

## CHAPTER 5

### EMPIRICAL STUDY AND FINDINGS

#### 1. INTRODUCTION

This chapter presents the results, analysis and interpretation of the empirical study. Reference will be made to the research methodology utilized for the study, with special reference to the research approach, type of research and the research strategy or design.

The aim of the study was to measure the impact of Ithuba Trust funding policy and procedures for access to its funding towards poverty eradication and sustainable development. The rationale for the study was based on the need by Ithuba Trust (see Chapter 2), to change its funding policy for adaptation to the escalating levels of poverty and inequality. The Ithuba Board of Trustees, together with the researcher, who is Ithuba Trust's Chief Executive Officer, decided not to change Ithuba Trust's policies on a "thumb suck" approach, but rather to rely on a scientific research informed policy change in order to develop confidence in the subsequent policy changes. The compounding need for the study was the observed limited interest by development practitioners and donors in impact studies, as argued in Chapter 1.

The poverty and inequality literature survey cited in Chapter 3 revealed the complex and multi-dimensional nature of this phenomenon. The conclusions reached from the literature review indicated the corresponding need for a multi-dimensional approach to poverty eradication and sustainable development interventions.

The complex nature of poverty and inequality influenced the identification of the critical success factors or indicators for measuring the impact of Ithuba Trust funding policy and procedures for access to its funding earmarked for poverty eradication and sustainable development initiatives.

The success indicators were outlined in section 8.1.6 of Chapter 4 and these are:

- Ithuba Trust mission statement, aim and objectives
- Grantmaking procedures
- Grantmaking impact
- Corporate governance

The empirical study and findings were based on these critical success indicators.

## **2. RESEARCH METHODOLOGY**

For purposes of this chapter, the research methodology will be briefly outlined to contextualize the research findings.

### **2.1 Research approach: Two-phased triangulation**

The choice of the research approach was based on the guidelines proposed by Epstein (1988) and Schurink (1998) who state that, although the two approaches in research, that is, qualitative and quantitative, might be different to some degree, the two are compatible and researchers should rather base their preferences on the conditions most suited for each method and not on their differences.

The conditions applicable to this study (see chapter 1, section 4.1), are briefly the following:

- Prior knowledge of the culture and environment under which the study will be conducted
- Ease of access and high level of legitimation  
In summary, since data collection is intrusive by nature, ease of access and legitimacy are prerequisites in quantitative studies. For purposes of a qualitative approach, the researcher has to prioritize on how to gain access and legitimacy for data collection.
- Degree of control and authority  
Whilst a high degree of control and authority is a condition applicable to the quantitative approach in order to obtain order in all the other key research components, a qualitative approach does not seek control, but rather seeks the understanding of the phenomenon under study.
- Research purpose  
A quantitative approach seeks to develop theories and test hypotheses whilst qualitative studies are suitable for exploration and evaluation without the need to develop theories and hypotheses testing.

- Relationships between variables  
In quantitative research, the aim is to establish casual relationships between stated variables whilst in qualitative methods, researchers address themselves to complex social processes, seeking meaning from the respondents, that might lead to the identification of new concepts and the development of hypotheses.

These conditions led to the choice of a combined qualitative and quantitative approach, referred to by De Vos (1998:359) as “triangulation”.

This study adopted the two-phased triangulation model in which the first phase consisted of qualitative focus group interviewing and the second, a quantitative study in which data was collected by means of a mailed questionnaire and document analysis of the respondents’ official records stored at Ithuba Trust offices.

## **2.2 Type of research: Applied research**

The literature surveyed in Chapter 1 state that the purpose of applied research deals with the development of solutions for practice issues and interventions thereof (compare De Vos, 1998 and 2002; Bayley, 1987; Grinnell and Williams, 1990; Bloom and Fisher, 1982; Forcese and Richer, 1973 and Grinnell, 1988).

The outcome of the research addressed Ithuba Trust’s need to change its policies and procedures, by highlighting the significance of impact measurement as a research informed strategy towards desired transformation in development. Hence, the research was applied with a development component since the outcome provides a solution to a practical problem.

## **2.3 Research Strategy: Evaluative one-shot case study**

In this research, the definition of a research strategy by Grinnell and Stothers (1988:219) was adopted. They define a research strategy or design as: “... a plan which includes every aspect of a proposed research study from conceptualization of the problem right through to the dissemination of the findings.”

In considering the adopted definition of a research strategy, together with the problem formulation, purpose, aim and objectives of the research, type of research and the research approach, the evaluative one-shot case study design was selected. Fouché and De Vos (2002:140), refer to this design as a design in which a single person or group or

event is studied only once, subsequent to some agent or treatment presumed to cause change. Ithuba Trust therefore, was presented as a one-shot case study, to measure the impact of its funding policy and operations for access to its funding for poverty reduction and sustainable development initiatives. In other words, to assess whether Ithuba Trust funding policies and procedures led to easy access to funding that could be presumed to have caused some reduction in poverty levels and promoted sustainable development.

The respondents were therefore beneficiary organizations who had adequate knowledge about Ithuba Trust, the unit of analysis for the study.

## **2.4 Data collection and analysis**

In line with the research approach, the combined qualitative-quantitative approach was utilized. The first data collection phase was qualitative and informed the second quantitative phase.

### **2.4.1 Qualitative phase: Focus group interviewing**

In phase one, four focus groups were conducted with organizations that benefited from Ithuba Trust funding in order to gain insight into their feelings, attitudes, thoughts and experiences about Ithuba Trust funding policy and procedures (compare Greeff, 2002:305 and Schurink *et al.*, 1998:314).

#### **2.4.1.1 Population and sampling**

Babbie and Mouton (2004:166) refer to the use of the researcher's judgment in the sampling procedure, based on the researcher's knowledge of the population, its elements and the nature of the research aim. A total of forty-one respondents who participated in the interviews were purposively selected according to the following criteria:

- Organizations that benefited from Ithuba Trust funding over a multi-year funding period of two years or more, for utilization in their poverty eradication and sustainable development initiatives and possessed rich information about Ithuba Trust funding policy and procedure.
- Organizations with both depth and breadth of experience and knowledge and who share commonalities in poverty eradication and sustainable development.

- Organizations working in the same sectors, that is, early childhood development, women, youth, older persons, disabled and rural development.
- Organizations working in disadvantaged communities, that is, townships, informal settlements, rural and farm communities.

Compare Babbie, 1992:254; Schurink *et al.*, 1998:317; Human Rights Commission, 1998/1999:2; Babbie and Mouton, 2004:166 and Greeff, 2002.

The focus group interviews were conducted according to a semi-structured interview schedule (see Appendix 5).

The four series of interviews were conducted during April - May 2003 in Gauteng, Limpopo and North West Provinces. Gauteng was selected as a well-resourced province and both North West and Limpopo as under-resourced provinces. Two groups were conducted in Gauteng. There were, therefore, four series group interviews with a total respondent number of forty one, as already indicated.

The organizations that were represented in the four focus groups were the following:

Province	Name of Organization
Gauteng (Group 1)	Zakheni Early Learning Centre
	Nigel Child Welfare
	M and R Bakery and Development
	Iketsetseng
	Ratanang Day Care Centre
	Progress Day Care Centre
	Tsohang Crèche
	Funda Day Care Centre
	The Way Day Care Centre
	Phikelela Early Childhood Development
	Thembi's Day Care
	Traditional Healers Association

Total number of organizations = 12

Gauteng (Group 2) East Rand Protective Workshop

Prinshof School for Disabled

Youth For Christ

Women For Peace

Bugradeo Afterschool Care Centre

Mamelodi Association for the Physically Disabled

Total number of organizations = 6

North West

Jouberton Society for the Care of the Aged

Atamelang Crèche

Mpepi Crèche

Multi Vision Youth Development Project

Tshwaragano Early Learning Centre

Kgatelopele Crèche

Kgautswane Care Group for the Aged

National Welfare and Development Forum

Total number of organizations = 8

Limpopo

African Child Development Trust

Co-op Crèche

El-Elyon Educational Centre

Itekeng Ntagane Community Crèche

Itumeleng Community Development Agency

Malocha Day Care Centre

Maranatha Mogoto Preschool

Nkwana Women's Resource Centre

Piet Aphane High School

Rebone Itireleng Crèche

Reholegile Crèche

Relemogile Rural Development Project

Rivone Society for the Blind

Rural Women Association

Train-Up-A-Child

Total number of organizations = 15

The respondents who represented the organizations were senior members of the organizations, acting as spokespersons, with an in-depth knowledge of these organizations.

Interviews were conducted by the researcher and notes taken by a dedicated Ithuba Trust National Development coordinator, who had rich information about the respondents, as an Ithuba Trust employee and therefore extensive field notes were made. No recording devices such as audiotapes were used because the researcher's memory, in addition to the notes, was used as a basis for analysis, as suggested by Greeff (2002:318) who states: "The basis for analysis is transcripts, tapes, notes and memory." The researcher used her experience as a social worker, community interviewing and facilitative skills to stimulate sharing, debates and deepened discussions. Since the researcher and the administrative secretary had a long-term working relationship with the participants, the participants were spontaneous in communicating their feelings, thoughts, attitudes and experiences and fielded questions with ease.

Literature surveyed (compare De Vos, Fouché and Venter, 2002:223 and De Vos, 2002b:339) reveal that data analysis, in general, is the process of categorizing, bringing order, meaning, structure, manipulating messy information and summarization. Data was therefore coded and categorized into themes and sub-themes.

#### 2.4.1.2 Research findings: Qualitative phase

For analytical purposes, a coding procedure was used to classify data into themes. Themes that emerged from the study were:

- Social policy issues
- The phenomenon of poverty and inequality
- Sustainable development issues
- Impact measurement

The focus groups' demographic profile will precede the themes discussion.

#### **Focus groups demographic profile**

The composition of the focus groups is reflected in Table 5. As already indicated, two groups were recruited from Gauteng, a province which represents well-established and resourced provinces. One group was recruited from

Limpopo and the other from North West. These two provinces represent the under-developed and under-resourced communities. The sectors represent the socio-economically vulnerable groups and communities as identified by the Human Rights Commission Annual Report (1998/1999:2). It is evident from Table 5 that Ithuba Trust supported organizations that served communities in accordance with the South African national priorities cited in the Human Rights Commission Annual Report (1998/1999).

**Table 5: Focus Groups Demographic Profile**

<b>Province</b>	<b>Respondents</b>	<b>Sectors Represented</b>	<b>Location</b>
Gauteng (Group 1)	12	Early Childhood Development Child Welfare Interests Women	Township
Gauteng (Group 2)	6	Disabled Youth	Township Suburb
Limpopo	15	Early Childhood Development Women Youth Rural Development Disabled	Rural
North West	8	Aged Early Childhood Development Youth	Rural
<b>N = 4</b>	<b>N = 41 Respondents</b>		

### **Theme analysis**

The themes for analysis derived from the interview schedule (Appendix 5), from which the data for analysis emerged.

