to submit our business plans to the national government in time, because usually we receive small budgets, there is a serious lack of monitoring and evaluation within the PRP, there is also a lack of information dissemination within the programme."*

And additional one (8.3%) respondent reported that the PRP is ineffective because its funding of the projects is too little. The respondent mentioned:

- *"The PRP would be more effective if we consider its easy terms for approving and funding projects, unfortunately its funding is too minimal for an average project which is meant for reducing poverty and unemployment."*

The researcher concludes that the PRP is ineffective based on the responses highlighted in this study that some projects fail to pay the participants enough incomes to enable them to fend for their family households requirements.

6.5.3.2.5   THE OUTCOMES OF THE PRP

The researcher intended to evaluate whether the communities who were receiving the PRP projects know the outcomes of the programme. The responses are reflected in Table 6.11 below.

Table 6.11: Responses regarding the respondents' opinions about the outcomes of the PRP

Categories	N=
The PRP outcomes are centered around the job creation opportunities for the communities	7 (58.3%)
The PRP outcomes are ineffective because the programme funding is too minimal	5 (41.7%)

Total	12 (100%)

Seven (58.3%) respondents reported that according to their opinions, the PRP is centred around the job creation opportunities. Some mentioned the following:

- *"The PRP will increase the employment of people who are unemployed. The projects such as ours will grow to become big corporations which will train even other communities in our neighbourhood."*

- *"We shall have many projects in the communities, everywhere you go, you will find these projects, that will be the outcomes of the programme."*

Five (41.74%) respondents are of the opinion that the outcomes of the PRP are ineffective because the programme funding is too minimal. The following statements were recorded from the respondents:

- *"The Health and Welfare leaders should extend the financial assistance which are meant for the community projects, someone must distribute adequate financial resources to these projects."*

- *"The PRP will ensure the creation of more jobs in the rural areas, people will be employed in large numbers although according to my view no one will ever earn more than R400 a month (laugh), this will mean that we are still trapped in poverty."*

The researcher concludes that the respondents of the study regard the outcomes of the PRP as negative, that is, the programme fails to assist them.

The researcher has so far exposed the study findings regarding the biographical information of the key-informants and the PRP projects which are conducted within the communities in the Limpopo Province. The respondents were requested to share information with regard to the planning and implementation of their community development projects and their opinions regarding the aims, objectives, formulation, effectiveness and the outcomes of the PRP. Semi-structured interview is an effective research methodology to collect information regarding the opinions about the programme from the recipients of the programme. It has a good turn-over and the researcher can probe the questions. In this study, although it has been expensive to travel

to the regions of the Limpopo Province, the researcher has been able to collect first hand information as well as observing the processes of the projects.

The succeeding section presents the findings of the study which were collected through the self-administered questionnaire completed by 18 community development officers who were involved with the PRP projects in the Limpopo Province.

6.6   SECTION 3: RESEARCH FINDINGS THROUGH SELF-ADMINISTERED QUESTIONNAIRES

6.6.1   INTRODUCTION

In this third section of the second part of the chapter, the researcher will present the research findings which were obtained through the questionnaires completed by the community development officers involved with the PRP projects in the Limpopo Province (see APPENDIX B). As was explained in the first part, the questionnaire for this study has three sections which in this context will be reflected in the three subsections as follows:

- In the first subsection, the researcher presents the biographical information of the respondents who are in this regard the community development officers who participated in the formulation, implementation and evaluation of the PRP in the Limpopo Province, and the projects under the programme

- In the second subsection, the researcher presents the findings which were obtained through the checklist portion of the self-administered questionnaire. The information was basically aimed at measuring the formulation, implementation and evaluation of the PRP

- In the third subsection, the researcher exposes the opinions of the community development officers about the formulation, implementation and evaluation of the PRP

6.6.2 BIOGRAPHICAL INFORMATION OF THE RESPONDENTS AND FEATURES OF THE PRP PROJECTS INVOLVED

It this first subsection, the researcher presents the findings regarding the biographical information of the respondents who participated in the research process. This information is about the sex, age, highest educational qualifications, regions of operation, designations and professional associations of registration of the community development officers. The researcher presents information about the types, numbers, areas and statuses of the PRP projects involved.

6.6.2.1   SEX OF THE RESPONDENTS

There were 6 (33.3%)men and 12 (66.7%) women who participated as community development officers in this study. This indicates that the PRP is involving more women than men in its projects.

6.6.2.2   AGES OF THE RESPONDENTS

The researcher has indicated during the previous section of this part of the chapter that he classified the ages of the respondents according to the two categories, namely: the young adulthood (20-40 years) and middle age (41-65 years).

There were 14 (77.8%) respondents who are falling under the age of young adulthood and 4 (22.2%) belong to the middle age category.

The remaining 4 (22.2%) belong to the middle age category.

Both the reported age groups are still active in the facilitation of the PRP projects.

6.6.2.3 **EDUCATIONAL QUALIFICATIONS OF THE RESPONDENTS**

The educational qualifications of the respondents are reflected in Figure 6.10 below.

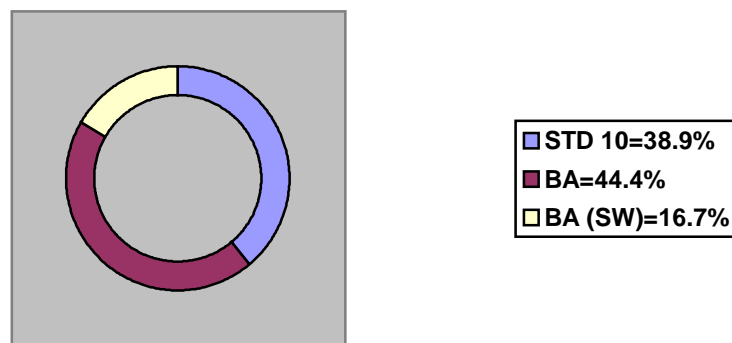
STD 10=38.9%
BA=44.4%
BA (SW)=16.7%

Figure 6.10: The educational qualifications of the respondents

From Figure 6.10 above, it is indicated that 7 (38.9%) respondents for this study hold standard 10 as their highest educational qualification. The PRP therefore, is highly represented by public officers who do not have the tertiary education.

There were 8 (44.4%) respondents who reported that they hold a BA degree.

Three (16.7%) respondents said they hold a bachelor degree in social work.

At least the two above expositions delineate the emergence of public officials who facilitate the community development projects and hold the professional experience, knowledge and skills which are not available within the communities.

6.6.2.4 DISTRICTS WITHIN THE LIMPOPO PROVINCE IN WHICH THE RESPONDENTS OPERATE

According to the questionnaire returns, the six districts of the Limpopo Province were unequally represented in the study. This information is summarized in Figure 6.11 below.
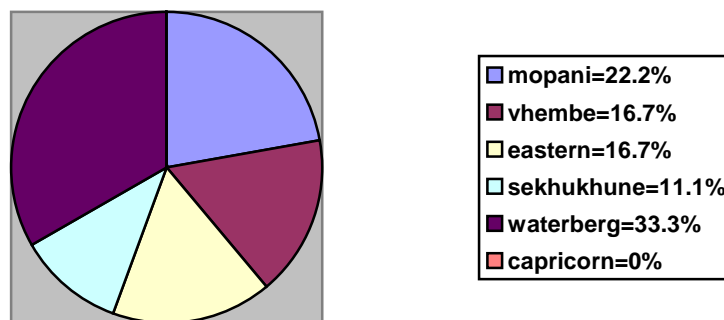

Figure 6.11 The number of respondents according to their districts in the Limpopo Province

As indicated in the Figure 6.11 above, there were 4 (22.2%) respondents who operate within the Mopane district of the Limpopo Province.

Both the Vhembe and Eastern districts were each represented by 3 (16.7%) respondents in the study.

The Sekhukhune District was represented by 2 (11.1%) respondents.

Six (33.3%) respondents represented the Waterberg District.

The Capricorn District did not return the questionnaire.

6.6.2.5   DESIGNATIONS OF THE RESPONDENTS

Sixteen (88.9%) of the respondents reported that they hold the designation of a community development officer.

Only 2 (11.1%) respondents said that they hold a position of the senior community development officer.

The study found that the Department of Social Development does not have some of its own provincial departments to formulate, implement and evaluate the PRP in the provinces.

6.6.2.6   PROFESSIONAL ASSOCIATIONS OF THE RESPONDENTS

Seventeen (94.4%) of the respondents reported that they are not registered with any professional association.

Only one (5.6%) respondent reported that he/she is registered with the South African Council for Social Services Profession.

Although in Figure 6.10 above, the researcher has indicated that two respondents hold a bachelor degree in social work, they are not all registered with the professional association.

The researcher maintains that the PRP community development projects in the Limpopo Province are facilitated by public official who do not have the professional mandate to do so.

6.6.2.7   THE TYPES, NUMBERS, AREAS AND STATUSES OF THE PROJECTS

In this subsection, the researcher aimed at gathering enough data which can enable him to describe in detail the types, numbers, areas and statuses of the PRP projects involved. This is important data because it informs the audience of the research report about the nature of the implementation of the PRP, the impact of the programme in terms of the number of projects provided to the communities, the recipients of the PRP and the stages in the programme process. Table 6.12 summarizes the findings.

Table 6.12 The types, numbers, areas and statuses of the PRP projects in the Limpopo Province

Types	Total	Areas		Statuses		
		Rural	Urban	Started	Complet–ed	Incomple-te
Brick-making	27 (18.2%)	25 (92.6%)	2 (7.4%)	6 (22.2%)	12 (44.4%)	9 (33.3%)
Bakery	28 (18.9%)	26 (92.9%)	2 (7.1%)	8 (28.6%)	14 (50%)	6 (21.4%)
Gardening	16 (10.8%)	13 (81.3%)	3 (18.7%)	4 (25%)	6 (37.5%)	6 (37.5%)
Fence-making	16 (10.8%)	16 (100%)	0 (0%)	1 (6.2%)	13 (81.3%)	2 (12.5%)
Sewing	13 (8.8%)	12 (92.3%)	1 (7.7%)	5 (38.5%)	5 (38.5%)	3 (23%)
Arts & craft	3 (2.0%)	0 (0%)	3 (100%)	3 (100%)	0 (0%)	0 (0%)
Poultry-farming	14 (9.5%)	14 (100%)	0 (0%)	0 (0%)	14 (100%)	0 (0%)
Piggery	3 (2.0%)	3 (100%)	0 (0%)	0 (0%)	2 (66.7%)	1 (33.3%)
Stone-crushing	2 (1.4%)	2 (100%)	0 (0%)	0 (0%)	2 (100%)	0 (0%)
HIV/AIDS	2 (1.4%)	2 (100%)	0 (0%)	2 (100%)	0 (0%)	0 (0%)
Catering	2 (1.4%)	2 (100%)	0 (0%)	2 (100%)	0 (0%)	0 (0%)
Food security	15 (10.1%)	7 (46.7%)	8 (53.7%)	2 (13.3%)	10 (66.7%)	3 (20%)
Pottery	2 (1.4%)	2 (100%)	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Corporates	5 (3.4%)	5 (100%)	0 (0%)	5 (100%)	0 (0%)	0 (0%)
Total	**148 (100%)**	**129 (87.2%)**	**19 (12.8%)**	**38 (25.7%)**	**78 (52.7%)**	**32 (21.6%)**

6.6.2.7.1   TYPES OF PROJECTS

The respondents said they were facilitating community development projects which according to Table 6.12 above, are as follows:

- Brick-making

- Bakery

- Gardening

- Fence-making

- Sewing

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- Arts and craft
- Poultry farming
- Piggery
- Stone crushing
- HIV/AIDS
- Catering
- Food securing
- Pottery
- Corporates

This study identified that the PRP in the Limpopo Province is strongly engaged with the development of the small, medium and micro enterprises (SMMEs) through the projects which enable people to produce products which are required for the immediate consumption by their communities. In this context, community development projects are able to earn incomes necessary for their own development.

