CHAPTER 7

CONCLUSIONS AND RECOMMENDATIONS

7.1   INTRODUCTION

In this chapter, the researcher makes conclusions and recommendations regarding the findings which were exposed in the previous chapter. The researcher has reported that the PRP is without a framework and instead a business plan is being utilized by the Department of Social Development in the place of the framework document. The content analysis, semi-structured interviews and self-administered questionnaire shared with the study valuable information which will be utilized in this study to improve the formulation, implementation and evaluation of the PRP.

In order to differentiate the conclusions from the recommendations, the researcher has singled out the recommendations by highlighting them through bolding in the context..

This chapter will be divided into three sections as follows:

- the first section discusses the conclusions and recommendations with regard to the content analysis of the PRP

- the second section outlines the conclusions and recommendations regarding the information obtained through the interviews with the key-informants who are the recipients of the PRP projects

- the third section discusses the conclusions and recommendations which are made from the information which was collected through the questionnaire with the community development officers who are facilitating the PRP projects in the communities in the Limpopo Province.

7.2   SECTION 1: CONTENT ANALYSIS

7.2.1   INTRODUCTION

In this section, the study makes the conclusions and recommendation on the findings which were obtained through a checklist which was designed to evaluate the elements of a PRP framework which were reflected in the previous chapter. The researcher has selected   the structure of a general social programme framework according to Gil (1992), which could be utilized for the formulation of the PRP. This section   will be attempted according to the structure which was suggested.

7.3   THE STRUCTURE OF THE PRP FRAMEWORK

It has been identified in this study that the Poverty Relief Programme (PRP) does not have a specific framework and that instead the Department of Social Development is conducting it through a business plan. In this section, the researcher presents the conclusions and recommendations for an effective formulation of the PRP framework. As suggested, the structure for the PRP was derived from Gil (1992) who maintains that social programme frameworks should be structured into at least five sections, namely: (i) identification and definition of an issue which is to be addressed by the programme, (ii) the identification and specification of the objectives of the programme, (iii) conceptualization of the effects of causes on the structure of the programme, (iv) identification of the factors which influence the formulation of the programme, and finally; (v) the evaluation of the programme. The suggested alternatives to the framework are in this regard the recommendations. The researcher shall be meaning the business plan of the PRP when he makes mention of the framework throughout this chapter.

7.3.1   ISSUE IDENTIFICATION AND DEFINITION

The first item in the social programme framework is concerned with the identification of the issue to be dealt with and "care should be taken to avoid definitions which limit policy analysis and the development of alternative policies" (Gray & Sewpaul, 1998:12).

The PRP should be conducted through a specific framework which is routinized. According to Midgely (2000:3), routinization of the social programme is achieved through the formulation and implementation of projects which are statements which prescribe courses of action and are codified in documentary form in order to facilitate standardized decision making. **In this regard, the PRP should be formulated in a precise document which can enable implementers and evaluators to obtain similar results.**

The issue to be addressed by the PRP, namely, poverty should be identified and defined. A good definition of the PRP is necessary because "the lack of clearly understood working concepts and ambiguously phrased or excessively detailed, community legislation, are at least partially responsible for a range of control problems" (Levy, 1990:83). Thus a badly defined social programme is difficult to formulate, implement and evaluate, and therefore it does not achieve its intended goals.

Awamleh (1990:134) maintains that planning and implementation of the projects could be disrupted if the social programme is not solid or well-defined. Other authors who support this statement are Gil (1992:75), Palumbo and Calista (1990:5) and Burke (1990: 140).

The problem which was identified should be clearly stated during this section of the framework (Effendi & Hamber, 1999: 175). The PRP is concerned with poverty alleviation within the South African communities. In this study, poverty was identified as a complex phenomenon. It could be explained through a variety of angles and perspective.

Poverty could be explained as deprivation which have the following forms: absolute deprivation, relative deprivation, cultural deprivation and conjunctural deprivation which will be discussed in this section.

7.3.1.1 FORMS OF POVERTY

The forms of poverty are discussed in this item.

- **ABSOLUTE DEPRIVATION**

The framework should mention that poverty is a condition which is caused by the classification of the poor due to their meagre incomes which are incapable of addressing their socio-economic amenities. The absolute deprivation form of poverty was elucidated by Novak (2001:182) who maintains that social programme practitioners must utilize a poverty line according to which the poor can be defined and measured through the comparison of their incomes with those earned by other classes in community, such as the rich. In the South African context, the poverty line is also termed a means test.