At the beginning of the interviews, the respondents described the interviews as an opportunity to communicate their disquiet about funding policies and procedures in general and were hypercritical of the intentions of the funding community. This disquiet is corroborated by World Bank (2000/2001:15), cited in Chapter 3, regarding the exclusion of the voice of poor people in decision-making processes. World Bank (2000/2001:15) asserts that poor people are often treated badly by the institutions that are supposed to help them. The African Renaissance and NEPAD, as discussed in Chapter 3, reflect the African leaders' desires, like the poor people, to be masters of their own destiny by



their own representation in decision-making processes affecting their countries. Although the focus of the study is Ithuba Trust, of significance, the respondents used the interviews also as an information gathering platform regarding criteria for other funders, with special reference to the National Development Agency and the National Lottery Distribution Trust Fund. The responds revealed that there was lack of coordination and monitoring amongst donors and as a result, there was greed amongst recipients of funding in terms of double funding and further that this greed intensified unhealthy competitive spirit amongst organizations as they competed for limited resources. Examples, such as clusters, where organizations register, without detection, for more than one cluster, were cited. It was evident from the discussions that donors with weak risk management systems were vulnerable to manipulation and as a result unintentionally promoted corruption.

For purposes of this research, the researcher succeeded in redirecting discussions to focus on Ithuba Trust policies and procedures and their impact on accessing funding towards poverty eradication and sustainable development.

The following themes and sub-themes emerged, based on the semi-structured interview schedule (see Appendix 5).

**Theme One: General experience with funding policies, with special reference to Ithuba Trust**

Two sub-themes relating to Ithuba Trust policy and procedures continued re-appearing during the interviews. The sub-themes, which generated into various sub-categories, are discussed below:

**Sub-theme one: Communication**

It was evident from the interactions that the respondents felt the need for Ithuba Trust to communicate effectively with its beneficiaries or the general public. According to the respondents, not enough information was available to them. The issue of information and communication, as a barrier towards poverty eradication and sustainable development was cited in Chapter 3, and should also be regarded as a social indicator for effective intervention or grantmaking guideline.

The problem is compounded by digital divide and the impact of globalization on poor nations or communities. It was argued in Chapter 3 that, whilst apartheid and colonialism were responsible for the marginalization of the poor, information communication technology and globalization have become the new form of discrimination and marginalization. Language, lack of on-site visits, guidelines for applications, protracted adjudications, policy changes and the composition of adjudication panels were sub-categories that emerged from the communication issue. How these sub-categories impacted negatively on the respondents is discussed below.

- Language

English was the only language used in all Ithuba Trust official documents. The other ten official languages, Braille and sign language were not considered for the official documents. The South African Constitution (Act No. 108 of 1996) states that all South African official languages must enjoy parity of esteem and be treated equitable. South Africa Year Book (2000/01:1) states that in spite of the Constitutional provision for parity in the use of the official languages, there is a marked move towards unilingualism in the public sector and South Africa in general with a bias toward the English language. Non-English speaking citizens are disadvantaged, especially in official publications and documents of national or organizational importance. The respondents' concerns were therefore in accordance with overall national concerns about the usage of only English in official documents of importance, such as application forms and proposals for funding.

- Lack of on-site visits

Ithuba Trust operated from a single national office as a strategy to minimize administrative costs. Use of volunteer adjudication panels in each province was made for objectivity, transparency and democratic purposes. Whilst this strategy was appreciated, participants felt that the adjudication panels hardly paid on-site visits that add value to the quality of adjudication processes. The participants therefore felt that not enough communication was made possible by this limitation, resulting in possibly highly unreliable information for adjudication. The value of site visits, according to the participants, would have informed Ithuba Trust

about equitable distribution of scarce resources for the benefit of under-resourced communities. It is therefore evident that the lack of on-site visits by Ithuba Trust decision makers disadvantaged the most needy to access its funding.

- Guidelines for applications

Ithuba Trust previously funded organizations which were registered under the now abolished Fundraising Act (No 107 of 1978) and all organizations which did not have this Registration were declined. The requirements for registration under the then Fundraising Act were cumbersome for the under-developed rural and township organizations, who could therefore not gain access to Ithuba Trust funds. The Fundraising Act was abolished when the Nonprofit Organisations Act (No. 71 of 1997) was promulgated in December 1997. The purpose of this new Act was to create an enabling environment for the NGO sector, in which they were no longer required to be registered in order to mobilize resources for their programmes.

The period for the study was 1989 - 1999. The Nonprofit Organisation Act (Act No. 71 of 1997) was operational from the year 1998. In other words, Ithuba Trust's funds were available to all organizations, irrespective of registration, for purposes of this study, only for two years, that is, 1998 and 1999. This meant, during the period 1989 - 1997, only registered organizations could access funds and those which were not registered could only access funding during the two-year period 1998 - 1999.

Referring to guidelines for applications, the respondents felt that Ithuba Trust lacked guidelines on how to access funding, other than the application form, which was only in English. One of the major concerns raised was the need for audited financial statements. There was no explanation on why these were a prerequisite and rural and township communities had no experience in auditing. Most of the organizations decided not to submit their applications, resulting in failure to access the much needed funding.

- **Protracted adjudications**  
The respondents revealed that when adjudications were prolonged, Ithuba Trust did not communicate reasons for the delays and these long delays sometimes destabilized applicants, some of whom had to close down due to cashflow challenges.
- **Policy changes**  
Ithuba Trust underwent a series of policy changes especially regarding its fundraising strategies (see Chapter 2) which influenced the funding policies. The respondents were of the opinion that Ithuba Trust seldom communicated such changes and as a result, most applications were declined due to adherence to the old criteria.
- **Composition of adjudication panels**  
There was no transparency in terms of communication about who participated in the provincial adjudication panels, how they were recruited, their term of service and representations. The respondents felt that they needed such information for guidance purposes since Ithuba Trust had no guidelines for applications. The respondents felt that if such information had been made available to the public or applicants, more would have approached the provincial panels for assistance and more would have gained access to funding.

#### **Sub-theme two: Policy development process**

Although this issue is linked to the communication issue as discussed above, the respondents singled out consultation with key stakeholders and criteria for funding as additional issues in Ithuba Trust's policy development processes. The following sub-categories emerged from the sub-theme:

- **Lack of consultation with external stakeholders**  
The respondents differentiated between the communication of new policies to stakeholders and consultation regarding the actual policy changes. According to the respondents, the current study is their first experience wherein Ithuba Trust consulted with key stakeholders in the review of its policies and procedures. In the past, stakeholders were not consulted and this shortcoming fell short of including critical information from the

stakeholders that would have enriched Ithuba Trust policies, for example, the impact of funding of only statutory registered organizations and the disadvantages of two funding cycles per year. The respondents were critical of the fact that well-established organizations could easily access Ithuba Trust funds due to the uneven level of development and capacity in the NGO sector, for example, urban versus rural development. The rural communities lacked capacity to meet the requirements for statutory registration and submission of applications twice a year. Had Ithuba Trust consulted with the stakeholders, they would have been sensitized about these rural marginalization factors. The Quality Management in the Nonprofit World (1991:93) states: “When improvement is the focus of your management style, you cannot afford to be uninformed about the way your various constituencies think. Your ... clients all have valuable insights into the processes of your organization that can provide the critical adjustments you want to achieve.” This statement corroborates the participants’ views.

- Criteria for funding

As already mentioned, the groups were highly critical of the statutory registration under the then Fundraising Act (No. 107 of 1978), as one of the key criteria for registration. This factor continued reappearing during discussions. The importance of an enabling legislative environment was highlighted and the deregulation of this factor, under the Nonprofit Organisations Act (No. 71 of 1997) was highly appreciated. However, as already mentioned, for purposes of this research, Ithuba Trust had two years only to change its policies for implementation under the Nonprofit Organisations Act (No. 71 of 1997). The respondents felt that they did not benefit from these changes as implementation of any new legislation takes a while before the general public is well-conscientized about the benefits and actual application of the law. As a result, the groups revealed that Ithuba Trust’s adherence to the past legislation cut off the majority of applications from the disadvantaged communities where funding was most needed.

In summary, Theme One addressed the respondents experiences with Ithuba Trust policy issues and the following results emerged:

- Although the sample was based on the researcher's judgment based on Babbie and Mouton (2002:166), the focus groups demographic profile were in compliance with the national priorities, as identified in the Human Rights Commission Annual Report (1998/1999).
- The respondents highlighted the need for donor coordination to prevent possible corruption due to competition for limited resources.
- Ineffective communication, in its various forms, for example, information communication technology and globalization, may lead to further marginalization of poor people.
- For purposes of the identification of social indicators of effective poverty eradication and sustainable development and the development of a grant-making strategy for Ithuba Trust, it was found that compliance with national priorities, donor coordination and meaningful communication play a significant role.

**Theme Two: Understanding poverty and inequality**

It was crucial for the study to determine the respondents' understanding of the phenomenon of poverty and inequality and to identify the synergy between their understanding and Ithuba Trust's organization ethos. The respondents were asked to define poverty and discuss how poverty, according to their definitions, was related to development.

It was observed that in all the four focus groups respondents found it difficult to explain comprehensively what poverty and inequality meant. However, one factor that kept on surfacing was the difficulty in explaining what poverty was. This could be attributed to the skewed partnerships between donors such as Ithuba Trust and their beneficiaries. According to the respondents, donors impose their interests on to beneficiaries, making beneficiaries understand the meaning of poverty from their (donors) perspective rather than the beneficiaries' own experiences of poverty. This imposition results in conflicting expectations. The participants' opinions were that donors should ask poor people to define poverty and what they think, as poor people, will work, to reduce the poverty levels. In this way, real life testimonies would lead to the definition of what poverty and inequality means and strategies for intervention.

For purposes of this research, the participants revealed that Ithuba Trust's reliance on application forms without site visits which allow for direct interaction with the communities rendered Ithuba Trust less informed about poverty and inequality issues. Ithuba Trust, it was revealed, operated far from the communities. This factor also indicated that poor communities do not expect only money from donors, but their participation at community level, where the insight into what poverty entails, could be developed together.

The analysis of Theme Two discloses a weakness in the interaction between donors and their beneficiaries, leaving a huge gap in the development of a common understanding of what poverty is. This gap develops into a conceptual bias which in turn, leads to donors and their beneficiaries operating at cross-purposes, with little impact on poverty eradication and sustainable development. As a social indicator, the need to develop mechanisms that would ensure consistent donor-beneficiary interaction to discern targets for poverty eradication and sustainable development becomes imperative.

### **Theme Three: Understanding sustainable development**

In order to arrive at appropriate recommendations from this study, it was imperative to ask the focus groups to discuss what they understood about the concept development. The respondents were asked to define the concept development and sustainability and to explain how the two concepts were related, the time frames for development, as well as their opinions on whether funders were obliged to fund development according to their identified time frames or not.

These issues were not asked individually, but the discussions centred around them, for example, reference to the definition of development was linked to the duration of the development process and the need for long-term funding.

The respondents revealed that there was no formula for development and they used the concepts development and sustainable development interchangeably. Their definition of sustainable development was focused purely on continued funding by the donor community for a duration to be determined by the NGOs financial independence. It became evident that the respondents were not yet conscientized on the global definition of sustainable development that encompasses social, economic and environmental development.

Arising from the discussions on sustainable development, the following sub-themes could be identified as integral elements of sustainable development:

- Sustainable development, like poverty eradication, is a customized process, beginning with the premise “no two projects are identical.” In other words, the initiative for sustainable development, starting with its definition, must come from the poor people themselves, who will define the desired change, irrespective of the time frames. This reinforces the principle that development takes place from within with a sustained and well-coordinated network of outside help. It is about serving indigenous needs and sustainable livelihoods. This principle is corroborated in Chapter 1 (section 5) wherein the voice of poor people is advocated for in sustainable development interventions. In this chapter, World Bank (2000/2001:15) was cited as asserting that poor people are often treated badly by the institutions of state and society and are excluded from voice and power in those institutions. There is therefore, a need for authentic communication, by the poor people, for poor people, to express their aspirations in order to affect some influence to the quality of their lives. This issue was also highlighted above under sub-theme communication.
- Development is not only about a once-off isolated funding and intervention. It is about going back to basics of life-long or community learning and not materialism such as wealth creation. It is about the development of people’s competencies towards fully functioning people and communities. This principle can be related to the Human Development Index cited in Chapter 3 (section 3) wherein development is measured against a long and healthy life, knowledge and a decent standard of living as three basic dimensions of human development.
- Sustainable development is about differentiating between change and sustained improvement. The respondents were of the opinion that the concept change may be for better or for worse, compared to the concept sustained improvement which is a one-way positive direction. It was evident that the groups’ perception of sustainable development was parallel to the concept improvement in their circumstances, whether quantitative or qualitative or both.