- **THE TOTAL NUMBER OF PROJECT TYPES IN THE REGIONS**

In total, 148 projects were facilitated by the community development officers (the respondents). In this item, the researcher will present the total number of project types together with their corresponding percentages as calculated from the entire list of projects. The researcher is hereby concerned with the report regarding the second column of Table 6.12 above.

The findings are as follows:

27 (18.2%) projects are conducting the brick-making business. This indicates that there is a high concentration of the brick-making projects in the communities.

28 (18.9%) of the projects are doing bakery. There is also a high concentration of bakery business in the communities.

There are 16 (10.8%) community development projects which are involved with gardening which is also termed greenery according to the PRP categorization. These projects are weak in securing communities with regular and adequate incomes.

There are 16 (10.8%) PRP community development projects which are practicing the fence-making business. The communities have machines which they utilize to process raw wire to make fence and other products such as hangers. This type of business achieves a great deal as far as poverty alleviation is concerned.

Table 6.12 exposes that 13 (8.8%) community development projects in the regions of the Limpopo Province are involved with sewing. In the sewing business, community members purchase the sewing machines and material in order to produce garments such as school uniforms and other clothing.

The arts and craft community development projects are an emerging business in the PRP because they are represented by only 3 (2.0%) projects in this study.

There are 14 (9.5%) community development projects which practice poultry farming in the study. Communities purchase small chicks from the urban areas which they rear till they become full grown chickens.

The piggery project was reported by a total of 3 (2.0%) respondents. Piggery is similar to poultry farming because communities purchase small piglets which they rear until they reach the stage of adult pigs which are on demand by the market and respective communities. Like arts and craft, piggery is also in its initial stage of development.

There are only 2 (1.4%) stone crushing projects which were reported by the respondents. The stone crushing industry is a process through which communities utilize machines to crush the available rocks to produce stones which are required for infrastructure development. This type of project is according to the researcher an adequate enterprise to provide communities with employment opportunities and income.

At least 2 (1.4%) projects are conducting HIV/AIDS awareness campaign. The HIV/AIDS awareness campaign is a project which must be attached to every work-place rather than being singled out as a project on its own.

There are 15 (10.1%) community development projects which are conducting food security process. The researcher is of the believe that this type of project is a duplication of the Community Based Nutrition Programme (CBNP) which is under the auspice of the Department of Health and Welfare.

The respondents reported that there are 2 (1.4%) pottery projects in the study. The researcher believes that if well formulated and implemented, this type of community development project can be a strong tourist attraction and as such it can generate income to the communities.

Lastly, there are 5 (3.3%) corporates projects.

The research study also identified that the PRP community development projects are conducted in both the rural and urban areas of the province. There is a prevalence of certain types of projects in rural or urban areas. This is explained in the succeeding item.

- **AREAS IN WHICH THE PROJECTS ARE CONDUCTED AGAINST THEIR TYPES**

It has been exposed in Table 6.12 that different PRP projects are conducted in different areas throughout the Limpopo Province, namely the rural and urban areas. This item discusses the findings of the study which are reflected in the third and fourth columns of the table.

It is indicated in the said table that a total of 129 (87.2%) projects are conducted in the rural areas whereas the remaining 19 (12.8%) are in the urban areas. This shows that the PRP is highly concerned with the improvement of the quality of life of the communities which were previously disadvantaged, namely the rural communities.

According to Table 6.12 above, there is a higher concentration of brick-making projects in the rural areas than is the case in the urban areas. This is exposed by the scores of 25 (92.6%) against 2 (7.4%) for rural and urban areas, respectively. The researcher is of the believe that this type of business fairs well in the urban areas where there is higher construction than is the case in the rural areas.

There is a growing number of bakeries in rural areas than in the urban areas. This is indicated with a score of 26 (92.9%) for rural against a score of only 2 (7.1%) for the urban areas. The researcher is of the opinion that bread-making business fairs well if it has an increased size of clients. This therefore means that the more bakeries are established, the less business they will make.

The PRP projects are involving rural communities with gardening at a rate of 13 (81.2%). There are only 3 (18.8%) communities which are conducting the greenery projects in the urban areas. The researcher has already reported that gardening project has a limitation because it brings forth little income. Projects which practice gardening must be conducted in large areas and must be supported by adequate equipment, technology and skills.

There is an emergence of fence-making business in the rural areas. Table 6.12 above delineates that, according to the respondents who participated in the study, only the rural area is conducting this type of the community development project at a score of 16 (100%).

From the total of 13 projects which are involved with the sewing business, 12 (92.3%) are situated at the rural areas whilst the remaining one (7.7%) is situated in the urban areas.

Table 6.12 indicated that all 3 (100%) arts and craft projects take place in the urban areas. The arts and craft projects have an advantage of increased income which is boosted by the tourists.

All the 14 poultry farming projects in the study are conducted in the rural areas. Poultry farming has an added advantage because it provides communities with chicken which is mostly consumed at a higher rate than is beef in most communities.

Rural communities have a highest concentration of 3 (100%) PRP projects which are involved with piggery whereas there is no piggery project in the urban areas, according to the study findings.

There is a small number of only 2 projects in the rural areas which conduct the stone-crushing business. There is an absence of stone- crushing projects in the urban areas. The researcher is of the opinion that the stone- crushing projects would develop well if they were situated in the urban areas where there is a high rate of infrastructure construction.

All the two community development projects which are conducting the HIV/AIDS campaigns are in the rural area. It is also quite not clear as to what takes place in such projects.

There are only 2 projects which are conducting catering business which are based in the rural areas. There is no catering business in the urban area. The researcher is of the opinion that catering business fairs well if it is situated in the urban areas where there is a high rate of functions.

The food security projects are 7 (46.7%) in the rural areas whereas the other 8 (53.3%) are in the urban areas.

Pottery business is represented only in the rural areas with a score of 2 (100%). Community development practitioners must encourage the establishment of this type of projects which demand inexpensive resources on the part of communities.

The corporates are concentrated only in the rural areas with a score of 5 (100%) projects.

The expositions mentioned above were only related to the findings of the study. In reality, the Limpopo Province is more rural than it is urban in nature.

6.6.2.7.4 **THE STATUSES OF THE PRP PROJECTS IN THE LIMPOPO PROVINCE DISTRICTS**

A question about the statuses of the projects is aimed at informing the audience about the stages which the PRP projects have reached. The researcher identified that there is no relationship between the statuses of the projects and their types.

The projects will be categorized into three statuses, namely: started, complete and incomplete. These categories are defined as follows:

- **STARTED:** the community development projects under this category are in the process of requesting funding from the PRP. These projects have the community based organizations, business plans, Constitutions and other related requirements in place and the problem with them is that they have not as yet received funding from the provincial Department of Health and Welfare.

- **COMPLETED:** these are the community development projects which have received funding from the PRP and other forms of donations from both government and the nongovernmental organizations. These projects are in operation.

- **INCOMPLETE:** these are the community development projects which have already received funding from the PRP and are faced with insustainability. Most are still looking forward for further funding and if it does not reach them in time, they might collapse.

In this study, the researcher will detail a discussion of each status individually. The statuses of the PRP projects in the regions of the Limpopo Province are summarized in Figure 6.12 below.
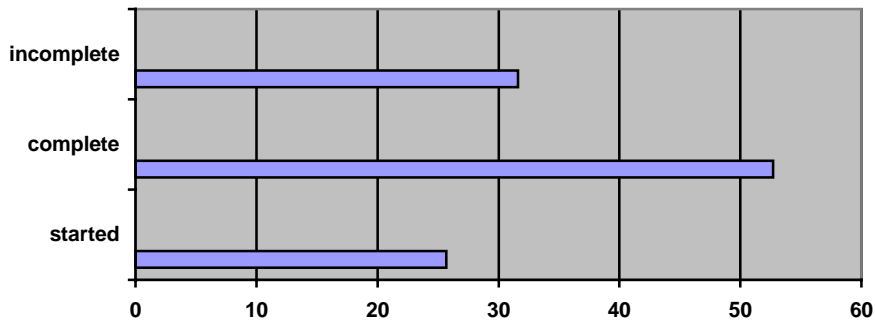
Figure 6.12: A summary of the statuses of the PRP projects in the regions of the Limpopo Province

According to the information contained in Figure 6.12 above, 38 (25.7%) of the PRP projects in the regions of the Limpopo Province are categorized under started class.

78 (52.7%) of the PRP projects in the districts of the Limpopo Province have been completed. This figure indicates that most of the PRP's projects are fairing well. It also suggests that the programme has funds available to the projects.

The respondents reported that 32 (21.6%) PRP projects in the regions of the Limpopo Province are incomplete. This is a discouraging finding because it states that over a fifth of projects are facing problems either with funding or implementation.

6.6.3 THE FEATURES OF THE PRP PROJECTS IN THE LIMPOPO PROVINCE AS REPORTED BY THE COMMUNITY DEVELOPMENT OFFICERS THROUGH A CHECKLIST AS A QUANTITATIVE METHOD OF DATA COLLECTION

In this second subsection of the third section of the second part of the chapter, the researcher presents the research findings of the study which were obtained through the checklist included in the questionnaire as a quantitative method of data collection. The aim of this subsection is to measure the features of the PRP projects in the Limpopo Province as reported first hand by the community development officers who are the respondent group in this section. The respondents scored the checklist to report the presence or the absence of the different variables. As it was mentioned in the first

chapter and in the first part of this chapter, the form of data collected in this fashion is quantitative in nature.

It should be noted in this context that not all the variables ought to be satisfied in order for PRP community development projects to be rated as highly effective, whilst on the other hand, failure of the PRP community development projects to score on certain important variables, might rate them as poorly formulated, implemented and evaluated.

The researcher has included the checklist together with the obtained total scores in Table 6.13 below. It should be noted that the scores appearing in the grid only mean the presence of the variables. The absence of the variables shall therefore be obtainable through the subtraction of a total scores from the N. The N is the total number of respondents, and in this regard is 18.