The alternative suggested by the researcher does not only define poverty in a clear manner but also indicates how the poor are identified through the utilization of a means test. Through the utilization of the means test, the practitioners are able to identify the poor without disturbing their emotional and physical statuses.

- **RELATIVE DEPRIVATION**

According to relative deprivation, poverty is defined as a form of deprivation through which people are excluded from participating in the community development programme. There are three classes in the communities, namely, the lower class, the middle class and the upper class. The inclusion of this classification in the framework is important because Marsden (1990:16) contends that the "traditional frameworks appear to have exacerbated rather than reduced divisions between rich and poor." Frameworks must briefly explain these classes and their origins. The PRP has satisfied this requirement.

- **CULTURAL DEPRIVATION**

In the previous chapter, the researcher exposed that **the PRP does not mention cultural deprivation as a form of poverty.** The poor according to the cultural deprivation form of poverty are "widely criticized as scroungers and benefit cheats, the treatment of those forced to turn to the state for assistance has profoundly shaped not only their own experience of poverty but also the terrain on which the wider society sees the problem" (Novak,

2001:180). **If poverty is viewed through this dimension, the practitioners will be able to know that they are not only required to provide services to the communities but also to improve the knowledge, skills and attitudes of the poor towards their active self-development.**

- **CONJUNCTURAL DEPRIVATION**

According to the conjunctural deprivation explanation of poverty, in South Africa the condition was caused by the previous socio-economic policies which excluded the majority of people from participating in the community development programmes. This has been mentioned in the PRP framework.

The framework must include the characteristics of the social programme which when met will improve the progamme. The characteristics of the social programme are suggested in the succeeding item.

7.3.1.2 CHARACTERISTICS OF THE PRP

The characteristics of the social programme are utilized to define that programme in certain dimensions. **The researcher recommends that the PRP framework must be formulated in such a manner that it includes the following characteristics:**

- **THE PRP OUGHT TO BE COMPLEMENTED BY AN ECONOMIC POLICY**

The framework has mentioned the relationship between the PRP and an economic policy. This is an important characteristic without which programmes processes cannot be conducted because "there is a strong relationship between social policy and economic policy. The relationship is based on the fact that, while economic policy promotes economic development objectives for the development of the economy, social policy promotes social development objectives such as the development of an equitable society" (Masiye, Tembo,

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Chisanga & Mwanza, 1998:38). This therefore supports an assertion that without an economic policy, social programme cannot be formulated, implemented and evaluated.

- **THE PRP OUGHT TO BE A FIELD AND PRACTICE STUDY**

Midgley (2000:6) maintains that social policy making must be characterized by the social policy academic field which is concerned with prescribing and recommending the strategies which government must implement in order to improve the social conditions of people. This requirement also enable the scholars to demand the critical role of values and ideologies in the field for policy makers.

Immediately people start requesting for assistance from government, whether in singles, groups or community contexts, any intervention to assist them must be constrained within the professional field and practice. The social programmes must therefore extensively involve the social workers or community psychologists in its formulation, implementation and evaluation because interventions on social problems such as poverty must be informed by professions and bound by ethical considerations. **It is recommended that the PRP considers the involvement of professionals into assisting communities who are poor into developing themselves.**

- **THE PRP OUGHT TO BE RELATED TO WELFARE POLICY**

The PRP framework has considered that welfare policy is strongly linked to the eradication of poverty within the South African communities. Social policy is closely related to welfare because welfare reform continues to be on the agenda of many governments which aim at improving the qualities of life of communities (Mooney, 2001:193). Thus social policy and welfare policy are intended to meet the demands for employment, regular earnings, higher wages and the enhanced socio-economic, political and cultural status of the communities.

- **THE PRP OUGHT TO BE A STATE'S OBLIGATION**

According to Wellman (2002:61), government must through its social programmes be judged in terms of the extent to which they maximize overall happiness or well-being of communities.

It has previously been mentioned in this study that social policies and programmes are influenced by government's obligation and therefore, it is of high importance that the PRP framework specifies the mission of the South African government to fight poverty. This will inform communities that the legislatures are indeed doing their level best at addressing social problems within communities. **The researcher recommends the state's obligation be mentioned in the PRP framework. The researcher adds that professionals must be drawn from the social work profession because it "has more knowledge and skill relevant to social development than any other" (McKendrick, 2001:105).**

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

An important dimension is that social programmes must be seen in association with the stages of human development, such as when they are born, are children, are adults, are aged and when they are affected with diseases and are physically and emotionally disabled.