- The importance of human rights.

The respondents made a comparison between the human rights abusing past government and the current democratic government. They emphasized the importance of human rights in sustainable development. This revelation is supported by Secrett (2002), cited in Chapter 1, who states that sustainable development is about welfare and power and that global economy is failing to deliver the conditions under which basic needs can be met, and these conditions are development rights. Secrett (2002) asserts that development is in a crisis due to the denial of human rights, and that makes development objectives difficult to achieve and harder to maintain.

Congruent to the findings in Theme Two, the findings on Theme Three revealed a lack of a common understanding between the donors and on what sustainable development entails. A compounding factor is that the respondents did not link sustainable development to the triple bottom-line paradigm, namely, social, economic and environmental development, but rather to financial stability. Financial stability, therefore, becomes an indicator for successful poverty eradication and sustainable development initiatives.

The incorporation of human rights in poverty eradication and sustainable development was also revealed as an indicator linked to life-long human development.

#### **Theme Four: Impact measurement issues**

The respondents were given an opportunity to relate what their understanding of impact measurement was, their experiences with Ithuba Trust policies in relation to their understanding of impact measurement and how it could be measured. In addition, they were requested to refer to Ithuba Trust's requests for progress reports, mechanisms to prevent mismanagement of funds and Ithuba Trust's image in accordance to their definition of impact measurement.

These issues were also not discussed in isolation, but an answer to one spontaneously led to the discussion of others.

It was revealed that impact measurement could not be planned. This opinion was linked to the premise that there was no recipe for sustainable development

intervention and further that each intervention was a customized process. The respondents' common understanding of what impact was, was that impact measurement required consultation with external stakeholders who could tell whether the intended objectives had been achieved or not, compared with evaluation which was retrospective.

In discussing the relevance of impact measurement in poverty eradication and sustainable development, the following sub-themes emerged:

#### **Sub-theme one: Advantages of impact measurement**

According to the respondents, impact measurement has the following advantages:

- Impact measurement results in the improvement of quality of life since the results are available for implementation and may generally be transferable under different circumstances, that is, they may generally be replicated.
- Impact measurement coordinates the different measures of intervention, particularly in poverty eradication as the phenomenon of poverty and inequality is highly complex and difficult to define.
- Impact measurement contributes to the development of competencies and different perspectives about life in general. In other words, it is an eye-opener, broadening the horizons for intervention. This could be linked to the participants' definition of sustainable development, as a one-way positive improvement in people's lives. This advantage is supported by Maartens (1997), cited in Chapter 1, who lists the benefits of impact measurement, amongst others, as an important tool for strategic planning; increasing efficiency, effectiveness, competitiveness and chances of access to resources; liberating and promoting democratic processes and creating awareness for improvement.

#### **Sub-theme two: Disadvantages of impact measurement**

Similarly, the respondents outlined the following disadvantages about impact measurement:

- Impact measurement is generally confused with deliverables, for example, the number of houses built instead of the quality of life of the

recipients of those houses. Quality of life indicators would be the reduction of the child abuse and tuberculosis rates in overcrowded homes.

- Impact measured studies are generally conducted by highly educated researchers who possess research skills which are lacking in the poor communities. Such discrepancies usually result in incompatible expectations between the researchers and the disadvantaged.
- Impact studies are generally funder-biased because the groups believe that developed nations often impose their standards on the developing nations.
- Circumstances dictate terms. According to the groups, impact measurement presupposes making a difference. However, in general, impact measurement is used by funders interchangeably with evaluation and progress reports with a motive for accounting for funds granted.
- Impact studies usually ignore indigenous knowledge and this limitation prevents the critical integration of such information into scientific knowledge.

These disadvantages about impact measurement, which generally are a motive for impact measurement reluctance, are corroborated by Owyong (1999), Mazel (1965) and Keck (1997) who list assumptions linked to the reluctance by the donor community to conduct impact measurement studies, cited in Chapter 1. They are, amongst others, impact measurement which overemphasizes numerical outputs as opposed to quality; on their own, impact measurements are of little help when subjects under investigation are compared, since such targets are complex with diversified criteria for measurement and, impact measurement involves expertise which is not readily available.

In summary, it can be stated that, notwithstanding the reluctance by development practitioners to conduct impact studies, these findings indicate impact measurement as a success factor or indicator for poverty eradication and sustainable development.

In conclusion, the findings indicated that, although Ithuba Trust funding was helpful to the organizations which benefited from such funds, the Ithuba Trust funding policies and procedures, influenced by the then Fundraising Act (No. 107 of 1978), which had vast sweeping powers over the NGO sector and the donor community, marginalized the most needy communities and organizations. The results show weaknesses in policy

decisions which failed to involve the target communities in decision making processes. Apart from the influence of the then oppressive Fundraising Act, Ithuba Trust failed to communicate with and involve its stakeholders in its policy decisions and as a result, more organizations could not access its funding. For purposes of this research, Ithuba Trust operated under the new enabling legislation for a period of two years. The impact of the new legislation was insignificant in that the implementation of any new legislation takes a relatively longer period for its benefits to be felt.

The following section presents the results of the second phase of the empirical study.

#### **2.4.2 Quantitative phase: Mailed questionnaires and study of official documents**

The quantitative phase was conducted during February - August 2004, during which data was collected by means of mailed questionnaires, which were self-administered by the respondents and the study of the respondents' official documents held at the offices of Ithuba Trust.

As indicated in Chapter 1, the population for the study was approximately 2 600 NGOs who received funding from Ithuba Trust during the ten-year period 1989 - 1999. These organizations applied for funding to Ithuba Trust for support to their poverty eradication and sustainable development initiatives. In order to reduce the population to an appropriate sample for the study, the researcher selected organizations that received multi-year funding (minimum two years) from the population of 2 600 organizations.

This exercise reduced the number to approximately 1 000 organizations. For purposes of this study, the researcher aimed to obtain a high degree of reliability in the collection of data and raised the 10% rule of thumb (Strydom and De Vos, 1998:194) to 20%, which translated into a sampling frame of two hundred organizations.

Questionnaires were sent to the two hundred selected organizations in February 2004. Several reminders were sent to these organizations to return the completed questionnaires. This process took a period of six months until all the two hundred questionnaires were returned and follow-up questions and clarifications done. Since all the two hundred questionnaires were returned, the response rate was 100%.

The results of the mailed questionnaires will be presented first, followed by those of the official documents study.

#### 2.4.2.1 Quantitative data analysis and interpretation

This section will outline the process followed in data processing, analysis and interpretation of the quantitative research.

Babbie and Mouton (2004:412) state that in order to conduct a quantitative analysis, a researcher often engages in a coding process after the data had been collected. The purpose of coding is to reduce a wide variety of original responses to questions to a more limited or focused set of attributes composing a variable. For purposes of this research, the researcher broke down the responses arising from the questionnaire (Appendix 6) into four variables related to the study aim and objectives. These variables were Ithuba Trust beneficiary organization's profile; issues related to poverty and inequality; issues related to impact measurement and Ithuba Trust funding policy and procedures. Questions 1 - 8 of Appendix 6 related to the beneficiary profiles; question 9 referred to poverty issues; question 10 referred to impact measurement issues and questions 11 - 15 related to Ithuba Trust funding policy and procedures. The researcher developed a code system similar to a codebook and recorded attributes with common characteristics or themes, for each variable.

Table 6 is an example of the coding procedure followed and the code categories defined for the coders in relation to the proper categories. As cited in Chapter 1, in order to eliminate errors, the researcher and the Department of Statistics at Pretoria University, who utilized the statistical software package SAS, were involved in what Babbie and Mouton (2004:418) refer to as data cleaning. This process ensured that a specific set of legitimate attributes are translated into a set of possible codes and further that only those cases that should have data on a particular variable do in fact have such data (Babbie and Mouton, 2004:418).

**Table 6: Example of Coding Procedure**

<b>Variable: Funding Policy and Procedures</b>	<b>Attributes (Responses)</b>	<b>Category</b>	<b>Numerical Code Assignment</b>
Question 14:  Successful development can be seen by happy hardworking people.	<ul style="list-style-type: none"> <li>Sustainability, empowering, cultivate peaceful working environment, confidence building, improved quality service, complement other donors, crisis intervention.</li> </ul>	Organizational culture	1
14.1 In your own words please describe the importance of Ithuba Trust funding to your organization.	<ul style="list-style-type: none"> <li>Organizational development, provision of start-up organization, outreach programmes, met own aims and objectives, asset building.</li> </ul>	Organizational development	2
	<ul style="list-style-type: none"> <li>Accessibility, flexible, supportive, dependable, making a difference.</li> </ul>	Ithuba Trust public image, corporate governance	3

With reference to the presentation and interpretation of data, De Vos *et al.* (2002:225-226) state that data need to be summarized for easy comprehension and utilization, taking on different forms such as tabular or graphical display.

- **Respondents profile**

The respondents were profiled according to the following attributes:

- Sustained organizational existence
- Operational areas
- Triple bottom-line application
- Population served
- Scale of impact
- Scale of Ithuba Trust funding
- Projects supported by Ithuba Trust

The results of these attributes are presented in tabular forms below:

## 2.4.2.2 Sustained organizational existence

An organization's number of years in existence quantifies its experience and knowledge about the dynamics of the sector in which it operates. For purposes of this research, a two-year period was considered in defining the sample frame. Table 7 reflects the number of years the organizations had been in existence.

**Table 7: Sustained Organizational Existence**

<b>Years in Existence</b>	<b>N</b>	<b>%</b>
0 – 10	93	46.5
11 – 20	30	15.0
21 – 50	20	10.0
51 – 100	53	26.5
Over 100	4	2.0
	<b>N = 200</b>	<b>100</b>

Table 7 reveals that the majority of the organizations, that is, 93 (46.5%) were established at the same period during which Ithuba Trust was founded.

As already mentioned in Chapter 2, Ithuba Trust was founded in 1989, just a year before President Nelson Mandela and other political leaders were released from prison and the unbanning of political organizations by the then South African government. This period spelt freedom to concerned South Africans who could not operate freely for social justice due to the oppressive nature of the past government which regarded any coordinated effort for sustainable development with suspicion. This was the period of negotiations for the birth of democracy which took place in 1994, and the beginning of enabling legislation which might have encouraged the majority of progressive and concerned South Africans to join government in the reconstruction of South Africa, as no government would be able to transform the country, single-handed.

Although the majority of the respondents were established during the negotiations for the transformation of South Africa into a new democracy, the study of Swilling and Russell (2002) reveals that there are 101 289 legal status NPOs in South Africa, many of whom are over hundred years old.

Table 7 therefore reveals that organizations become more sustainable under an enabling environment. The emergence of Ithuba Trust during the same period added value, through funding, to the developing organizations for their continued existence.

#### 2.4.2.3 Operational areas for programmes

The operational areas were communities in which the organizations in the study conducted their services. Some of the organizations operated in more than one community. Table 8 reflects these communities.