Table 6.13: A checklist which includes the variables intended to measure the features of the PRP projects in the Limpopo Province

No.	Questions	Descriptions	Scores
1	The stakeholders who were involved in the programme/projects	Policymakers and decision makers	11
		Programme sponsors	9
		Community groups- traditional leaders	14
		Community groups- church	6
		Community groups- political parties	16
		Community groups-finance organizations	8
		Community groups- burial societies	2
		Programme managers	15
		Programme staff	18
		Other government departments	18
		Other nongovernmental organizations	16
		Evaluation and research individuals	8
2	The strategies which the programme/projects included	To fight poverty	18
		To address the needs of families	16
		To address the needs of communities	16
		To address the capacity building of communities	15
		A learning process strategy	14
		To make the RDP a reality	16
		A consultative strategy	13
		A systematized process strategy	6
		A strategy which has a SMME's goal	12
		A rehabilitative strategy	9

		A national government's intervention strategy	14
3	The target groups of the programme/projects	Women	18
		Children	14
		The Elderly	14
		The disabled	16
		The sick	5
		Youth who are deviant	5
		Youth	16
4	How capacity building was achieved	Sent to the training institutions	8
		Training institutions trained them at sites	16
		Public officials trained the communities	15
		Through interaction with stakeholders	16
5	The characteristics of participation which you identified during the programme/projects	Programme/projects were provided to communities as a means to control them	14
		Members regularly failed to attend important functions of the programme/projects	3
		Communities initiated the programme/projects without outside assistance	7
		Communities and experts treated each other as equals during the programme/projects	15
		Communities provided the programme/projects with material, labour and human resources	11
		Communities advised the experts on matters regarding their circumstances	7
		Time was not favourable for communities to participate in the programme/projects	3
		Community programme/projects were hijacked by small and self-perpetuating groups	1
		Members of community did not participate because there were conflicts in the communities	3
		Community members excluded themselves/ were excluded from the programme/projects	2
		Experts did everything for the communities because their knowledge and skills were underestimated	2
6	The principles of the PRP which you considered during the programme/projects	Abstract human needs	13
		Learning	17
		Participation	17
		Empowerment	18
		Ownership	18
		Release	15
		Adaptiveness	18
		Simplicity	17
		Freedom	18
		Equality	18
		Justice	14

		Rights	16
		Diversity	15
		Citizenship	17
7	After the implementation of the programme/projects, which goals were achieved	Education and training	15
		Entrepreneurial opportunities	12
		Redistribution of resources	15
		Infrastructure development	11
		Improvement of the poor's standard of living	17
		Government's involvement	18
		Competent economy	15
		Establishment of the community development structures	18
		Temporary employment	9
		Full employment	16
		Community revitalization programmes	18
		Social security	17
		The communities are crime-free	9
		People became more aware of HIV/AIDS	11
		Youth who were delinquent are assimilated	8
8	Please indicate how monitoring and evaluation were conducted for the programme/projects	Visitation on project sites	17
		Monthly progress reports	18
		Self-report by members of the steering committee	16

A number of different variables were measured, and their presence are reflected in the total numerical quantity as reflected above. In this instance, the researcher will discuss each topic contained in Table 6.13 on its own individually.

6.6.3.1   STAKEHOLDERS INVOLVED IN THE PRP PROJECTS

The respondents were requested to score the stakeholders who were involved in the PRP community development projects in the regions of the Limpopo Province. It should be noted that the larger in size the projects become, the bigger number of the stakeholders will involve in their formulation, implementation and evaluation. Smaller projects therefore have few stakeholders.

According to the findings of the study, 11 (61.1%) projects involved the decision makers or policy makers in their formulation, implementation and evaluation. It also means that

the remaining 7 (38.9%) of the projects did not involve the decision makers or policy makers in their formulation, implementation and evaluation.

There are only 9 (50%) PRP projects which involve the programme sponsors in their formulation, implementation and evaluation. Half of the projects do not involve the programme sponsors. The programme sponsors are a necessity towards the development of the community projects because they provide the projects with donations in the form of funds and human resource development.

According to the findings of this study, traditional leaders in the rural areas are still playing an important role of mobilizing communities and resources toward the development of the communities. At least 14 (77.8%) PRP projects were reported to be involving the traditional leaders in their processes. Only 4 (22.2%) projects do not involve the traditional leaders. The projects which involve the traditional leaders are of rural origin.

Six (33.3%) PRP community development projects involve the representation from churches in their processes. There is still a large number of projects which score 12 (66.7%) which do not involve the churches in their development. Churches still play their traditional role of mobilizing communities and resources towards a common goal of development.

It is a shock to learn that a highest concentration of 16 (88.9%) PRP community development projects involve the political parties in their formulation, implementation and evaluation. The remaining 2 (11.1%) do not involve the political parties in their development. The current South African society is highly influenced by political groupings such as civic associations.

Eight (44.4%) respondents reported that PRP community development projects involve the financial organizations in their processes. Ten (55.6%) projects do not involve them. The financial organization are exemplified by the *stockvels*. They are important in the community development projects because they provide them with both finance and human resources.

Burial societies are not favoured in the community development process. This is indicated by only 2 (11.1%) PRP community development projects which involve them in its process as against 16 (88.9%) projects which do not involve them at all.

Fifteen (83.3%) PRP projects are reported to be involving the programme managers in their formulation, implementation and evaluation. Only three (16.7%) projects do not involve them. The researcher suggests that this question has not been understood by the respondents because in reality, the programme managers are indeed involved in the processes of all the projects.

All PRP projects involve the programme staff in their formulation, implementation and evaluation. Projects cannot materialize without the involvement of these individuals.

All PRP are involving other government departments in their list of stakeholders. Other government departments are important in the community development programmes because they share the necessary knowledge, skills and attitudes and sometimes donations with the communities.

It is interesting to learn that about 16 (88.9%) PRP community development projects are involving other nongovernmental organizations in their processes. Only 2 (11.1%) projects do not involve them.

Eight (44.4%) respondents reported that the PRP projects in their regions are involving the evaluation and research individuals in their formulation, implementation and evaluation. The other 10 (55.6%) projects do not involve them. A high number of the incomplete projects can be attributed to this failure of involving the evaluation and research individuals in the programme.

6.6.3.2   THE STRATEGIC NATURE OF THE PRP PROJECTS

The respondents were requested to identify the strategies which were included in the PRP community development project designs. Their responses are also included in Table 6.14 below.

Table 6.14: The strategies which were included when the PRP projects were formulated, implemented and evaluated

Strategies	N=	%
To fight poverty	18	100
To address the needs of families	16	88.9
To address the needs of communities	16	88.9
To address the capacity building of communities	15	83.3
A learning process strategy	14	77.8
To make the RDP a reality	16	88.9
A consultative strategy	13	72.2
A systematized process strategy	6	33.3
A strategy which has a SMME's goal	12	66.7
A rehabilitative strategy	9	50
A national government's intervention strategy	14	77.8

All respondents reported that the PRP community development projects in their regions included a strategy to fight poverty. This is an important strategy of the PRP which is included in its mission because it is concerned with addressing poverty and other forms of exclusion.

16 (88.9%) respondents reported that the PRP community development projects in their regions have included a strategy to address the needs of families in their designs. This strategy is included in the designs of the community development projects which have an objective of improving the lives of the families. The PRP therefore has an advantage because its intervention can bring forth good results in the alleviation of poverty within families. Only 2 (11.1%) projects do not include this strategy in their planning.

Similarly to the strategy to address the needs of families is a strategy to address the needs of communities which also scored 16 points against two.

According to 15 (83.3%) respondents, the PRP community development projects in their regions have included a strategy to address the capacity building of communities in their designs. It has been reported during the literature investigation that no development in communities will be possible if the capacity of the poor is not enhanced (Taylor, 1998:295). The enhancement of capacity building improve the knowledge, skills and attitudes of communities and as a result will prepare them to participate in the future programmes which are intended to develop them. The remaining 3 (16.7%) projects do not consider the importance of this strategy.

Fourteen (77.8%) PRP community development projects have included a learning process strategy in their designs. This means that communities are able to learn as they continue to receive the community development projects. It is the remaining 4 (22.2%) PRP projects which do not include a learning process strategy in their designs.

Sixteen (88.9%) respondents reported that the PRP community development projects in their regions have included a strategy to make the RDP a reality in their plans. As was explained before, the PRP is one of the social programmes which was formulated within the context of the RDP because it has an aim of making the RDP a reality. In this regard, the PRP contains an important component of reaching a goal of evenly redistributing resources to the communities, especially to those which were previously disadvantaged. The remaining 2 (11.1%) projects did not plan to make the RDP a reality in their processes.

Thirteen (72.2%) respondents reported that the PRP community development projects in their regions have included a consultative strategy in their plans. This percentage shows that the PRP is achieving very much as far as the consultative process is concerned. Effective social programmes must afford opportunities for the experts, communities (grassroots) and other stakeholders to share experience, knowledge, skills and attitudes with each other. This ensures effective strategies towards the prioritization of community needs (needs assessment), the development of effective solutions to the problems, effective education and training and effective implementation and monitoring and evaluation processes. A consultative strategy ensures transparency which on the other hand reduces the incidence of corruption, crime, nepotism and duplication. It also ensures the reciprocal nature of programmes in that it brings forth a learning

process environment where all stakeholders learn from each other's experience, knowledge, skills and attitudes. At least only 5 (27.8%) PRP projects do not consider consultation as an important component of community development.

Only 6 (33.3%) PRP community development projects have included a systematic process strategy in its design. All the remaining 12 (66.7%) projects did not do so. This means that projects are conducted in a haphazard manner. This is a serious limitation which must be urgently addressed. The researcher relates this limitation to the availability of a number of projects which were reported to be incomplete because poor project process retards its planning and implementation and lastly results in its failure to achieve the required goals.

Twelve (66.7%) respondents reported that the PRP community development projects in their regions have included a strategy which has a small, medium and micro enterprises' goal in their planning. This means that the provision of the PRP projects will lead to the establishment of a number of SMME's in the communities. The SMME's were identified as organizations which create more job opportunities for community members and is encouraged in the South African society which experience high unemployed rates. The percentage reported above indicates that the PRP still requires to do much to establish these organizations. The remaining 6 (33.3%) PRP projects did not include the establishment of the SMMEs in their plans.