The researcher recommends the PRP framework for mentioning this characteristic of a social programme. The characteristic has been displayed in an illogical fashion in the framework and it is thus important that the PRP framework specifically mentions it in a logical and detailed manner.

- **THE PRP OUGHT TO ADDRESS INCLUSIVITY**

The PRP framework considers the question of inclusivity in its projects.

In this regard, inclusivity would not be achieved if other sectors of the communities are left out of the programme. In order to attain this requirement, **the researcher recommends that the PRP framework must include other sectors which he is of the opinion were left –out in the programme, such as men who do not work who according to him, contribute to the high incidence of poverty.** Men who do not work in particular comprise a large segment of the unemployed. By including men in the programme will be to protect the communities because social disorganizations such as family violence, child neglect and abuse and alcohol and substance abuse are more probably committed by men than women. Novak (2001: 191) supports that the state must be responsible to ensure inclusion of all sectors of the society in the social programmes and that it must make sure that those who were excluded have a duty to make use of the opportunities that are provided.

- **THE PRP OUGHT TO BE FOCUSSED ON POVERTY**

The researcher has reported in the previous chapter that the PRP framework did not specify that the programme is focussed on poverty. This is a limitation because without knowing what an actual issue is, concentration of efforts will be directed irrelevant issues of the social programme. **In this context, the framework must throughout its formulation acknowledge that the PRP is focussed on poverty.**

The most important characteristics of the social programme is identified by Rubin and Rubin (1992:11) as the elimination of inequality in the distribution of wealth and power, thus, the fight against poverty through the redistribution of the socio- economic, cultural and political resources.

In this section, the researcher recommended the inclusion of important characteristics of the social programmes in the PRP framework which he is of the conclusion were excluded, namely the social programme must not score each and every characteristic entailed in the general social programmes in order to be rated as effective, but rather it must score on the qualities which makes it effective in the eradication of social problems.

7.3.2   OBJECTIVES OF THE PRP

Gil (1992:77) maintains that the second item in the social programme framework is concerned with the objectives of the programme. He writes that " the objectives of social policies constitute key criteria for the evaluation of their social significance and the analysis of their effectiveness." It has been reiterated in this study that social programmes are divided into objectives which are manageable, measurable, implementable and are thus closely related to them and the problems they intend to solve.

The PRP framework has the following objectives which will be discussed under this item: food security initiatives, community development structures, youth who are deviant, development of self-help organizations, the aged and child care, the disabled, financial planning and management and monitoring and evaluation.

7.3.2.1   FOOD SECURITY INITIATIVES

According to the researcher, this is an ineffective objective of a poverty alleviation programme because in many instances it cannot generate enough income.

The researcher hereby recommends that this objective be altered into a more effective objective which is closely related to poverty alleviation. Except producing only the greenery products, communities can also produce infrastructure development material such as bricks, doors, paving bricks, pallets and others which could be sold at open market in order to generate adequate and sustainable incomes. The community gardens must be developed into larger fields with the necessary equipment and technology. In most communities, the current state of the food security initiative projects cannot enable communities to escape poverty.

7.3.2.2   COMMUNITY DEVELOPMENT STRUCTURES

The researcher argued that this must not be identified as an objective of the PRP because community development structures are necessary for every community development project

without which projects cannot operate. There is no connection between poverty and the community development structures, but there is a strong connection between the structures and project processes. These structures conduct the planning, implementation and evaluation functions of the projects and they are the mouthpiece and representative of the communities.

The researcher recommends that community development structures must be removed from a list of the objectives of the PRP in the framework.

7.3.2.3 YOUTH WHO ARE DEVIANT

The researcher has reiterated in the previous chapter that the youth who are deviant must be removed from being an objective of the PRP because this objective is not closely related to poverty reduction. An objective which does not impact upon the lives of the poor has no relevance in the community development field and practice, and therefore the researcher recommends that it be structurally removed from the list of the objectives of the PRP.

7.3.2.4 DEVELOPMENT OF SELF-HELP ORGANIZATIONS

The researcher concludes that there is a strong relationship between the development of self-help organizations and poverty reduction within community development field and practice. **As a recommendation, this objective can only be effective if government and nongovernmental organizations could supplement it by formulating policies which are aimed at mobilizing communities and business sector to support and strengthen the development of self-help organizations.** If support is not received, most of these organizations will collapse.

7.3.2.5 THE AGED AND CHILD CARE

The researcher has identified that this objective of the PRP is of dual purpose in nature. Objectives are variables and as such they must not be expressed in double-barrel context.