**Table 8: Operational Areas for Programmes**

Area	Number of Organizations	%
Farming Communities	26	13.0
Informal Settlements	83	41.5
Rural Communities	82	41.5
Townships/Urban	119	59.5
Suburbs	131	65.5

Table 8 reveals that the affluent suburb communities received attention from most organizations, that is 131 (65.5%) and the farming community was served by a mere 13% (26 organizations). This confirms the focus group's revelation that the well-established sectors of the society have the greatest capacity to mobilize scarce resources for the benefit of their already well-resourced communities. This state of affairs reinforces the ever-widening gap between the haves and the have-nots.

It was striking to note that informal settlements, perhaps due to their proximity to the urban areas, received equal attention to the rural communities' 41.5%, which had been in existence for much longer. This informal settlement advantage confirms the concentration of resources in urban areas.

The study of Swilling and Russell (2002) also confirmed this discrepancy by revealing that most of the R14 billion revenue raised by the NGO sector was spent in well-established urban organizations, to the detriment of the poorer rural and farm communities.



## 2.4.2.4 The triple bottom-line application of sustainable development

The respondents were asked to indicate whether their programmes encompassed all the three components of sustainable development which are social, economic and environment, and if not, to indicate in what area or areas of the triple bottom-line were they involved. The respondents were also asked to give examples of the programmes or projects in each leg to their sustainable development equation. Table 9 reflects their applications.

**Table 9: The Triple Bottom-line Application**

<b>Development Component</b>	<b>Number</b>	<b>%</b>
Social + Economic + Environment	20	10.0
Social Only	90	45.0
Economic Only	34	17.0
Environment Only	3	1.5
Social + Economic	32	16.0
Social + Environment	16	8.0
Economic + Environment	5	2.5
	<b>N = 200</b>	<b>100</b>

It is evident from Table 9 that the majority of the organizations, that is 45% (90), are focusing mainly on social services, examples of which are indicated in Table 10. The second level of focus was purely economic, that is 34 organizations (17%), followed by a combination of social and economic, that is 32 organizations (16%). The least attended to was the environment (1.5%) and economic and the environment combined (2.5%).

As already indicated in Chapter 3, the triple bottom-line definition of sustainable development is a challenge to practitioners in poverty eradication and sustainable development and practitioners are only beginning to encompass all the three components in their practice. Only 20 organizations (10%) indicated that they were already applying the three components in their services, which is a significant revelation of a renaissance contributing to the goals of the World Summit for Sustainable Development, cited in Chapter 3. Examples of environmental and economic projects cited by the respondents are indicated in Table 10.

The difficulty in applying the integrated triple bottom-line development approach was supported by Fouché and Delport (2000), who write on the different interpretations given by practicing social workers, about the concept social development. These varying interpretations led to conflicting strategies in poverty eradication and sustainable development and the three components of development were not integrated in practice.

In unpacking the triple bottom-line application, respondents were asked to indicate the actual programmes or projects supported by Ithuba Trust. Such information led to the identification of the extent of applying the three sustainable development dimensions. Table 10 reflects the scale of application, in relation to the percentage distribution indicated in Table 9.

**Table 10: Projects Supported by Ithuba Trust**

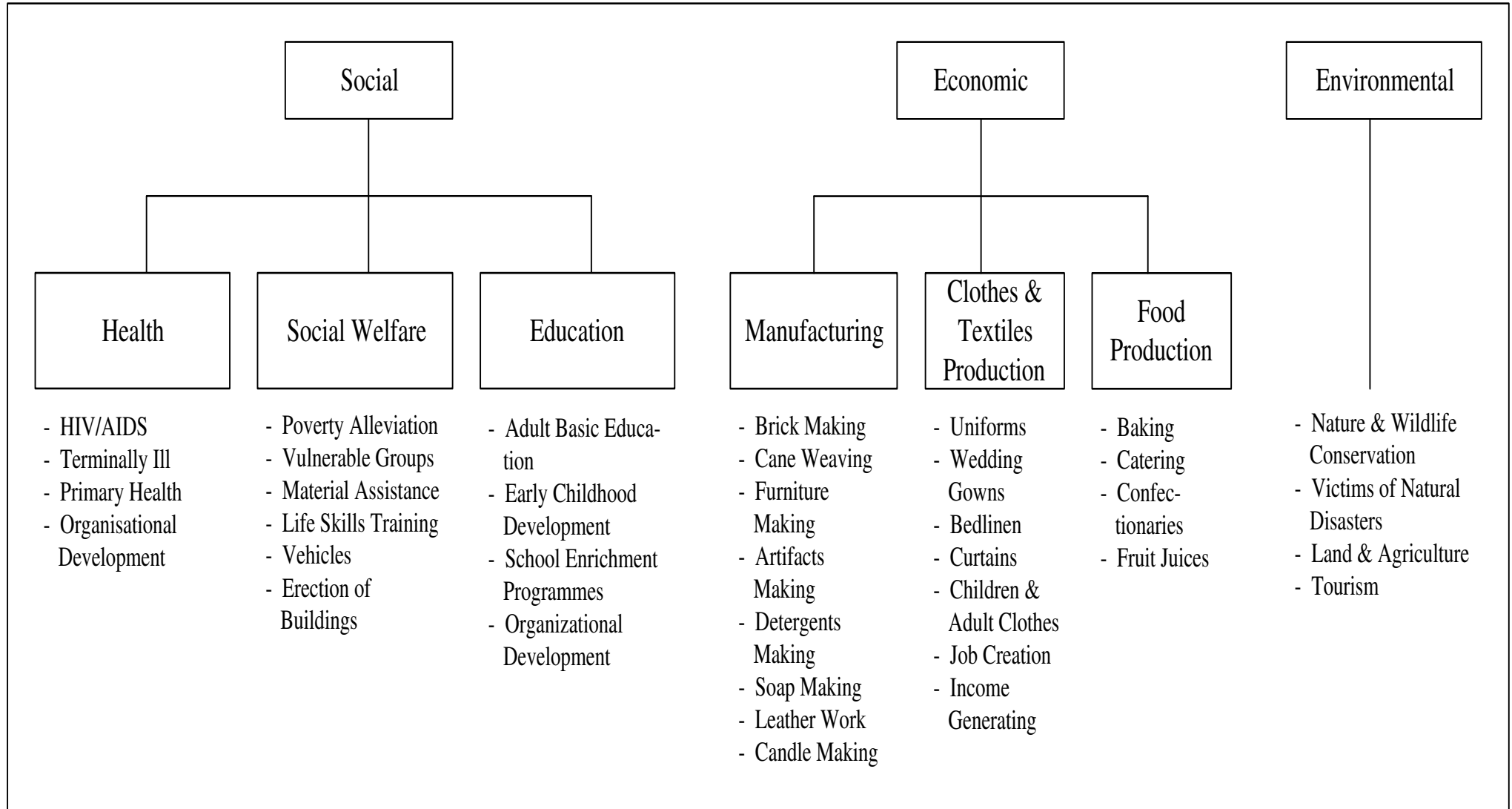


Table 10 therefore corroborates the findings in Table 9 which show a strong leaning towards social development (45%) and a combined leaning towards social and economic dimensions (16%) and very little activity in the environment sector (1.5%).

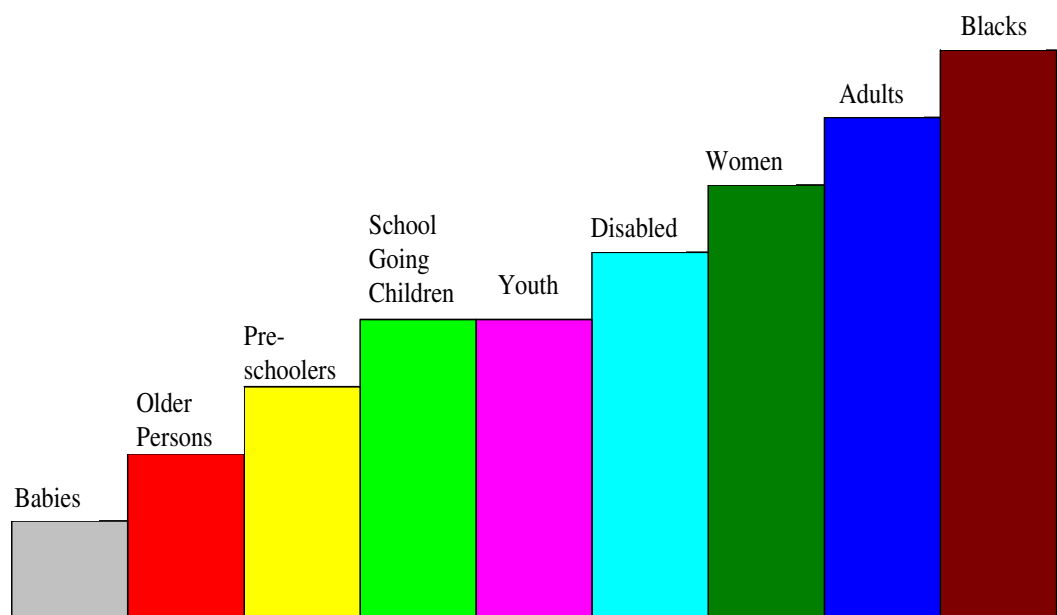
#### 2.4.2.5 Population served

This section investigated the target people served by the respondents. Table 11 provides a profile of people served.

**Table 11: Population Served**

Target Groups	Number of Organizations	%
Adults	155	77.5
Babies	89	44.5
Disadvantaged Blacks	159	79.5
Disabled	122	61.0
Older Persons	102	51.0
Preschoolers	112	56.0
School Going Children	121	60.5
Youth	121	72.5
Women	145	72.5

The priority target groups are reflected in Figure 10:



**Figure 10: The Priority Target Groups**

Both Figure 10 and Table 11 informed the researcher that the most vulnerable groups of society, that is, infants, older persons, school going children and youth are attended to by fewer organizations than the disabled, women, adults and blacks. At the time of writing this report, South Africa had launched a sixteen day campaign for non-violence against women and children and during the first week of the campaign, five infants were reported raped. Before the campaign, the National Council of Provinces and the South African Provincial Legislative Assembly condemned the government for lack of commitment to fight against rape, particularly of infants and young children between the ages of seven and fourteen.

The abuse of older persons had also received high profile attention. The results of the study present themselves as a challenge to the social work profession including Ithuba Trust, to provide an equal, if not more attention to the well-being of infants, older persons, school going children and the youth.

#### 2.4.2.6 Scale of impact: number of direct and indirect beneficiaries

One of the variables to assess the criteria for funding was the number of beneficiaries reached by the organizations, directly or indirectly. These numbers provide an estimation of the general population served by the NGO sector. As Ithuba Trust was not the only funder for these organizations, the information may be useful in assessing the scale of impact and coverage by the NGO sector. Table 12 provides the number of beneficiaries served. According to this table, 200 organizations had a population coverage of 10 million, which translates into 25% of South Africa's population. The significance of this scale was reported in the study of Swilling and Russell (2002) which confirmed the importance of the NGO sector as a force to be reckoned with. The linkage between this population coverage and the continued existence of the NGO sector defines this sector as a dependable and tenacious partner in poverty eradication and sustainable development. The sector can inform policies and their participation is therefore critical. This figure is corroborated by the number of beneficiaries listed in Appendix 2 which gives the scale of impact as approximately 16 million beneficiaries.