According to 9 (50 %) respondents, the PRP community development projects in their regions have included a rehabilitation strategy in their designs. This strategy is meant for two purposes, namely the rehabilitation of infrastructure known as *white elephant* which is resuscitated for the purpose of utilization by community based organizations who conduct community development projects, and the rehabilitation of the youth who are deviant, in that the youth who are prone to criminal behavior or who were released from prisons and or places of safety are involved in the community development programmes. This strategy is effective because it saves communities of resources they would require for office space, warehouse and workshops. Community development projects function well if they have the physical facilities. With regard to the rehabilitation of the youth who are deviant, the researcher is of the opinion that this will occupy their social time and will enable them to utilize the energy which they direct towards criminal activities towards

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community development. Youth who are deviant will also in this context be assimilated back to the community. Unfortunately the researcher has strongly criticized the inclusion of youth who are deviant in the PRP and suggested that the objective be shifted towards the Department of Correctional Services which has the necessary resources and manpower for them. The remaining half   of the PRP projects did not include a rehabilitation strategy in their designs. This cannot be attributed as a serious limitation if rehabilitation is meant for the delinquents.

Fourteen (77.8 %) respondents reported that the PRP community development projects in their regions have included a national government's intervention strategy in their designs. It has been reported that the PRP is a product of the Department of Social Development and that it is implemented and evaluated by some of the provincial departments of Health and Welfare. It is important therefore to take notice here that national departments are tasked with functions of formulating public policies and programmes which are then implemented and evaluated by the provincial departments. Community development officers and communities must accordingly be informed about this hierarchical levels of power. The remaining 4 (22.2%) PRP projects have not included a national government's intervention strategy in their designs. This means that such projects have a high probability of achieving goals which differ from those expected by the national government.

The findings of this study indicate that the PRP community development projects are planned in such a manner that they include the strategies which are important in the community development field and practice. There is still a requirement that some scores be improved for the achievement of effective formulation, implementation and evaluation of the PRP projects.

The PRP projects are aimed at different sectors within the communities. These will be discussed in detail in the succeeding item.

6.6.3.3   TARGET GROUPS WHICH ARE ASSISTED BY THE PRP PROJECTS

The respondents were requested to score the target groups which were assisted by the PRP community development projects in their areas of operation. It is important for this study to expose information related to the actual recipients of the PRP projects out there in the communities. The literature study have listed the target groups as women, children, the elderly, the disabled, the sick, youth who are deviant and the youth (compare, Sullivan & Thompson, 1994:170; Smelser, 1995:265; Giddens, 2001:166; Budlender, 2000:124; May, Woolard & Klasen, 2000:37.)

Information reflected in Table 6.13 above is translated into Figure 6.13 which depicts the target groups in a graphical context below.
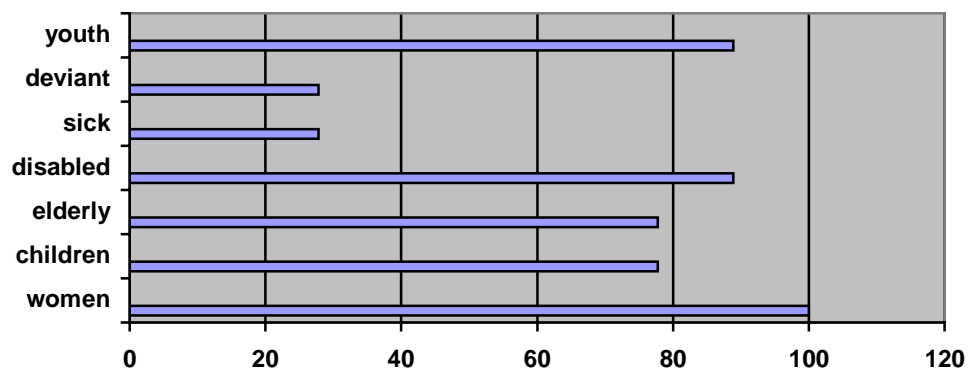
Figure 6.13: The target groups which are assisted by the PRP projects in the Limpopo Province

According to Figure 6.13 above, women were identified as a target group of the PRP projects by all the eighteen (100%) respondents. The PRP has as its main mission to address poverty and the exclusion of women in the community development projects. It is encouraging to learn that the projects in the Limpopo Province have targeted women as an important group to be assisted by the programme.

Fourteen (77.8%) respondents scored the children as a target group assisted by the PRP projects. Like women, children must be given a high priority in the community

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development programmes

The elderly are another target group which the PRP projects assisted. They were scored by 14 (77.8%) respondents.

A high concentration of 16 (88.9%) respondents scored the disabled as a target group which is assisted by the PRP projects. It is also encouraging to learn that the PRP projects are including the disabled in their processes.

Only 5 (27.8%) respondents have identified the sick as a target group of the PRP projects. The PRP framework is not clear about its inclusion of the people who are affected by HIV/AIDS in its projects. This concern might be the reason behind an absence of scores on this item.

Only 5(27.8%) respondents reported that the PRP projects in their regions were assisting the youth who are deviant. The inclusion of the youth who are deviant in the PRP projects was previously discouraged by the researcher who maintains they should be covered in other programmes which fall within the auspice of the Department of Correctional Services.

Sixteen (88.9%) respondents scored the youth as a target group which is being assisted by the PRP projects in their regions. The involvement of youth in the community development projects has a positive impact because it reduces poverty, other forms of exclusion and criminal activities.

The PRP projects in the Limpopo Province satisfy a condition of selecting the right type of the target groups within the communities. They are also required to exclude certain target groups which are not relevant to the poverty alleviation, namely; the elderly and the youth who are deviant.

The social programmes are intended to help communities with both the concrete needs and abstract needs. In the succeeding item, the researcher exposes the findings regarding the capacity building of communities.

6.6.3.4   CAPACITY BUILDING OF THE PRP PROJECTS

The respondents were requested to score on the checklist the manner in which the community members were educated and trained with regard to the simplification of the projects' formulation, implementation and evaluation. Although the responses regarding this question were already reflected in Table 6.13 above, these findings are translated into Figure 6.14 below.
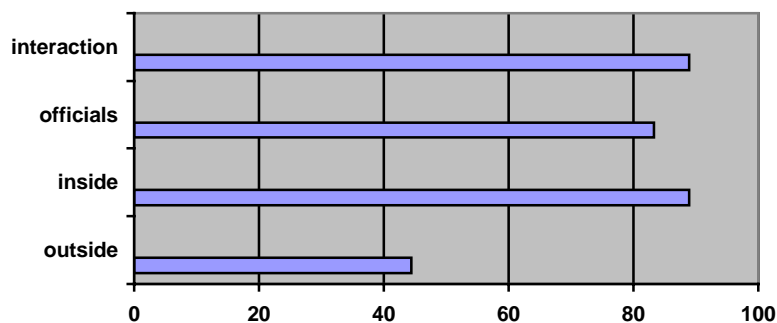

Figure 6.14: Capacity building process of the PRP projects in the Limpopo Province

According to the information contained in Figure 6.14, 8 (44.4%) respondents reported that the community members were sent to the training institutions where they received education and training. This type of training is effective but unfortunately it is expensive since members will require accommodation, transport, food and other resources to access it.

At least 16 (88.9%) respondents reported that community members were trained by the training institutions who came to the community. This type of training is less expensive than the previous one because few trainers are required to conduct education and training in the communities. Education and training which is provided on project site has an advantage of sustainability because communities cannot forget the processes which they have learnt through an in-service training.

Fifteen (83.3%) respondents reported that capacity building process was achieved through education and training provided to the communities by the public officials who

are employees of government. Public officials are experts in their fields and they provide communities with education and training at free of charge. Different government departments have a variety of different expertise which are needed by communities and as such practitioners together with communities and other stakeholders must strive to involve these experts who will educate and train communities without further exhausting their financial resources. Lastly public officials provide communities with education and training intended to simplify the planning, implementation and evaluation of their projects.

Sixteen (88.9%) respondents reported that communities gained capacity as they interacted with stakeholders, with one another and with the projects. This type of capacity building is hard to identify although it plays an important part in educating and training community members. Thus individuals who interacted with others, stakeholders and the projects continue to utilize the knowledge, skills and attitudes they have acquired in future community projects.

The manner in which the PRP projects participants in the Limpopo Province are educated and trained in relevance to their projects is satisfactorily.

In the succeeding item, the researcher reveals the findings of the study with regard to the characteristics of participation which the respondents identified during the PRP projects in their regions.

6.6.3.5 THE CHARACTERISTICS OF PARTICIPATION WHICH WERE IDENTIFIED IN THE PRP PROJECTS

Respondents were requested to score the characteristics of participation which they identified during the PRP projects which they have facilitated in the regions of the Limpopo Province. Community participation is an important concept in community development because without it, programmes and their respective projects cannot take form.

The researcher has summarized the responses in Table 6.15 below.

Table 6.15: The characteristics of community participation which were identified during the PRP projects in the Limpopo Province

Type of participation	N=	%
Projects were provided to communities as a means to control them	14	77.8
Members regularly failed to attend important functions of the projects	3	16.7
Communities initiated the projects without outside assistance	7	38.9
Community and experts treated each other as equals during the projects	15	83.3
Communities provided the projects with material, labour and human resources	11	61.1
Communities advised the experts on matters regarding their circumstances	7	38.9
Time was not favourable for communities to participate in the projects	3	16.7
Community projects were hijacked by small and self-perpetuating groups	1	5.6
Members of the community did not participate because there were conflicts in the communities	3	16.7
Community members excluded themselves/ were excluded from the projects	2	11.1
Experts did everything for the communities because their knowledge and skills were underestimated	2	11.1

From Table 6.15 above, 14 (77.8%) respondents reported that PRP projects in their regions were provided to the communities as a means to control them. This type of participation must be discouraged in the social programmes because it is unethical, it stifles the active participation of communities, it undermines their capacity building, it is of short-term in nature and is highly politicized. Social programmes of these nature have

a limitation of over-spending the financial resources whilst on the other hand they fail to sustainably develop the communities. It is encouraging to hear some of the respondents saying that they view the PRP projects as not a means to control communities. At least the 4 (22.2%) respondents support this view.

Only 3 (16.7%) respondents reported poor participation through which members of the steering committee and the community at large failed to attend important functions of the PRP projects. Individuals regularly excuse themselves from attending meetings and the inauguration of the projects. It becomes difficult for the few who are present to take community binding decisions when the majority is absent. It is also good to learn that this form of participation is available in very few projects. The remaining 15 (83.3%) scores automatically mean that the PRP projects in the Limpopo Province are not affected by poor attendance and attrition.

At least 7 (38.9%) respondents reported communities initiated the PRP projects without outside assistance. This type of participation is effective because right from the beginning of the projects, the component of sustainability is ensured. Communities have mobilized their own social and economic capitals towards the projects. The majority of 11 (61.1%) projects were not initiated by the communities themselves.

Fifteen (83.3%) respondents reported that both communities and outside experts treated each other as equals during the PRP projects in the Limpopo Province. This type of participation is effective because once communities observe that their knowledge, skills and attitudes are not undermined by the experts, they develop trust. Trust induces communities to truly share their circumstances with experts.

Eleven (61.1%) respondents purported that communities provided the PRP projects with the required labour and human resources. Without this component, community projects cannot kickstart. It is also possible that communities might fail to provide the PRP projects with material resources. This is because normally communities under review are highly represented by the poor who do not have the economic base. The PRP projects in the Limpopo Province have reached a level of active community participation because according to the community development field and practice, projects require the mobilization of both the social and economic capitals in order to sustain.

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Only 7 (38.9%) respondents reported that communities advised the experts on matters regarding their circumstances. Reciprocity is necessary in community development, that is, it is proper for the PRP projects in the Limpopo Province to suppress this type of participation.

It is a pleasure to report that as few as only 3 (16.7%) PRP projects in the Limpopo Province experience poor community participation due to infavourable time allocated to their processes. This maintains that community members attend to projects' processes all the time they are required to do so.

Only one (5.6%) respondent reported that the PRP project in his/her area of operation was hijacked by small and self-perpetuating groups. This is an unfortunate type of participation because the minority's interests are achieved through the expense of the majority. It is encouraging to learn that the rest 17 (94.4%) PRP projects in the Limpopo Province do not experience hijackings by the minority groups.

At least only 3 (16.7%) respondents reported that community members did not participate in the PRP projects because there were conflicts within the communities. Development and conflict do not go hand in glove, thus where there are conflicts there is an absence of development. It is also encouraging to learn that at least the whole remaining 15 (83.3%) PRP projects in the Limpopo Province are not infested with conflicts which result in membership attrition.

Two (11.1%) respondents reported that some members excluded themselves, whilst others were excluded from participating in the PRP projects in their regions. When members excluded themselves from participating in the PRP projects, there is little the practitioners can do except encouraging them to refrain from attrition. A point of importance here is when community members were excluded by others from participating in the community development projects. This is against proper community development practice, because this process cheats the projects of the scarce economic and social resources. It is encouraging to report that although this limitation is evident in the Limpopo Province, it is not experienced by the majority of the remaining 16 (88.9%) projects.

And yet only 2 (11.1%) respondents reported that experts did everything for the communities because they underestimated the knowledge and skills within them. Community development cannot be taken to the communities, instead communities can develop themselves. If communities do nothing to correct their circumstances, then nothing can be done to improve their conditions. It should also be explained that the community knowledge, skills and attitudes must not be underestimated because this could lead to mistrust between them and the experts. At least a highest concentration of 16 (88.9%) PRP projects in the Limpopo Province do not experience this form of poor participation.

The researcher has revealed that although few PRP projects in the Limpopo Province experience forms of poor participation, the majority have the necessary participation as suggested in the literature review (Raniga & Simpson, 2002).

In the succeeding item, the researcher reports about the principles of the social programmes.

6.6.3.6 PRINCIPLES WHICH WERE CONSIDERED DURING THE PRP PROJECTS

The respondents were requested to score the principles of social programmes which they have considered when they conducted the PRP projects in their regions. It has been indicated in the literature review that effective social programmes must include the principles of abstract human needs, learning, participation, empowerment, ownership, release, adaptiveness, simplicity, freedom, equality, justice, rights, diversity and citizenship in their formulation (compare Drake, 2000; Swanepoel & De Beer, 1996.)

The scores are summarized in a Table 6.16 below.

Table 6.16 The principles which were considered by the community development officers when they conducted the PRP projects in the districts of the Limpopo Province

Principles	N=	Percentage
Abstract human needs	13	72.2
Learning	17	94.4
Participation	17	94.4
Empowerment	18	100
Ownership	18	100
Release	15	83.3
Adaptiveness	18	100
Simplicity	17	94.4
Freedom	18	100
Equality	18	100
Justice	14	77.8
Rights	16	88.9
Diversity	15	83.3
Citizenship	17	94.4

A highest number of 13 (72.2%) respondents reported that they have considered the principle of abstract human needs when they conducted the PRP projects in their

regions. This is an effective principle because during the delivery of concrete needs such as food, shelter and clothing to the communities, communities' capacity building is enhanced, so that they can be able to conduct similar future programmes on their own. This principle addresses a problem of reliance and dependency in that when communities reach the stage, they are said to have adequately developed (Kennett, 2001:46-47).

Seventeen   (94.4%) respondents reported that they have considered the principle of learning during the PRP projects in their regions. Projects which are meant for the community development must include a learning process principle in their plans. This requirement is also stipulated in the RDP policy framework (Swanepoel & de Beer, 1996:25).

Seventeen   (94.4%) respondents reported that they have considered a principle of participation during the PRP projects in their regions. Indeed no programme can kickstart without an active involvement of communities. Participation was also identified as an important element of effective community development during the literature review (Drake, 2001:120).

At least all the 18 (100%)respondents indicated they have considered the principle of empowerment during the PRP projects in their regions. Empowerment is closely related to capacity building and learning which have been discussed above. Empowered communities have enhanced political say towards how they should access resources necessary for their own development. When communities are adequately empowered, the PRP projects shall be said to have achieved its aim of bringing government closer to the people so that they can govern.

All the 18 (100%) respondents reported they have considered the principle of ownership during the PRP projects in their regions. Community projects which were initiated by communities themselves show a higher level of community ownership than those which

were initiated by the department and other nongovernmental organizations, and as such, the latter must be discouraged (Aigner, Flora, Tirmizi & Wilcox, 1999:7).

Fifteen (83.3%) respondents reported that they have considered the principle of release during the PRP projects, in that communities were adequately prepared to become self-sufficient and self-reliant. In this context, communities are able to initiate future similar community projects to address the problems (Lombard, 1991:24).

All the 18 (100%) respondents reported that they have considered the principle of adaptiveness during the PRP projects in their regions. In this way, the researcher is of the opinion that communities were adequately prepared to face other problems without their reliance on outsiders or the government. When this principle has been achieved, communities will be able to develop themselves in future and as a consequence, government intervention would no longer be expected. In this view, once communities receive say one community development project, they are expected to address others on their own (Human Resources Development, 1988:30).

Seventeen (94.4%) respondents reported that they have considered the principle of simplicity during the PRP projects in their regions. When a project are difficult to understand, community participation becomes hindered and therefore without active participation of the communities, development would not be possible. Projects which are not simplified must be discouraged in the communities (Mangena, 2002:14).

All 18 (100%) respondents reported that they have considered the principle of freedom during the PRP projects in their regions. This means that everybody and every sector of the community was provided an opportunity to fairly participate in the community development projects. Freedom will also mean that those who are afraid of participating would be contacted and their fears be addressed (Ritzer, 1988:90).

All 18 (100%) respondents reported that they have considered the principle of equality during the PRP projects in their regions. This is possible because the PRP projects are highly represented by the communities who share similar characteristics of being poor, rural and previously excluded (Drake, 2001:77).

Fourteen   (77.8%) respondents reported that they have considered the principle of justice during the PRP projects in their regions. Justice entails that everyone must be afforded an opportunity to participate in the community development project without prejudice and exclusion (Lombard, 1991;75).

At least 16 (88.9%) respondents reported that they have considered the principle of rights when they conducted the PRP projects in their regions. This means that the communities were afforded the rights to choose whether to participate or not in the projects (Drake, 2001:85).

Fifteen (83.3%) respondents said they have considered a principle of diversity during the PRP projects in their regions. It is better to know that the poor communities out there have been adequately prepared to deal more effectively with other types of problems which could stress them in the future. It is reiterated that after a community has adequately received one developmental project, it must be able to address other emerging projects on its own. This means that social programmes enhance the capacity building of the community so that they are able to utilize the experience, knowledge, skills and attitudes in dealing more effectively with future social programmes (Lombard, 1991:74).

Seventeen (94.4%) respondents reported that they have considered the principle of citizenship during the PRP projects in their regions. The PRP is a social programme which is intended to improve the quality of lives of communities within the South African context. All people within the communities are citizens as long as they are born South Africans, and therefore the researcher believes that one (5.6%) respondent who

scored against this item did not understand the checklist instruction correctly (Drake, 2001:120).

The PRP in the Limpopo Province addresses the principles which are considered by general social programmes. The principles guide behaviour, skills and attitudes in regard to the public officials, and they also regulated the means by which the projects are formulated, implemented and evaluated.

In the succeeding item, the researcher shares the findings of the study which are concerned with the goals which were achieved during the implementation of the PRP projects in the Limpopo Province.

6.6.3.7 THE GOALS WHICH WERE ACHIEVED DURING THE IMPLEMENTATION OF THE PRP

The respondents were requested to identify the goals which the PRP projects have achieved during their implementation. This question contains an evaluation feature, and therefore it is intended to inform the programme directors, service providers, communities and other stakeholders if the PRP projects are achieving goals which they were intended to achieve.

The responses are reflected in Table 6.17 below.

Table 6.17: The goals which were achieved during the implementation of the PRP projects in the Limpopo Province

Goal which were achieved	N=	Percentage
Education and training	15	83.3
Entrepreneurial opportunities	12	66.7
Redistribution of resources	15	83.3
Infrastructure development	11	61.1
Improvement of the poor's standard of living	17	94.4
Government's involvement	18	100
Competent economy	15	83.3
Establishment of community development structures	18	100
Temporary employment	9	50
Full employment	16	88.9
Community revitalization programme	18	100
Social security	17	94.4
Communities are free of crime	9	50
People become more aware of HIV/AIDS	11	61.1
Youth who are deviant are assimilated in the communities	8	44.4

Fifteen (83.3%) respondents reported that the communities gained education and training during the implementation of the PRP projects. The PRP is in accordance with the expectations of the social programmes in that after its implementation, community's

education and training must have been enhanced. It has been reiterated throughout this study that projects are rated as effective if they educate and train communities in becoming self-reliant and self-determinant, so that they are able to conduct future projects without the reliance on outsiders.

Twelve (66.7%) respondents reported that communities gained from the establishment of the entrepreneurial opportunities during the implementation of the PRP projects. This achievement means that communities are able to establish their own SMMEs which are effective in the provision of job opportunities. South Africa is stressed with a high rate of unemployment and as a result the establishment of these SMMEs ensures that there will be more job opportunities for the communities.

Fifteen (83.3%) respondents reported that after the implementation of the PRP projects, communities gained the redistribution of resources in that those who were previously disadvantaged were included in the community development programmes. The PRP therefore meet a requirement of the RDP, namely; the redistribution of resources (van Zyl, 1995:14). These resources entail social, economic, cultural and political (*White Paper of the Reconstruction and development Programme*, 1994). In this context, the communities gained insight with regard to how they should conduct projects without the reliance on outside experts. After the communities received an initial funding, they are able to sustainably conduct projects and they continue to generate income and other products. When the cultural condition of the communities is enhanced, the communities actively participate in the programmes intended to improve their conditions. When the political status of the communities is enhanced, communities are able to take informed decisions about their circumstances.

Eleven (61.1%) respondents reported that the PRP projects achieved the infrastructure development requirement. Through this goal, communities are engaged into the construction or rehabilitation of their infrastructure. Infrastructure is in the form of the production of materials required by the communities during the construction of say houses, roads, sewage and others. The infrastructure development has an advantage of

creating job opportunities for the unemployed members of the communities. Once this goal has been adequately achieved, members of communities can sustainably become producers and employees of the projects. The infrastructure development was identified in this study as an effective method for creating jobs. The researcher is of the opinion that if this method is combined with the labour intensive methods of construction, a process through which machinery and sophisticated technology are replaced by human labour, the PRP projects will be able to absorb quite a large number of community members who are unemployed.