The significance of this scale of impact is provided by Marais, cited by Russell (2001:2) when he argues that voluntary sector organizations are sometimes pro-

viding social services in tandem with government, and sometimes as a substitute for government provision. Russell (2001:12) also cites Camay and Gordon in describing the impact of the NGO sector in relation to government competencies as “determining the appropriate division of labour between government and civil society in meeting development needs.”

**Table 12: Scale of Impact: Number of Direct and Indirect Beneficiaries**

<b>Respon- dent*</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>	<b>Respon- dent*</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>
<b>1</b>	250	20000	20250	<b>101</b>	201	0	201
<b>2</b>	12000	5000	15000	<b>102</b>	100	29	129
<b>3</b>	180	200	380	<b>103</b>	37848	0	37 848
<b>4</b>	9000	21000	30000	<b>104</b>	100	500	600
<b>5</b>	60	30	90	<b>105</b>	5000	0	5000
<b>6</b>	1800	54000	55800	<b>106</b>	150	0	150
<b>7</b>	182	546	728	<b>107</b>	122	100	222
<b>8</b>	2000	411	2411	<b>108</b>	5000	15000	20000
<b>9</b>	90	270	360	<b>109</b>	10000	25000	35000
<b>10</b>	2000	200000	202000	<b>110</b>	12000	0	12000
<b>11</b>	694	2776	3470	<b>111</b>	4300	6000	10300
<b>12</b>	300	20000	20300	<b>112</b>	14000	25000	39000
<b>13</b>	5000	2368	7668	<b>113</b>	6186	13000	29186
<b>14</b>	70	200	270	<b>114</b>	2000	18000	20000
<b>15</b>	5000	25000	30000	<b>115</b>	70	280	350
<b>16</b>	600	100	700	<b>116</b>	1694	10529	12223
<b>17</b>	12	40	52	<b>117</b>	400	1200	1600
<b>18</b>	3000	0	3000	<b>118</b>	200	600	800
<b>19</b>	426	50	476	<b>119</b>	8000	10000	18000
<b>20</b>	2000	8000	10000	<b>120</b>	1000	2000	3000
<b>21</b>	60	22	82	<b>121</b>	600	1000	1600
<b>22</b>	1800	1800	3600	<b>122</b>	900	0	900
<b>23</b>	110	0	110	<b>123</b>	400	4000	4400
<b>24</b>	185	0	185	<b>124</b>	3000	12000	15000
<b>25</b>	200	400	600	<b>125</b>	60	49940	50000
<b>26</b>	1639	10000	11639	<b>126</b>	250	250	500
<b>27</b>	100	20	120	<b>127</b>	250	1000	1250
<b>28</b>	150	8000	8150	<b>128</b>	400	1000	1400
<b>29</b>	42000	0	42000	<b>129</b>	220	5500	5720
<b>30</b>	100	0	100	<b>130</b>	350	150	500
<b>31</b>	40	350	390	<b>131</b>	190	190	380
<b>32</b>	50	100	150	<b>132</b>	185	0	185

<b>Respon- dent*</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>	<b>Respon- dent*</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>
<b>33</b>	64186	641860	706046	<b>133</b>	1152	3466	4618
<b>34</b>	30	50	80	<b>134</b>	200	20000	20200
<b>35</b>	1601	75000	76601	<b>135</b>	4000	1000	5000
<b>36</b>	400	200	600	<b>136</b>	150	12200	12350
<b>37</b>	2200	0	2200	<b>137</b>	300	600	900
<b>38</b>	250	500	750	<b>138</b>	100	300	400
<b>39</b>	2760	5517	8277	<b>139</b>	1000	500	1500
<b>40</b>	190	84	274	<b>140</b>	1200	5000	6200
<b>41</b>	140	50	190	<b>141</b>	400	10000	10400
<b>42</b>	105	50	155	<b>142</b>	60	1500	1560
<b>43</b>	1500	500	2000	<b>143</b>	4000	8000	12000
<b>44</b>	26700	300	29700	<b>144</b>	1350	5000	6350
<b>45</b>	160	800	960	<b>145</b>	9600	4000	13600
<b>46</b>	355	200	555	<b>146</b>	450	500	950
<b>47</b>	280	0	280	<b>147</b>	4403	50000	54403
<b>48</b>	14	538	552	<b>148</b>	32610	2990	35600
<b>49</b>	30000	100000	130000	<b>149</b>	100	200	300
<b>50</b>	580	1160	1740	<b>150</b>	240	50	290
<b>51</b>	4000	2000	6000	<b>151</b>	3272	1833994	1837266
<b>52</b>	500	0	500	<b>152</b>	25	40	65
<b>53</b>	5000	0	5000	<b>153</b>	100	500	600
<b>54</b>	5000	10000	15000	<b>154</b>	120	0	120
<b>55</b>	400	1200	1600	<b>155</b>	3000	7000	10000
<b>56</b>	120	0	120	<b>156</b>	15000	0	15000
<b>57</b>	25000	500000	525000	<b>157</b>	27	60	87
<b>58</b>	11000	22000	33000	<b>158</b>	30000	0	30000
<b>59</b>	5000	50000	55000	<b>159</b>	600	10000	10600
<b>60</b>	120	30	150	<b>160</b>	300	1200	1500
<b>61</b>	10000	15000	25000	<b>161</b>	400	800	1200
<b>62</b>	5000	50000	55000	<b>162</b>	500	200	700
<b>63</b>	80	80	160	<b>163</b>	15	75	90
<b>64</b>	200	0	200	<b>164</b>	5000	15000	20000
<b>65</b>	1350	1300	2650	<b>165</b>	1100	3000	4100
<b>66</b>	400	0	400	<b>166</b>	18000	0	18000
<b>67</b>	1995	238028	240023	<b>167</b>	132	333	465
<b>68</b>	50	250	300	<b>168</b>	1800	900	2700
<b>69</b>	120	500	620	<b>169</b>	96	288	384
<b>70</b>	60	0	60	<b>170</b>	130	150	280
<b>71</b>	500	3000000	3000000	<b>171</b>	500	5000	5500
<b>72</b>	1000	10000	11000	<b>172</b>	280	2500	2780
<b>73</b>	170	200	370	<b>173</b>	10000	0	10000

<b>Respon- dent*</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>	<b>Respon- dent*</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>
<b>74</b>	440	800	1240	<b>174</b>	335	600	935
<b>75</b>	1250	4450	5700	<b>175</b>	1200	12000	13200
<b>76</b>	935	480	1415	<b>176</b>	109229	0	109229
<b>77</b>	900	4500	5400	<b>177</b>	5000	55000	60000
<b>78</b>	8500	42500	51000	<b>178</b>	1000	1000	2000
<b>79</b>	100	0	100	<b>179</b>	16000	50000	66000
<b>80</b>	28000	108000	136000	<b>180</b>	40	1600	1640
<b>81</b>	122	710	832	<b>181</b>	5000	45000	50000
<b>82</b>	5000	200	7200	<b>182</b>	540	0	540
<b>83</b>	44	15	59	<b>183</b>	100	50	150
<b>84</b>	500	5000	5500	<b>184</b>	109	0	109
<b>85</b>	60	2200	2260	<b>185</b>	5000	45000	50000
<b>86</b>	3020	2940	5960	<b>186</b>	4500	0	4500
<b>87</b>	1000	50000	51000	<b>187</b>	500	50000	50500
<b>88</b>	6850	20150	27000	<b>188</b>	500	150	650
<b>89</b>	170	2000	2170	<b>189</b>	2500	5000	7500
<b>90</b>	430	950	1380	<b>190</b>	1500	0	1500
<b>91</b>	48000	1200	49200	<b>191</b>	500000	1500000	2000000
<b>92</b>	700	0	700	<b>192</b>	3322	27119	30441
<b>93</b>	250	50	300	<b>193</b>	300	4000	4300
<b>94</b>	4292	88372	92664	<b>194</b>	1500	3000	4500
<b>95</b>	210	100	310	<b>195</b>	120	14	134
<b>96</b>	2340	4680	7020	<b>196</b>	100	2600	2700
<b>97</b>	31	16	47	<b>197</b>	1500	100000	101500
<b>98</b>	200	400	600	<b>198</b>	60	120	180
<b>99</b>	320	0	320	<b>199</b>	65	30	95
<b>100</b>	85	200	285	<b>200</b>	90	90	180
<b>TOTAL</b>	<b>413363</b>	<b>5447993</b>	<b>5863856</b>	<b>TOTAL</b>	<b>926998</b>	<b>4110987</b>	<b>5010137</b>

\* See Appendix 8.

In summary, Table 12 indicates the total number of direct beneficiaries as 1 340 360, indirect beneficiaries as 9 558 980, resulting in a total of 10 873 993 beneficiaries. The significance of this figure (10 873 993) has already been indicated above.

#### 2.4.2.7 Scale of Ithuba Trust funding

This analysis reveals the scale of funding received from Ithuba Trust, based on commencement or the initial funding year, the number of years funded by



Ithuba Trust and funding received against the funding cycles which were March and September of each year and emergency funding.

**Table 13: Initial Funding Year**

<b>Period</b>	<b>N</b>	<b>%</b>
1989 - 1994	138	69.0
1995 - 1999	62	31.0
	<b>N = 200</b>	<b>100</b>

Table 13 reveals that the majority of organizations, that is 138 (69%) received their initial funding during Ithuba Trust's first five-year period in operation. As already mentioned in section 2.4.1.2 above, organizations become more sustainable under an enabling environment. During this period, the Ithuba Trust marketing strategy was effective in promoting such an enabling environment and according to the founding Trustee, Gareth Pyne-James, cited in Chapter 2, the brand name "Ithuba" became South Africa's house-hold name. These results indicate a degree of synergy between the initial funding year, as indicated in Table 13 and the respondents' number of years in existence, as reflected in Table 7. Table 7 revealed that the majority of organizations were founded during the same period of Ithuba Trust's year of establishment. It can be concluded that most of the organizations developed together with the growth of Ithuba Trust. However, the number of organizations that received funding for the first time during the second five-year period of Ithuba Trust's operation (1995 – 1999) compared to the first five-year period (1989 – 1994), declined (31%).

The decline in the number of organizations could be attributed to the threat that Ithuba trust faced for its closure, as indicated in Chapter 2. In this chapter, it was indicated that during 1993, the current South African government commissioned the Gambling Board Commission of Enquiry in preparation for the introduction of the National Lottery. This development began to threaten the continued existence of Ithuba Trust due to the fact that gambling was Ithuba Trust's only source of revenue and one of the terms of reference for the Gambling Board Commission of Enquiry was to recommend for the closure of the unregulated gambling industries, of which Ithuba Trust was one. The period

1995 - 1999 was therefore a destabilizing one for Ithuba Trust and perhaps, indirectly, demotivated additional new applications for its funds. The gambling industry that Ithuba Trust operated was finally closed down by legislation.

The respondents were asked to indicate the number of years in which Ithuba Trust funded them. Table 14 is a reflection of these years. It should be noted that this variable was the key determining factor for the sampling frame.

**Table 14: Number of Years Funded by Ithuba Trust**

Years	N	%
2 – 5	128	64.0
6 – 10	72	36.0
	<b>N = 200</b>	<b>100</b>

According to Table 14, the majority of the organizations, that is 128 (64%), were funded for a period of 2 - 5 years and the remainder (36%) for a longer period. Although this information indicates the duration of funding for poverty eradication and sustainable development initiatives, the literature review in Chapters 3 and 4 on poverty, inequality, poverty eradication strategies; the definition of the concept sustainable development and the results of the focus groups interviewing did not reflect the time frame for development. The focus groups in the qualitative phase revealed that development is a customized process taking place with outside help, irrespective of the time frames. However, according to the researcher's observations, the donor community, in general, fund projects for a maximum period of five years. In general terms, it can be concluded that Ithuba Trust's policy of a longer period of funding, or a multi-year funding, was according to the general norm for sustainable development initiatives, and furthermore supported organizations that needed a longer period for development. In other words, Ithuba Trust also remained flexible to accommodate the need for customized development.