Seventeen (94.4%) respondents reported that the poor's standard of living was improved during the implementation of the PRP projects. In this regard, employment and knowledge and skills which were not available in the communities were provided. The poor communities will refrain from indulging in high rate of alcohol consumption and taking drugs, they will limit the family violence and as such, their families will be protected.

All the respondents reported that the implementation of the PRP projects achieved the goal of government's involvement in assisting communities. In this view, it is delineated that the PRP became involved in the establishment of the projects which are required by the communities. This stage of development indicates that the PRP is still at its initial stage of development. During the maturity stage, communities are able to establish developmental projects without government's involvement. Sustainable development shall said to have been achieved when communities are able to establish programmes on their own (Swanepoel & De Beer, 1996:28).).

According to fifteen (83.3%) respondents, a competent economy has been achieved during the implementation of the PRP projects. The RDP maintains that a competent economy shall have been achieved when the GEAR macro-economic policy's objectives have been satisfied (GEAR, 2001:19). The researcher is of the believe that this instruction was not well understood by some of the respondents. In this regard, the implementation of the PRP projects is unable to achieve the competent economy goal of the RDP.

All the respondents maintain that a goal for the establishment of community development structures has been achieved through the implementation of the PRP projects. The researcher is of the opinion that no community development programme or project can kickstart without the establishment of these structures. And yet, the structures are referred to as the governing bodies of the community development projects.

At least 9 (50%) respondents say that members of community were temporarily employed during the implementation of the PRP projects. The researcher argues that even if temporary employment provides relief to the poor families, it has serious adverse effects on them on the long-term. It would be better for individuals to be unemployed at all than being temporarily employed. Thus family members who were accessed this type of employment have a high rate of disunity, violence and sufferage. Temporary employment results from the lack of sustainable planning with regard to the PRP projects. Projects of this nature must be strongly avoided. When a project is being formulated, community, practitioners and other stakeholders must make sure they coordinate it with other projects so that it can continue to receive their support. Government departments must not aim at being seen as delivering when it is evident that their services cannot sustainably develop communities.

At least 16 (88.9%) respondents said that the implementation of the PRP projects have provided the communities with full employment. Full employment is an opposite of the former type and has an advantage of effectively addressing poverty within communities. It is quite encouraging to identify that most of community members are provided with this type of employment.

At least all the respondents reported that the implementation of the PRP projects has achieved a goal of community revitalization programme, in that it has renewed the community strength, knowledge and skills. Programmes of this nature are highly required

in communities because they provide them with education and training, employment and enhance their socio-economic, political and cultural standing. Practitioners must encourage communities to establish programmes which have a goal of community revitalization.

Seventeen (94.4%) respondents scored that the implementation of the PRP projects achieved the social security requirement in the communities. The community development projects must be concerned with the provision of social security services to the needy communities.

Nine (50%) respondents reported that communities became crime-free environments after the implementation of the PRP projects. In this context, members of the communities developed strong cohesion through which they protect one another. The researcher argues that community development would not be possible if communities experienced high rate of crime in their neighbourhoods. Community development programmes have a quality of addressing corruption, nepotism, crime and all forms of irregularity. It is also not possible for criminals to commit crime in areas where there are community development projects. The researcher is of the believe that the more community development projects are available in the communities, the more limited will be criminal activities. Community members learn through interaction with other members and the projects, and as such delinquents will also learn the acceptable behaviours through interaction with them.

Eleven (61.1%) respondents reported that after the implementation of the PRP projects, the communities became more aware of HIV/AIDS and other communicable diseases. Where programmes are conducted, there is always an awareness campaign aimed at reaching those who are participating in them. Members of the community interact with each other and discuss matters pertaining to the diseases in a more open manner. Community development projects are therefore effective in reaching out to the communities. Awareness campaigns which are specifically aimed at certain areas of concern are effective, because community members learn better when information is

shared among themselves rather than when it is disseminated to them by outsiders. Thus sexual behaviours are well understood by community members when they are discussed among themselves. Members of the community trust each other and as such, they are able to openly discuss sensitive topics such as sexuality among one another.

Eight (44.4%) respondents reported that after the implementation of the PRP projects, youth who are deviant were assisted into being assimilated in the communities. In this context, the PRP is viewed as a vehicle through which a community can assist its deviant members into being accepted. Individuals with criminal behaviours also need to be assimilated and in this way this goal benefits both communities and the youth who are deviant. It has also been mentioned that when there are community development programmes, crime rate is reduced, this because there is an increased cohesion within the community. Youth who are deviant view themselves as the minority within the community, and through this goal, they choose to be assimilated to the majority rather than being isolated.

The PRP projects in the Limpopo Province have achieved the goals of the global social programmes which were cited throughout the literature review. It has been identified that very few improvements are required in order to increase the scores which were obtained from the respondents.

The last question concerns the monitoring and evaluation process of the PRP projects in the Limpopo Province and will be exposed in the succeeding item.

6.6.3.8 THE MONITORING AND EVALUATION PROCESS OF THE PRP PROJECTS

Respondents were required to score on the manner in which monitoring and evaluation process of the PRP projects was conducted. This item is aimed at complementing the previous evaluation of the implementation of the PRP. In this regard, the researcher

intends to explain in detail how monitoring and evaluation was conducted. The responses are summarized in the Figure 6.15 below
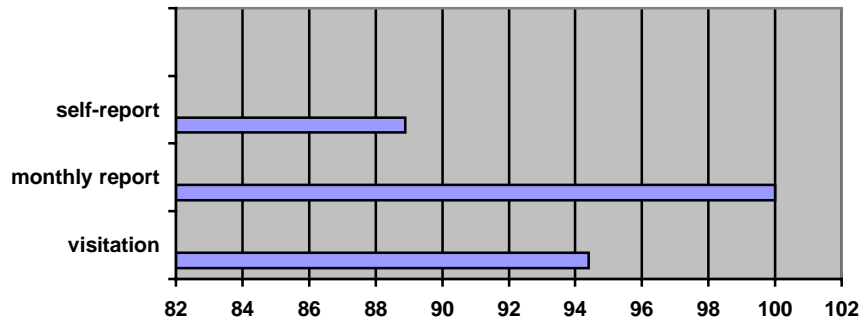

Figure 6.15: The monitoring and evaluation process of the PRP projects in the Limpopo Province

According to Figure 6.15 above, 17 (94.4%) respondents maintain that the monitoring and evaluation process was conducted through project site visits. Visiting the project sites provides the evaluators with first hand information regarding the decline or increase of its involvement into improving the lives of communities. Physical observation of the community development projects is necessary because through only theorizing them on papers provides insufficient and inadequate information.

All 18 (100%) respondents reported that monitoring and evaluation of the PRP projects in their regions was conducted through monthly progress reports. The monthly progress reports are recommended by the funding institutions because they utilize them for releasing funds to the community development projects. The reports have a limitation of containing distorted information about the status of the projects. The language and definition utilized by the reporting entity differs vastly from that which is utilized by the communities. Usually monthly progress reports are compiled by a single individual who acts on behalf of the community and as such, his/her information could not be detailed enough to explain every item of the process.

The monthly progress reports are in the form of a summary drawn from all the records keeping of the project and as such they access us to limited information. These reports help the officials at the funding institutions who do not have time to go through each and every record of the project, because they are in a summary form.

Sixteen (88.9%) respondents reported that they conducted monitoring and evaluation through the utilization of self-report by members of the steering committee. In this context, every member reports how he/she has executed his/her tasks in order to achieve the goals assigned to the project. Minutes of committee meetings, financial statements, salary record book, attendance register, equipment, stock register and other records are necessary to support the self-reports. Self-report by members of the steering committee is an effective monitoring and evaluation tool because it enables community members to correct their mistakes and identify behaviours necessary for the improvement of the project.

The PRP projects in the Limpopo Province strongly utilize the three methods for monitoring and evaluating the decline or the increase of community projects, namely; visitation to the project sites, the compilation of the monthly progress reports and the self-report by members of the steering committee.

The researcher has so far reported all the elements which are contained in the checklist which are reflected in Table 6.13.

In the succeeding final subsection, the findings of this study will reveal what the PRP community development officers who are employees of the Department of Health and Welfare, Limpopo Province have to say qualitatively about the formulation, implementation and evaluation of the PRP.

6.6.4 QUANTITATIVE DATA AND QUALITATIVE INFORMATION REGARDING THE FORMULATION, IMPLEMENTATION AND EVALUATION OF THE PRP PROJECTS IN THE LIMPOPO PROVINCE AS REPORTED BY THE COMMUNITY DEVELOPMENT OFFICERS THROUGH THE OPEN ENDED QUESTIONS IN THE QUESTIONNAIRE

In this final subsection of the third section of the second part of the chapter, the researcher presents the findings of the study which were obtained through the open-ended questions of part of the questionnaire. These are the   spontaneous responses which are rich information as related by the community development officers who are employed at the Department of Health and Welfare, Limpopo Province and who are the facilitators of the PRP projects. Research findings obtained in this fashion contain rich information regarding the formulation, implementation and evaluation of the PRP.

The format for presentation to be utilized in this subsection will be as follows:

- the aim of each research question will be explained
- the responses of the community development officers will be presented in a quantitative manner and where necessary, graphical presentation will be shown
- interpretation will be presented and supported by the selected statements which were written by the respondents

6.6.4.1 THE PROCESS FOR THE IDENTIFICATION OF COMMUNITY PROJECTS WHICH ARE MOST RELEVANT TOWARDS ADDRESSING THE COMMUNITY NEEDS

The respondents were requested to explain the process which was followed when the projects which were relevant to addressing the community needs were identified. Their responses are summarized in Figure 6.16 below.
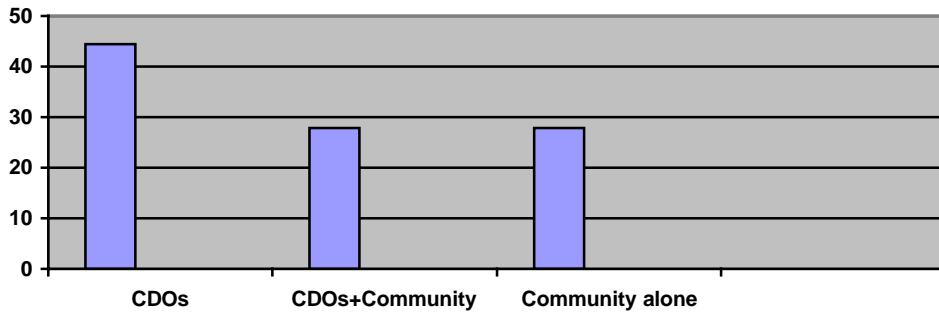
Figure 6.16: The process which was followed when the PRP projects which are most relevant in addressing the community needs were identified

In Figure 6.16, CDOs is an abbreviation for community development officers.

According to Figure 6.16 above, eight (44.4%) respondents reported that it has been the commitment of the community development officer who are employed at the Department of Health and Welfare, Limpopo Province to select the PRP projects on behalf of the communities.

To support the above finding, the researcher selected the following statements which they wrote in the questionnaires:

- *"Needs identification and assessment were done by the social development officers for the community. They were later invited for meetings where they choose projects."*

- *"I conducted the feasibility study as to how and where can the project be established, and whether it will be relevant to address that particular community problems."*

- *"I did community profiling checking all the available resources within the community and needs assessment. The community leaders were involved in the invitation process and members of the community volunteered to be part of the project."*

- *"The community development officers have a duty to compile community profiles, they can then know which projects are required by the community. Community is thereafter involved. They can initiated the projects."*

- *"I organise campaign, profiling, meetings with all the stakeholders."*

- *"The community profile has been done by myself. I also checked the resources in all the communities. During the collection of community profile, the traditional leaders, civic association and development forum committee were involved. I also checked the number of projects in the community."*

Five (27.8%) respondents said that the selection process of the community projects was done through a close interaction between the community development officers and the members of the communities.

Some respondents wrote as follows:

- *"The community development officers together with the chief, SANCO and the forum held a mass meeting, it is here where projects were selected and the steering committee identified."*

- *"The community development officer meet the chiefs and different structures like SANCO and development forum. After discussion we invite the mass meeting to check the interest group."*

- *"Identification of community structures wherein an informative meeting was arranged to address the community members on the PRP."*

Five (27.8%) respondents reported that the selection of the community projects was conducted by the communities alone without the involvement of the community development officers or the outsiders.

Some mentioned as follows:

- *"Through mobilization and need assessment. Full participation of community members throughout the process."*

- *"At a meeting with community, they identified community needs. Projects were selected."*

6.6.4.2 THE PROCESS THROUGH WHICH COMMUNITIES CONTACTED THE DEPARTMENT OF HEALTH AND WELFARE

The respondents were required to report the manner in which communities contacted the Department of Health and Welfare, Limpopo Province when they requested for the PRP projects. Their responses are summarized in Figure 6.17 below.
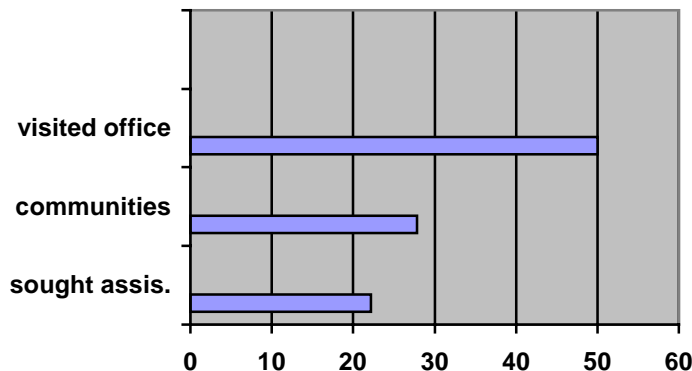

Figure 6.17: The manner in which communities contacted the Department of Health and Welfare, Limpopo Province to request for the PRP projects

From Figure 6.17 above, it is reported by 4 (22.2%) respondents that community members sought assistance from the community development officers and other stakeholders with regard to application of the PRP. These public officials assisted them by compiling the necessary documents and writing the application letters which were then sent to the Department of Health and Welfare.

The respondents wrote:

- *"Some communities were encouraged by their ward councilors to phone the officer responsible to come and explain the communities to make them aware of poverty eradication through the mobilization."*

- *"The Department of Health and Welfare have CDO at sub-district who are dealing with community members to help them with the PRP programmes."*

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Five (27.8%) respondents purported that communities themselves were capable of compiling the supportive documents to the application for the PRP. They then sent every necessary correspondence to the department themselves.

Some supported their reports by mentioning statements such as follows:

- *"Communities proposed projects of their own interest which are relevant in addressing their needs."*

- *"Communities contacted the local stakeholders for application."*

- *"The communities communicated with their local stakeholders for the application letters to be submitted at the Department of Health and Welfare."*

Nine (50%) respondents reported that after the communities became aware of the existence of the PRP, they then visited the Department of Health and Welfare to seek information. The specific department's staff explained the processes which they have to follow in order to apply for the PRP projects.

This is contained in some statements as follows:

- *"The communities grouped themselves and initiate the activities they want to be engaged in. They thereafter went to social development officers and explain their established projects and the need for extra funds."*

- *"After community development awareness campaigns, some people came to our offices to introduce themselves and some sent their community leaders to ask our office for assistance."*

- *"They send a delegation to inquire about the nature of the projects they want to establish."*

The community delegates approached the office for information. They were informed about the requirements about starting a project. They were advised to prepare a constitution and a business plan for them to submit in the office for funding.

6.6.4.3 **THE PROCESS WHICH WAS UTILIZED IN ORDER TO ACCESS COMMUNITIES WITH FUNDING**

The community development officers were requested to explain the process which was undertaken in order to access communities with the PRP funding. Their responses are reflected in Table 6.18 below.

Table 6.18: The processes which were undertaken to access community projects with PRP funding

Responses	N=	%
Communities are capable of drawing documents	4	22.2
CDOs assisted communities in drawing documents	10	55.6
Chiefs approved the funding	3	16.7
Communities were assisted to access donation	1	5.5
Total	**18**	**100**

As reported in Table 6.18 above, one (5.5%) respondent mentioned that she/he only assisted the communities in obtaining donations.

The respondent said:

- *"I link them with potential donors by giving them addresses."*

Some communities were able to compile the business plans for their projects on their own. This was reported by 4 (22.2%) respondents.

The following statements support the finding:

- *"The project drew the business plan and service plan indicating the overall budget they need. The project also drew a constitution showing their rules and the level of operation of their project members."*

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- *"I complete a business plan, service plan, grant agreements and voluntary constitutions for projects and submit them."*

- *"The communities were requested to submit business plans to the sub-district office. An officer responsible for that particular district submit those prepared business plans to the district office for assessment by the panel."*

Although the most important documents to secure funding are a business plan and Constitution, 3 (16.7%) respondents revealed that recommendations from the leaders were still required in order for community projects to be funded.

In this regard, some wrote as follows:

- *"There was endorsement from civic and the chief before they were funded"*

- *"Endorsements from the local civic and headman, and opening of their bank account."*

In most instances, community development officers assisted communities with the compilation of their business plans and Constitutions. All ten (55.6%) PRP projects in the sample had their documents compiled by the community development officers on their behalf.

The community development officers wrote as follows:

- *"They've compiled their constitution in their mother tongue, and I translated it into English and completed a business plan with them to access funds."*

- *"The officer helped members in drafting project Constitution and business plan. Documents are submitted to Regional Office."*

- *"Communities were assisted by the social development officers to compile documents and in the opening of an account at the bank. We then funded them."*

- *"The steering committee members together with the social development officers compiled the business plans for the community, constitution and they were submitted to the Department for processing."*

- *"The community development officer assist the project members by drawing business plan and constitution, advise to open the account."*

- *"After community has indicated it will participate in the project, we compile the necessary documents for them. We submit the documents to Head Office. When they are satisfied, they give money."*

- *"I completed business plans and voluntary constitutions for projects and submitted them to the district office for funding. I also assisted projects in drafting application letters to private donors."*

6.6.4.4 THE QUALITIES OF THE PRP WHICH WERE IDENTIFIED DURING THE PROJECTS

In this context, the study aimed at obtaining first hand information regarding the qualities of the PRP in the Limpopo Province as reported by the community development officers who facilitated the projects within the communities. The responses are grouped into two categories, namely: positive and negative reflected in Figure 6.17 below.
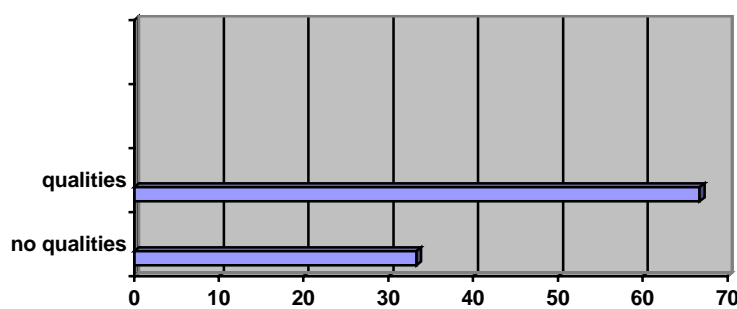

Figure 6.18: Qualities of the PRP in the Limpopo Province which were identified by the community development officers during the projects

Six (33.3%) respondents said the PRP has got no observable qualities because it fails to achieve the goal of eradicating poverty in the communities.

They have recorded their concerns as follows:

- *"It fails to fight poverty because it has no money."*

- *"The PRP has no qualities for communities, we have an advantage of working in the communities and being paid for doing so."*

- *"None whatsoever."*

Twelve (66.7%) respondents mentioned that they have identified the positive qualities of the PRP which they think are the alleviation of poverty, job creation and education and training.

Some wrote as follows:

- *"There is a good quality in bakery projects, they produce good quality bread, poultry also produce quality chickens and eggs. Fencing projects also produce quality products."*

- *"Poverty alleviation, creating employment, capacity building and improve health standard of people."*

- *"The projects can address community problems and needs because they target the poor."*

- *"It addresses the objectives of the welfare Department. It target the poorest of the poor and creates job opportunities. The needed jobs were created."*

- *"The projects are viable and sustainable. They are able to address the community problems and needs. They target the poor of the poorest."*

6.6.4.5 THE DELIMITATION OF THE PRP WHICH WERE IDENTIFIED DURING THE IMPLEMENTATION PHASE

The researcher intended to obtain whether the community development officers are able to identify the delimitation of the PRP during its implementation phase.

One (5.6%) respondent maintains that there are no delimitation of the PRP which were identifiable during its implementation phase.

Seventeen (94.4%) respondents said that they have identified the delimitation of the PRP during its implementation phase. Although they have identified different weaknesses, most maintained that the PRP has inadequate resources, it lacks of adequate training, it has low job creation facilities, its projects pay very low salaries to the community members, the products produced by its projects cannot secure regular and adequate income, its funding takes too long to reach the communities, communities do not have the total control of the funds expended to them by the PRP and that the programme fails to reduce crime in the communities.