As already indicated in the qualitative phase, Ithuba Trust funded organizations twice a year, in March and September of each year, and quarterly for emergencies. The effectiveness in terms of accessibility is reflected in Table 15.

**Table 15: Funding Frequency**

<b>Frequency of Funding</b>	<b>N</b>	<b>%</b>
Once per year	118	59.0
March & September	82	41.0
	<b>N = 200</b>	<b>100</b>

It is evident from Table 15 that only 41% (82) of the organizations received funding twice per year. The majority (59%) could not access the funds according to the Trust's funding policy. The respondents were asked to give reasons for not being funded in both March and September of each year. Table 16 reflects the reasons given by the hundred and eighteen respondents who did not receive funding in both cycles, for this inaccessibility.

**Table 16: Reasons for not being funded twice per year**

<b>Reason</b>	<b>N</b>	<b>%</b>
Did not apply for both cycles	47	40.0
Failed to meet return date	27	23.0
Irregular submission of application	27	23.0
Did not know could apply twice a year	12	10.0
Ithuba Trust did not give reasons for the decline	5	4.0
	<b>N = 118</b>	<b>100</b>

It may be deduced from Table 16 that the first three reasons, that is, "did not apply for both cycles" (40%); "failed to meet return date" (23%) and "irregular submission of application" (23%), the majority of the organizations, that is, a combination of the first three reasons (86%) were aware of the policy, but failed to meet the requirements. Funding is a valuable scarce resource and one may ask: "Was it a question of lack of capacity that these organizations failed to meet the requirements, or was this policy feasible?" Whatever the answer, this difficulty was supported by the focus groups in the qualitative phase wherein it was revealed that, due to Ithuba Trust's lack of consultation with external stakeholders in the development of its funding policies, Ithuba Trust's policies therefore missed the opportunity to be informed by the practical experiences of organizations particularly their lack of capacity in meeting policy

requirements. A small percentage of the organizations (17%), consisting of a combination of those who reported not to have known about the funding cycle and those who reported that Ithuba Trust did not give them reasons for declining their applications are also supported by the results of the qualitative phase wherein communication issues were raised. Although Ithuba Trust, in terms of Chapter 2, states that reasons for declining applications are given, 4% of the respondents revealed that such reasons were not given. Although 4% may be regarded as insignificant, it does reveal some weaknesses in Ithuba Trust's communication with the applicants, as indicated in the qualitative phase.

Regarding emergency funding, correspondents were asked to indicate whether they received emergency funding or not. Table 17 is a reflection of the scale of Ithuba Trust's emergency funding.

**Table 17: Receipt of Emergency Funding**

<b>Receipt</b>	<b>N</b>	<b>%</b>
Yes	18	9.0
No	182	91.0
	<b>N = 200</b>	<b>100</b>

It is evident from Table 17 that only a small percentage (9%) of organizations received emergency funding, indicating that, although Ithuba Trust made provision for emergency funding, the majority (91%) could not gain its access. The inaccessibility of the emergency funding leaves many questions because as soon as South Africa gained democracy, many governments and multi-national companies who supported the NGO sector, withdrew their funding and entered into bilateral contracts with the new democratic government. This shift of focus plunged the NGO sector into a financial crisis and many closed down. If Ithuba Trust provided for emergency funding, the following questions may be raised: Why did organizations not approach Ithuba Trust? Were organizations aware of the availability of emergency funding? Were Ithuba Trust's policies feasible?

The fact of the matter is that only few organizations were successful in obtaining financial help from Ithuba Trust for their emergency needs. In order to assess the feasibility of such a policy, respondents were asked to state

whether they agree to the policy of emergency funding or not and to give their reasons. Table 18 provides for their responses.

**Table 18: Need for Emergency Funding**

<b>Does Emergency Funding Help</b>	<b>Reasons</b>	<b>N</b>	<b>%</b>
Yes	Crisis intervention, sustainability	189	94.5
No	Encourages dependency and crisis management, unsustainable	11	5.5
		<b>N = 200</b>	<b>100</b>

Table 18 indicates that the majority organizations (94.5%) believe that emergency funding is a necessity for purposes of crisis intervention, for example, threat of closure, theft of vehicles, natural disasters. The emergency funding, used for crisis intervention, ensures programmes and organizational sustainability. A very small percentage (5.5%), believe that such funding encourages dependency and crisis management which can generally be unsustainable.

In summary, the Ithuba Trust beneficiary profile, based on the above variables, namely sustained organizational existence, operational areas, the triple bottom-line application, target groups, scale of impact and scale of Ithuba Trust funding, indicated that the majority of Ithuba Trust beneficiaries were founded during the same period as Ithuba Trust. This period may be referred to as South Africa's renaissance from a politically disabling and oppressive system of government to an enabling human rights based democratic state. Ithuba Trust filled the gap to a new democracy. The NGO sector, inclusive of Ithuba Trust, took advantage of potential development opportunities that come with a democracy. The value of the NGO sector in the transformation of society was argued in Chapter 3. What is significant is that Ithuba Trust, as a volunteer donor representing civil society, became a force to be reckoned with. With reference to sustainability and stability, the beneficiaries had been in existence for a minimum period of five years. This fact rendered them highly experienced and knowledgeable about their sectors, the donor community and issues about poverty, inequality and sustainable development. Their authority in the sector is found in SANGOCO, a well-established formal representative of the sector, as indicated in Chapter 3, playing the role of advocacy and input to government policy formulations on behalf of the sector.

With reference to funding for sustainable development, Ithuba Trust provided funding for an average period of five years which is an acceptable norm for sustainability even if there is no specific funding period that could be identified in the study. Although Ithuba Trust provided for emergency funding in its policies, a very small minority benefited from this provision, due to insufficient communication on the part of Ithuba Trust.

Regarding the three sustainable development dimensions, namely economic, social and environment, the majority of the beneficiaries had not incorporated these dimensions. Instead, social development received the major focus, followed by economic and a very small minority focused on environment. In combining these dimensions, it was found that the combinations of social and economic activities received the greatest focus and the least was a combination of economic and environment. This state of affairs reveals that the NGO sector has not as yet fully incorporated the three essential dimensions. This creates a problem in terms of poverty eradication and sustainable development, because, in Chapter 3 it became evident that the multi-dimensional and complex nature of poverty and inequality requires a similar approach in its eradication.

#### 2.4.2.8 Poverty issues

The main purpose for Ithuba Trust's funds was a contribution towards South Africa's transformation process in the form of poverty eradication and sustainable development. Chapter 3 dealt with the phenomenon of poverty and inequality. In order to verify issues presented in Chapter 3, respondents in both the quantitative and qualitative phases were asked to provide their feelings, opinions, thoughts and experiences about this phenomenon. The results from the qualitative phase were presented in section 5.1. This section presents the results in the quantitative phase.

The respondents were asked to state whether they agreed or are uncertain or disagree with a total number of twelve poverty related variables identified in the literature review (See Appendix 6, Question 9). The twelve variables were classified into five key categories, namely issues related to inaccessibility to resources; lack of infrastructure; disintegration of sustainable development dimensions (triple bottom-line); institutional issues and lack of impact measurement. Table 19 reflects the component parts of each key category.

**Table 19: Causes of Poverty by Categories**

<b>Category</b>	<b>Components</b>
Inaccessibility to resources	<ul style="list-style-type: none"> <li>• Marginalization</li> <li>• Skewed partnerships</li> <li>• Denial of human rights</li> <li>• Voicelessness</li> <li>• Lack of opportunities</li> </ul>
Lack of infrastructure	<ul style="list-style-type: none"> <li>• Lack of capacity</li> <li>• Lack of Information and Communication Technology (ICT)</li> </ul>
Non-integration of social, economic and environmental dimensions in sustainable development	<ul style="list-style-type: none"> <li>• Isolated intervention strategies</li> </ul>
Institutional issues	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Public awareness</li> <li>• Enabling environment</li> </ul>
Impact measurement	<ul style="list-style-type: none"> <li>• Lack of impact measurement</li> </ul>

Table 20 presents the results on the respondents' views on the causes of poverty. The average score, calculated out of the total score of the component parts was considered.

**Table 20: Causes of Poverty Weighted**

<b>Category</b>	<b>Agree</b>		<b>Uncertain</b>		<b>Disagree</b>		<b>Total</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
Inaccessibility to resources	154	77.0	22	11.0	24	12.0	200	100
Lack of infrastructure	87	43.5	31	16.5	82	41.0	200	100
Non-integration of sustainable development dimensions	136	68.0	30	15.0	34	17.0	200	100
Institutional issues	119	59.5	45	22.5	36	18.0	200	100
Lack of impact measurement	143	71.5	42	21.0	15	7.5	200	100

It is evident from Table 20 that the majority of respondents agreed on the key categories as causes of poverty. Seventy seven per cent (77%) agreed that inaccessibility to resources causes poverty; forty-three per cent (43%) agreed on lack of infrastructure; sixty-eight per cent (68%) agreed on failure to inte-

grate the three sustainable development dimensions; fifty-nine point five per cent (59.5%) agreed on institutional issues and finally; seventy-one point five per cent (71.5%) agreed on the lack of impact measurement. Lower percentages, that is 12% (access related); 41% (infrastructure related); 17% (triple bottom-line related); 36% (institutional issues related) and 15% (impact measurement related) disagreed. The remaining percentages were uncertain. What is significant is that these empirical results support the literature review, as presented in Chapter 3.

In addition to the investigation of the causes of poverty, respondents were asked to make comments on the identified causes of poverty. Out of the two hundred respondents (200), one hundred and thirty-two (132) made comments, that is, 62% of the respondents. The comments could be coded into three key categories, namely lack of education/skills; lack of life opportunities and hostile laws. Table 21 confirms the lack of skills, education, opportunities for improvement and repressive laws as causes of poverty. This is supported by the launch of the Skills Development Strategy, cited in Chapter 4 and an enabling legislation cited in Chapters 2 and 4, to address the lack of skills and the promotion of a pro-poor legislative environment.

**Table 21: Comments on Causes of Poverty**

<b>Comment</b>	<b>N</b>	<b>%</b>
Lack of skills/education	75	57.0
Lack of opportunities such as employment	45	34.0
Hostile laws/social exclusion	12	9.0
	<b>N = 132</b>	<b>100</b>

Linked to Table 21, World Bank (2000:vi), reporting on the causes of poverty, recommends the following actions aimed at poverty eradication:

- Promoting opportunity, which involves economic opportunity for poor people by stimulating overall growth and asset building, for example, land and education.
- Facilitating empowerment which involves the institutionalization of poor people's formal representation in government and key stakeholders decision making processes.



- Enhancing security which involves a reduction in poor people's vulnerability to ill health, economic shocks, violence and other disasters and enabling them to cope with these shocks when they occur.

These three areas, according to World Bank (2000:vi), are complementary, indicating a corroboration with these findings.

#### 2.4.2.9 Impact measurement issues

The problem addressed in the study was lack of impact measurement in poverty eradication and sustainable development interventions. Question 10 of Appendix 6 investigated the respondents' opinions regarding impact measurement issues. The respondents were asked to state whether they agreed or disagreed with the statements reflected in Table 22.