There are supportive statements which were extracted from the group-administered questionnaires completed by the respondents such as follows:

- *"PRP objectives are not suitable for other communities therefore projects tend to fail."*

- *"The PRP is not suitable for certain rural communities as they are small and difficult to reach hundred."*

- *"PRP progamme in the beginning does not provide project members with exactly same amount they have applied for. If they apply for R150 000 as per their business plan, they always get less than what they've applied."*

- *"Income-generation is not possible in the communities."*

- *"Income-generating is too slow, therefore the project members cannot get more salaries."*

- *"There is a lack of resources in the PRP which is against project implementation."*

- *"The funding take a long time before it is done. The money is controlled by the district office and not the project members, they tell them what to buy and not to purchase and the projects' budget is done at the district level."*

- *"According to my view, the PRP does not train communities enough, it produces many products which are not wanted by the community and as such it cannot address the unemployment problem. It pays communities very little salary."*

- *"Money cannot reach communities on time, when it does some projects are already dead. Communities do not have the total control of projects as much is done by the districts."*

- *Lack of resources is one of the problem which is hindering progress during the implementation phase."*

6.6.5 THE OPINIONS OF THE RESPONDENTS WITH REGARD TO THE AIM, THE OBJECTIVES, THE FORMULATION, THE THEORETICAL FRAMEWORK, EFFECTIVITY AND THE OUTCOMES OF THE PRP

The last sub-section of this section presents the information which was shared by the respondents of the study with regard to their opinions concerning the aim, the objectives, the formulation, the theoretical framework, effectivity and the outcomes of the PRP.

6.6.5.1 THE AIM OF THE PRP

The study aimed at measuring whether the community development officers who are facilitating the PRP projects in the Limpopo Province communities know the aim of the programme.

Only 2 (11.1%) individuals do not know the aim of the PRP.

One wrote the following:

- *"The aim of the PRP is right and focused."*

Sixteen (88.9%) respondents know exactly what the aim of the PRP is all about.

Some said the following statements:

- *"To eradicate poverty and eliminate dependency."*

- *"To give employment and food security to the most disadvantaged communities with special preference to women, disabled, youth and the aged. To empower women to be self-reliant."*

- *"Poverty alleviation."*

- *"It is good because it was to reduce poverty."*

- *"The aim of the PRP is to eradicate poverty and elimination of dependency."*

- *"To empower rural communities especially women, disabled and the HIV/AIDS affected."*

6.6.5.2 THE OBJECTIVES OF THE PRP

The researcher intended to measure whether the community development officers who are facilitating the PRP projects in the Limpopo Province communities know the objectives of the programme.

All 18 respondents know the objectives of the PRP. Although they could not list the objectives of the programme as they appear in the framework, theirs are relevant to the PRP.

Extracts of what they have written reveal the following:

- *"The   objectives are being addressed because so many families are benefiting from the programme."*

- *"To create employment and improve health standard of communities."*

- *"The well established and sustainable developed projects."*

- *"To raise funds, promotion of moral and social activity, community education, promotion of business skills and to limit crime in our country."*

6.6.5.3 THE FORMULATION OF THE PRP

The researcher intended to collect information regarding the opinion of the community development officers towards the formulation of the PRP.

There were 8 (44.4%) respondents who seemed to know something about the formulation of the PRP, because they suggested that research was necessary before it was formulated and that the programme must be directed at socializing communities.

The respondents said:

- *"The formulation of the PRP was good because the high rate of poverty was reduced."*

- *"The PRP should be formed to alleviate poverty and socialization of people (community project members)."*

- *"No thorough research has been done when formulating their PRP policies."*

- *"There is no research when the PRP is made."*

- *"PRP should be formed to accommodate more projects eg. minimum of 5 to maximum of 10 instead of maximum of 7 projects in a one cluster i.e. more projects more money."*

- *"The programme should be modified to suit the conditions of all communities (small and large in scale)."*

- *"The community should be given more information about the operation of projects and they should be given training prior the establishment of the project so that they know what to do during the implementation."*

Eight (44.4%) respondents reported that they do not know about the formulation of the PRP.

Some wrote the following statements in their responses:

- *"I don't know."*

- *"I do not know the formulation of the PRP. I requested for the document during the previous year."*

And only two (11.1%) respondents said they were critical about the formulation of the PRP

6.6.5.4   THEORETICAL FRAMEWORK OF THE PRP

The researcher intended to collect suggestions with regard to the theoretical framework of the PRP from the community development officers who are tasked with the facilitation of the PRP projects in the Limpopo Province.

Instead 16 (88.9%) respondents mentioned that they do not know about the theoretical framework of the PRP.

Some mentioned the following:

- *"The theoretical framework should be implemented to be able to identify where there are loopholes and for them to be rectified."*

- *"I do not know it."*

- *"The theoretical framework is poverty alleviation on the disadvantaged groups."*

- *"Beneficiary participation, lack of sustainable project planning, sustainable membership."*

- *"Programmes are not formulated based on the availability of resources."*

And only two (11.1%) respondents knew about the theoretical framework of the PRP.

One stated:

- *"Poor rural communities especially women, disabled and the HIV/AIDS patients."*

6.6.5.5 EFFECTIVITY OF THE PRP

The researcher wanted to evaluate whether according to the community development officers who are facilitating the PRP projects in the Limpopo Province communities, the programme is effective in achieving its goals. The responses are categorized into two groups, namely: the positive effectivity and negative effectivity and are reflected in the Figure 6.19 below.
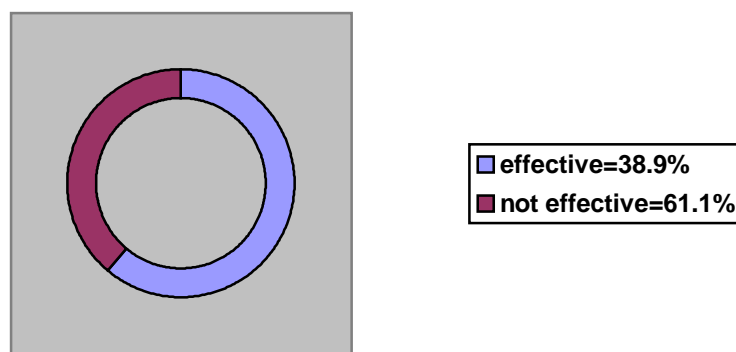

effective=38.9%
not effective=61.1%

Figure 6.19: The effectivity of the PRP in the Limpopo Province as reported cy the community development officers

As reflected in Figure 6.19 above, 11 (61.1%) respondents reported that the PRP is not effective. They attributed its ineffectiveness to a lack of markets where the products could be sold, few jobs are created and are associated with very low salaries and lastly that the funding provided to the projects is too little and reach the communities very late.

The researcher has selected the following statements which explain the condition:

- *"For the PRP to be effective, the community should be capacitated with information, knowledge, skills and resources."*

- *"PRP should be maintained and its effectiveness should be realized not only to officials but also to project members."*

- *"The PRP is not effective enough because the budget for running the objective is very limited in the province and projects within communities are many and need financial assistance."*

- *"All the projects need to be marketed to tourists and other sectors so that they can be well recognized and get more income."*

- *"The PRP is not effective because the project budget is limited in the province and national and the members need more funds to run their projects."*

Only 7 (38.9%) respondents regarded the PRP as an effective social programme because it is conducted within strict budgetory framework and that the projects provides self-reliance to the communities.

Some respondents said the following:

- *"The effectiveness of the PRP is good because project members are no longer dependent on the government officials."*

- *"The programme helps the community to be self-reliant."*

- *"The community has groups themselves and form committee, they also draw business plan, constitution with the social development officer and submit to the Department."*

6.6.5.6   THE OUTCOMES OF THE PRP

The researcher intended to evaluate the anticipated outcomes of the PRP as reported by the community development officers who are facilitating the PRP projects in the

Limpopo Province. The findings are grouped into two categories, namely the positive and negative outcomes which are reflected in Figure 6.20 below.
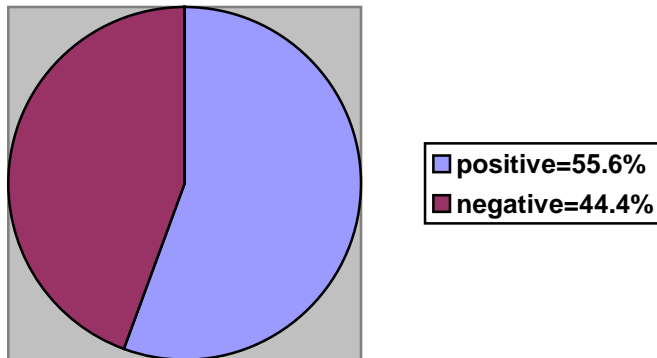

Figure 6.20: The outcomes of the PRP in the Limpopo Province as reported by the community development officers

Ten (55.6%) respondents reported that the outcomes of the PRP will be positive.

Some mentioned the following:

- *"Outcomes are good since most families have improved with regard to standard of living."*

- *"The PRP has managed to create job opportunities and empowered people who were disadvantaged especially people at rural areas."*

- *"Jobs will be created to the mostly disadvantaged communities and food security to the community. Capacity building done to the project members will make them aware on how to run their project without close monitoring."*

- *"To unite youth in our area, to have resources, to be trained and to have better market."*

- *"Number of jobs created and poverty eliminated."*

Eight (44.4%) respondents said that the outcomes of the PRP will be negative. The main problems identified with the programme is that its funding is too little and that it is too slow in improving the lives of the communities.

The researcher copied some of their statements as follows:

- *"The outcomes are visible in some projects but the process is very slow."*

- *"The PRP has not yet have outcomes, if it has funds, it would produce good resources."*

- *"The process is very slow."*

- *"Jobs are created but are poor in standard."*

6.7   SUMMARY

This first part of the chapter was about the research methodology which was implemented for the study. The researcher discussed concepts which were relevant to the study, namely: research approach, research question, the research design, the type of research, the description of the population, sampling frame, the sampling methods and the sampling size, the research procedure and strategy and the ethical considerations.

In the second part the researcher discussed in detail the findings of the research project. Content analysis is an effective research method which was utilized to analyze the PRP framework. The findings obtained through this method revealed that the PRP has a serious limitation of using the business plan in the place of a social programme framework. The PRP objectives are not closely related to the poverty reduction which the programme is intended to address.

Semi-structured interviews were utilized to collect first hand information from the key-informants who represent the communities. The methods has an advantage of collecting rich information with regard to the planning and implementation of the social programmes. The respondents exposed that the PRP community development projects have limitations with regard to the effectiveness in addressing their conditions and that

the programme has limited funding which adversely affect their sustainability, income generation and development.

The self-administered questionnaires were distributed to the selected community development officers in the six districts of the Limpopo Province to collect data regarding the formulation, implementation and evaluation of the PRP. Some of the questionnaires were not returned. The researcher contends that the questionnaire is a weak method of data collection especially if it was badly executed. The respondents revealed that the PRP was doing well with regard to its implementation and evaluation. The respondents reported that they do not know about the formulation of the PRP and its theoretical framework, the PRP is ineffective in addressing the conditions of the communities and that its funding is minimal.

In the succeeding chapter therefore, the researcher will make conclusions regarding the study and recommendations regarding the improvement of the PRP.