**Table 22: Opinions on Impact Measurement**

Statement	Agree		Disagree		Total	
	N	%	N	%	N	%
The measurement of success or failure of projects is new	141	70.5	59	29.5	200	100
Donors do not measure the success or failure of projects	122	61.0	78	39.0	200	100
Donors and organizations are not making requirements to measure the success or failure of projects	113	56.5	87	43.5	200	100

According to Table 22, the majority of organizations (70.5%) agreed that impact measurement in poverty eradication and sustainable development is new, and 61% indicated that the donor community do not do impact measurement. With reference to the requirements for impact measurement, 56.5% of the organizations agreed that both donors and organizations do not make requirements to measure the impact of intervention programmes. These results verify the researcher's observations, cited in Chapter 1, that far less attention had been devoted by the donor community, government and the NGO sector to measure the impact of their interventions towards poverty eradication and sustainable development.

In addition to the reluctance or neglect by development practitioners to conduct impact measurement studies, the respondents were asked to state the reasons why development practitioners and donors did not make the require-

ments for impact measurement. To do so, the respondents were asked to indicate whether they agreed or disagreed with statements in question 10.2 of Annexure 6.

It is evident from Table 23 that the majority organizations agreed that reasons for failure to make impact measurement as an integral part of poverty eradication and sustainable development interventions include a lack of understanding of what impact measurement entails (73%); a lack of coordination by donors (79.5%); a lack of focus on how people changed (83.5%); and a belief that the results of impact measurement are unreliable (72.5%). These results verify IDASA's (2002:2) statement, cited in Chapter 1, that traditional sustainable development practitioners find impact measurement a daunting experience and simply ignore it.

**Table 23: Reasons for Failure to Conduct Impact Measurement**

Statement	Agree		Disagree		Total	
	N	%	N	%	N	%
There is a lack of understanding of what impact measurement means	146	73.0	54	27.0	200	100
There is lack of coordination by donors, especially where projects are funded by many donors	159	79.5	41	20.5	200	100
When measurements are done, questions are only asked about the number of people helped or training workshops attended or amount used, instead of how people changed	167	83.5	33	16.5	200	100
There is a belief that information collected during measurement might not tell the whole truth about the projects and how they changed people	161	80.5	39	19.5	200	100
Donors do not want to give reasons for the measurement of impact	145	72.5	55	27.5	200	100

Further to the investigation on the reasons for failure to conduct impact measurement studies, the respondents were asked to make comments on their experiences, if any, with impact measurement.

A total of 117 (58.5%) of the organizations under study responded. Their comments ranged from resistance to lack of skills and resources, lack of common understanding and trial and error as reflected in Table 24.

**Table 24: Comments on Experiences with Impact Measurement**

Comments	N	%
Too difficult; lack of skill; trial and error; lack of measurement tools; time consuming; resistance from management	43	36.8
Lack of donor support; lack of resources	24	20.5
Regarded progress reports as impact measurement; no need for impact measurement due to successful operations and happy clients	50	42.7
<b>Total</b>	<b>N = 117</b>	<b>100</b>

Several authors (compare Owyong, 1999:19-29; Mazel, 1965:66-71 and Keck, 1997:29-31), cited in Chapter 1, corroborate these results by stating similar reasons into why impact measurement had been ignored and the outcome of attempts made towards impact measurement. These authors state the assumptions linked to the reluctance by sustainable development practitioners as, amongst others, time consuming and costly, a lack of a common understanding of impact measurement, lack of coordination by donors, a lack of demand for impact measurement because of skepticism about its value and a lack of skills for impact studies.

It is therefore evident from Tables 22, 23 and 24 that sustainable development practitioners and poverty eradication interventions have not incorporated impact measurement as an integral part of their intervention programmes. These results correlate with the results from the qualitative phase which revealed what the respondents regarded as disadvantages of impact measurement. These included the belief that impact measurement is confused with evaluations which generally overemphasize numerical outputs instead of qualitative changes in human beings. According to the qualitative study, impact measurement involves consultation with the external stakeholders such as tar-

gets for change who would tell whether the intended objectives had been achieved or not. Such consultation would incorporate indigenous knowledge, mostly marginalized.

This study aimed to measure the impact of Ithuba Trust funding policy and procedures for access to its funding applied for by NGOs involved in poverty eradication and sustainable development. The following section presents the results on Ithuba Trust funding policy and procedures, focusing on its mission statement, aims and objectives, public relations, management and staff relations and corporate governance. The responses were coded into these key categories and Table 25 presents an analytical presentation of the categories, outlining their component parts (see Appendix 6, Questions 11 - 15).

**Table 25: Ithuba Trust Policy and Procedures Indicators**

<b>Mission Statement, Aims &amp; Objectives</b>	<b>Procedures</b>	<b>Staff &amp; Management Relations</b>	<b>Public Relations &amp; Education</b>	<b>Corporate Governance</b>
<ul style="list-style-type: none"> <li>• Enabling</li> <li>• Scale of funding</li> <li>• Quality of life improvement</li> <li>• Relieve human suffering</li> <li>• Provision of opportunities for development</li> <li>• Replication effect</li> </ul>	<ul style="list-style-type: none"> <li>• Criteria for funds</li> <li>• Accessibility</li> <li>• Grant management system</li> <li>• Funding cycle</li> <li>• Flexibility</li> <li>• Application Forms</li> <li>• Adjudication process</li> <li>• Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Helpfulness</li> <li>• Communication</li> <li>• Organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Win-‘n-Spin TV Show</li> <li>• Allocations ceremonies</li> <li>• 10<sup>th</sup> Year Anniversary</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention of corruption</li> <li>• External adjudicators</li> <li>• Decision makers</li> </ul>

The respondents' ratings of Ithuba Trust policy and procedures as coded in Table 25, are shown in Table 26. The respondents had to state whether they agreed, disagreed or were uncertain about the indicators. The scores were based on the average score of the variables in each category.

**Table 26: Impact of Ithuba Trust Policy and Procedures**

Category	Agree		Uncertain		Disagree		Total	
	N	%	N	%	N	%	N	%
Mission statement, aims & objectives	150	75.0	43	21.5	7	3.5	200	100
Procedures	156	78.0	32	16.0	12	6.0	200	100
Staff & management relations	159	82.0	35	18.0	0	0.0	200	100
Public relations & education	102	51.0	86	43.0	12	6.0	200	100
Corporate governance	99	49.5	99	49.5	2	1.0	200	100

It should be noted that, due to staff changes, six organizations (3%) did not respond to the variable “staff and management relations” because the staff who interacted with Ithuba Trust staff and management had left their organizations, and those who succeeded them had not had a personal experience with Ithuba Trust staff and management, and could therefore not respond to this variable.

Table 26 indicates that the majority of the respondents were satisfied with Ithuba Trust funding policy and procedures; 75% were satisfied with the mission statement, aims and objectives; 78% found the operations procedures acceptable; 82% were positive about staff and management relations and 51% found the public relations and public awareness campaigns satisfactory. However, a relatively high percentage (43%), were uncertain about Ithuba Trust’s public awareness campaigns. As already mentioned, these scores were an average of the ratings given to the variables included in each category. The variables included in the public campaigns, as indicated in Table 25, were Ithuba Trust’s Newsletter, Win-‘n-Spin Television Show, allocations ceremonies and the 10<sup>th</sup> Year Anniversary celebrations. Although the Win-’n-Spin Television Show and the Newsletter were national projects, the allocations ceremonies and the 10<sup>th</sup> Year Anniversary celebrations were not. Allocations ceremonies were presented sporadically in certain regions and the 10<sup>th</sup> Year Anniversary celebrations were focused in the Gauteng province. The reduced score of 51%, compared to the scores of 75% for the mission statement, 78% for procedures and 82% for staff and management relations, confirms this discrepancy and accounts for the 43% of uncertainty. It is striking to note that with corporate governance, there was an equal rating (49.5%) between those

who agreed and those who were uncertain. This result could be attributed to the fact that Ithuba Trust had never disclosed its risk management systems to the public other than relying on the involvement of the external adjudication panels and non-exposure in the public media for corruption for the period under review.

The next section will present the outcome of measuring the impact of Ithuba Trust funding. Respondents had to indicate whether Ithuba Trust funds helped towards their financial independence, whether the funds assisted in reaching their aims and objectives, the importance of Ithuba Trust to their organizations, changes or improvements brought about by Ithuba Trust funding and reasons for their intentions to continue their relationship with Ithuba Trust.

**Table 27: Impact on Respondents' Aims and Objectives and Financial Independence**

Nature of Help	Yes		No		Total	
	N	%	N	%	N	%
Helped our organization to reach financial independence and not to be controlled by donors	102	51.0	98	49.0	200	100
Helped our organization to reach its aims and objectives	181	90.5	19	9.5	200	100
<b>Average</b>	<b>141.5</b>	<b>71.0</b>	<b>58.5</b>	<b>29.0</b>	<b>200</b>	<b>100</b>

Respondents were asked to give reasons for their answers. Those who agreed that Ithuba Trust helped them towards financial independence and not to be controlled by donors, stated the following reasons for their answers:

- Helped with sustainability and the creation of an endowment fund.
- Felt empowered to negotiate with funders on their own terms.
- Encouraged accountability and could use Ithuba Trust as a reference for their fundraising campaigns.

Those who did not agree that Ithuba Trust helped towards their financial independence put forward the following reasons:

- Will always depend on donors.
- Ithuba Trust grants were too little to have made a difference.
- Ithuba Trust grants were only complementary to their strong state subsidies and their endowment funds.

It is evident from Table 27 that the majority of the respondents (71%) felt that Ithuba Trust funds helped to sustain their organizations and empowered them to define their own terms with their fundraising campaigns. However, the minority (29%), notwithstanding their disagreements with this variable, made a striking input by stating that their organizations would always depend on donors, and further that the Trust's funding was chiefly complementary to their fundraising campaigns. There is validity in these statements as fundraising, as observed by the researcher, remains a huge challenge for the NGO sector.

Table 27 shows the impact of Ithuba Trust's financial input to the respondents' financial positions. This study also investigated Ithuba Trust's impact on the respondents' service delivery. The respondents were asked to describe improvements that could be attributed to Ithuba Trust funding. Three key categories in relation to the impact on service delivery could be identified, namely sustainability, organizational development and improved quality service. However, some respondents felt that Ithuba Trust's funding did not have far reaching changes because of the small grants provided, and others felt that there was no visible change. Table 28 shows the results.

**Table 28: Changes Brought About by Ithuba Trust Funds (Service Delivery)**

Changes	N	%
Organizational development, asset building, infrastructure	92	46.0
Increased productivity (increased professionalism, increase in number of consumers, increased morale, increased self-sufficiency, positive working climate)	70	35.0
Sustainability	11	5.5
Not far reaching changes due to small grants	20	10.0
No change	7	3.5
<b>Total</b>	<b>N = 200</b>	<b>100</b>

It is evident from Table 28 that, altogether, 86.5% of the respondents felt that Ithuba Trust funding had a positive effect on their services. It is striking to note that organizational development played a key role, followed by increased productivity. Although organizations need security for their long-term functioning, it is revealing that organizational development and productivity were

given a high priority. Thirteen per cent of the organizations, however, felt little or no impact. The size of the grant is beginning to appear as an issue for concern. Notwithstanding, the results from the qualitative study indicate weaknesses in Ithuba Trust's policies in relation to communication with beneficiaries. In particular, the use of English at the expense of other languages, a lack of on-site visits and consultations regarding policy changes. Such weaknesses led to the marginalization of indigenous knowledge, critical to policy development and changes.

An additional variable investigated in the measurement of Ithuba Trust policy and procedures was Ithuba's organizational character or ethos. What attracted beneficiaries to Ithuba Trust? What made them maintain their relationship with Ithuba? Would they continue such a relationship in the future? What were their experiences with Ithuba? These factors are linked to the impact on their financial positions and services, but go further to determine the overall political will of Ithuba Trust in contributing towards the fundamental transformation of South Africa's poverty levels. The following section will present the results on these variables.

The respondents were asked (see Appendix 6, Question 14.3) to describe what made their organizations to apply for funding to Ithuba Trust consistently for several years. Table 29 presents the results, which are categories developed from the wide range of responses.

**Table 29: Reasons for Consistent Approach to Ithuba Trust**

<b>Reasons</b>	<b>N</b>	<b>%</b>
Accessibility, organizational development, similar missions	147	73.5
Sustainability, dependable, complementary	24	12.0
Positive public image, advertising, positive partner	28	14.0
Only funder	1	0.5
<b>Total</b>	<b>N = 200</b>	<b>100</b>

The majority of respondents, with a high percentage of 73.5%, singled out accessibility of Ithuba Trust to the public, and altogether 95.5% respondents were always encouraged by Ithuba Trust's overall image, public relations and accessibility to consistently approach Ithuba Trust for funding.



Respondents were asked to provide one long-lasting positive experience (see Appendix 6, Question 14.4) they had had with Ithuba Trust. Table 30 lists such experiences, which are categories developed from responses.

**Table 30: Positive Experiences with Ithuba Trust**

<b>Experience</b>	<b>N</b>	<b>%</b>
Professionalism, effective administration, positive public image	79	39.5
Accessibility, flexible policies, empowering	83	41.5
Marketing (Win-‘n-Spin, allocations ceremonies, promotion of beneficiaries’ projects)	14	7.0
Transparency (external screening committees), kept informed	2	1.0
Organizational development (asset building)	22	11.0
<b>Total</b>	<b>N = 200</b>	<b>100</b>

Accessibility is reappearing again as the most important factor for Ithuba Trust policies in this Table (30), scoring the highest percentage, that is, 41.5%. Close to accessibility is Ithuba Trust’s professional ethos, scoring 39.5%. A combination of accessibility and professionalism, that is, 81%, verifies Ithuba Trust’s policies and procedures, its organizational environment, as an enabling factor.

Reasons that would make respondents to continue their relationship with Ithuba Trust were investigated (see Appendix 6, Question 14.5). Table 31 provides such information, that is, categories developed from the responses.

**Table 31: Reasons for Maintaining a Relationship with Ithuba Trust**

<b>Reason</b>	<b>N</b>	<b>%</b>
Sustainability, expansion, complementary to other donors	84	42.0
Accessibility, scale of funding, compatible aims	56	28.0
Professionalism, positive public image/supportive/reliable	56	28.0
No need (wish to break dependency)	4	2.0
<b>Total</b>	<b>N = 200</b>	<b>100</b>

The three constant indicators, namely sustainability, accessibility and professionalism are reappearing again in Table 31. There is, therefore, evidence that Ithuba Trust policies and procedures, in terms of this quantitative phase, were found to have enabled organizations to access the funds they needed for

their poverty eradication and sustainable development initiatives. This is despite the outcome of the qualitative phase that revealed communication weaknesses in Ithuba Trust's administration.

#### 2.4.2.10 Document analysis

In order to enhance the reliability of the quantitative findings, the official records of all the two hundred respondents were studied. These records, held at the offices of Ithuba Trust, include application forms (see Appendix 3), progress reports (see Appendix 4) and proposals for funding. Bayley, cited by Strydom and Delport (2002:323-324), states that official documents imply documents that are compiled and maintained on a continuous basis by large organizations. Such documents include, for example, progress reports, annual reports and statistical reports. Bayley (1987:309) differentiates between two types of document analysis, namely the relatively unstructured and non-quantitative data from verbal documents and the structured content-analysis approach that yields quantitative data. This classification, according to Bayley (1987:309) classifies the documentary method only on the basis of the structure of the analytical method and not on the structure of the document itself. In quantifying the results of content analysis in this method, Bayley (1987:312) states that the results can generally be presented in tables containing frequencies or percentages, in the same manner as survey data. Markoff *et al.*, cited in Bayley (1987:312), state that content analysis is any research technique for making references by systematically and objectively identifying specified characteristics within text. For purposes of impact measurement, three questions are asked in the progress report format: "Type of project which Ithuba Trust funded; tell us how you used the funds; and how the funds have helped their beneficiaries and the community." Table 32 is a reflection of the content analysis of the official records, based on the constant categories, namely organizational development, skills training, awareness campaigns and food security.

Table 32: Official Records Content Analysis

<b>Organization Development/Capacity Building/Quality Service</b>	<b>Skills Training</b>	<b>Food Security</b>	<b>Awareness Raising Campaigns</b>
<ul style="list-style-type: none"> <li>• Infrastructure development resulting in safe, secure, habitable and reliable working environment</li> <li>• Asset building and re-furbishing resulting in improved balance sheets</li> <li>• Improved dignity resulting in improved service delivery</li> <li>• Improved organizational image</li> <li>• Outreach, integration and diversification of services resulting from acquisition of vehicles and satellite offices (mobile services)</li> <li>• Development of communal spirit of unism, improved community relations</li> <li>• Increase in the number of vulnerable groups rescued from further abuse</li> </ul>	<ul style="list-style-type: none"> <li>• Peer counseling</li> <li>• Increase job placements</li> <li>• Job marketable skills improved</li> <li>• Development of independent thinking</li> <li>• Increased income</li> </ul>	<ul style="list-style-type: none"> <li>• School attendance improved</li> <li>• School grades improved</li> <li>• Reduction in malnutrition</li> <li>• HIV/AIDS management skills improved</li> <li>• Reduction in TB rates</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of self-help groups</li> <li>• Volunteer admissions at rehabilitation institutions and drop-in centres</li> <li>• Increase in consent rate, for example blood and organ donors, adoptions</li> <li>• Increased stability in families (children in early childhood development programmes, youth returning to school, youth employment)</li> <li>• Human rights awareness resulting in reduction of abuse of vulnerable groups</li> <li>• Informed choices, for example, abortion or pro-life</li> <li>• Family and marriage preservation</li> <li>• Relapse rated reduced</li> <li>• Increase volunteer services</li> </ul>

Table 33 presents the frequency of the categories outlined in Table 32.

**Table 33: Official Records Content Analysis Ratings**

Category	N	%
Organizational Development, Capacity Building, Quality Service	61	30.5
Skills Training	59	29.5
Food Security	38	19.0
Awareness Raising Campaigns	42	21.0
<b>Total</b>	<b>N = 200</b>	<b>100</b>

It is evident from Table 33 that organizational development (30.5%) and skills training (29.5%) continue to show the respondents' priorities. New revelations are the food security and awareness raising campaigns which have also scored relatively high. These two variables draw attention to the significance of the provision of basic needs such as food and information in poverty eradication and sustainable development initiatives. It can also be linked to the focus group's opinions that, to define what poverty is, ask the poor people who would also inform on how to address it, and further that sustainable development is not about wealth creation, but going back to basics such as the right to food and information. This finding is further corroborated by the triple bottom-line application indicated in Table 9, which indicates that the majority of the organizations (45%), compared to 17% economic and 1.5% environment, focused on the social dimension which incorporates basic needs such as health (for example HIV/AIDS), social welfare (for example poverty alleviation) and education (for example adult basic education).

Regarding the intended changes to Ithuba Trust's current policy and procedures, respondents were asked to make comments or recommendations towards the improvement of Ithuba Trust policies and procedures (see Appendix 6, Question 15). Some respondents did not respond, others stated "no comments", others stated "no change required", and others made more than one recommendation. Table 34 presents the respondents' recommendations.

**Table 34: Recommendations for Ithuba Trust Policy Changes**

<b>Recommendation</b>	<b>N</b>	<b>%</b>
No change, no comment	96	48.0
Increase communication with beneficiaries	28	14.0
Conduct site visits	13	6.5
Simplify application forms	14	7.0
Provide long-term funding	13	6.5
Do away with small grants	14	7.0
Set-up provincial offices	14	7.0
Re-launch Ithuba Trust	8	4.0
<b>Total</b>	<b>N = 200</b>	<b>100</b>

Table 34 reveals that the majority of the respondents (48%) are of the opinion that Ithuba Trust policies and procedures, at the time of the research, did not warrant any change. Observations made from Table 34 indicate that, out of 200 organizations, a total of 104 (52%) recommended changes to Ithuba Trust funding policy and procedures. Table 35 presents the percentage distribution of the recommended changes.

**Table 35: Specific Recommendations for Change to Ithuba Trust Funding Policy and Procedures**

<b>Specific Recommendation</b>	<b>N</b>	<b>%</b>
Communication (increase in communication with beneficiaries, conduct site visits, simplify application forms, set-up provincial offices, re-launch Ithuba Trust)	77	74.0
Provide long-term funding and do away with small grants	27	26.0
<b>Total</b>	<b>104</b>	<b>100</b>

Table 35 therefore indicates that 74% of the respondents identified communication as an issue for change. The recommendations for increase in communication, settling up of provincial offices, on-site visits and the simplification of the application forms were all categorized under communication. This recommendation for the improvement in communication was supported by the focus groups' participants who raised it as an issue needing change. In particular, the focus groups listed language, which can be related to the simplification of the application form, lack of site visits, guidelines for applications, protracted adjudications, policy changes and composition of adjudication panels (see section 2.4.1.2). Communication has therefore been identified as a major factor for policy and procedure changes.

The recommendations to do away with small grants and the provision of long-term funding (26%) is, to some degree, supported by the focus groups' belief that no time frames should be attached to sustainable development programmes for the sole reason that the development and poverty eradication processes are customized processes, irrespective of time frames. This opinion is supported by Drabek (1987:iv), reporting on the outcome of the World Development Overseas Development Institute Symposium where participants resolved that funding agencies should recognize that NGOs need long-term support to facilitate institution-building and the formulation of overall strategies. Project grants are insufficient.

### 3. SUMMARY FINDINGS

In summary, the research findings revealed that Ithuba Trust is a force to be reckoned with and its funding policy and procedures enabled access to its funding as a contribution towards poverty eradication and sustainable development. Notwithstanding, the organization was found lacking in narrowing the gap between the well-resourced and under-resourced communities, for example, the rural community received the least financial support compared to the most developed suburbs. This gap was ascribed to Ithuba Trust's adherence, not of their own choice, to the past apartheid laws which were in force at the time. For example, only government registered organizations could access funding and the procedures for such registration were beyond the competencies of organizations operating in poor communities. With reference to the identification of priority needs for poverty eradication and sustainable development, the findings revealed that information, skills training, organizational development (incorporating infrastructure and capacity building) and food security were a priority. These needs are basic to poor communities and corroborate the existence of a gap between the poor and wealthy.

The identified gap was found to be a microcosm of the uneven trade relations in the global poverty eradication and sustainable development initiatives, which involve partnerships between the rich and the poor. Due to barriers such as digital divide, globalization and access to markets, which favour the wealthy and powerful, poor people

become marginalized and their voice grossly unrepresented with the results that poverty levels increase, instead of decreasing.

The research conclusions drawn from this study and recommendations, for example, for the intended policy changes by Ithuba Trust, are outlined in Chapter 6.