The aged and child care is an objective which can be very effective in other types of programmes which have an aim of improving the social standing of both the senior citizens and the children. An objective of the PRP must only aim at alleviating poverty within communities and nothing else. It is therefore fruitless and ineffective to identify the aged who are already catered for by the old age pension scheme as an objective for the reduction of poverty. If the PRP has identified the aged and the children as important segment of the communities who suffer from poverty, then the Department of Social Development must address their poverty problem through other means, say by increasing the old age and child care grants, for example.

7.3.2.6   THE DISABLED

The researcher recommends the inclusion of this objective in the PRP framework because it is strongly related to the reduction of poverty in that it states the employment of the disabled in community development projects. It should be noted that there is no strategy which is relevant to the reduction of poverty unless it addresses the employment of people. The Department of Social Development must firstly make programmes available to the communities so that when these programmes start to flourish, they can ensure job opportunities for the disabled. The researcher concludes that this is an important objective of the PRP because it can actually reduce poverty of people with disabilities.

7.3.2.7   FINANCIAL PLANNING AND MANAGEMENT

The financial planning and management objective of the PRP is another imperfection which the researcher has identified so far in this study. The researcher argues that the PRP is aiming too far away from the real reduction of poverty in that this objective is not closely related to the problem. It becomes a mistake to support and strengthen the community finance organizations when it is obvious they are not able to assist people in escaping poverty.

The community finance organizations motivate the culture of saving in communities, they are all over the communities, they have different forms, they are traditional in nature, they are easily robbed of large sums of money due to fraudulent claims and as such they cannot be identified as a strategy to fight poverty. Organizations of this kind do exist without the intervention of government, they have been within the communities throughout communities' lives and as such they must not be assisted because they exist even without the assistance. The researcher concludes that the community finance organizations must be identified as a source of social and economic resources for the community development projects.

7.3.2.8   MONITORING AND EVALUATION

Monitoring and evaluation is an important phase of the PRP process without which programme managers, the practitioners, clients and other stakeholders cannot tell whether the programme is achieving its intended goals. As has already been stated in the previous chapter, **this must not be identified as an objective of the PRP but rather as a phase in its process.**

Poverty Relief Programme Business Plan 2001/2003 (2002:15), which is a recent version of the framework has replaced monitoring and evaluation with the administration and capacity building but confusingly specified that this is actually not an objective of the PRP.

The researcher plays a different card in this statement and according to his argument, **the administration and capacity building must in fact be identified as an effective objective of the PRP.** This is because, no community development programme is possible if it does not address both the administration and capacity building of the community. Communities must be capacitated into areas regarding the administrative functions of their projects which are concerned with the planning, implementation and evaluation. Through capacity building, communities are enabled to enhance their knowledge, skills and attitudes.

During a discussion above, the researcher has argued that community development structures, youth who are deviant, the aged and child care, financial planning and management and monitoring and evaluation are not related to poverty reduction and that they must be removed from the framework. The food security initiatives and development of self-help organizations are recommended objectives of the PRP which need to be improved in order to generate incomes and become sustainable. The disabled and administration and capacity building were also identified as effective objectives of the PRP. It would be advisable that the objectives of the PRP be reduced to a small number. This makes them more manageable because "organizations with single goals are likely to be more effective than organizations with multiple goals" (Chatterjee & Sinclair, 2000:72).

The researcher contends that there is nothing wrong about the alteration of both the social programme objectives and the implementation strategies about the PRP. This preposition is supported by Mitchell (1990:37).

The recommendations cited in this context are meant for the improvement of the PRP framework because the researcher is of the opinion that poor formulation of a social programme framework leads poor implementation and evaluation of the entire programme.

7.3.3   CONCEPTUAL MODEL OF THE PRP

"The third section of the framework is based on the conceptual model of social policies and is designed to explore the effects of specific social policies on the structure and dynamics of society" (Gil, 1992: 82). According to Chambers (2000:18), this item of the framework is

concerned with "the identification of major ideological positions and value biases embedded in a description of a social problem." The framework therefore must specify how those affected by the problem "ought" to be like. In this item of the social programme framework, the formulators must include (i)the causes and effects of the problem, and (ii) the process of the programme which is designed to address the problem.

7.3.3.1   EFFECTS OF POVERTY

It has been mentioned in the second chapter of this study that poverty is observable through its effects on the physical, social, cultural, economic and political environments of people. In the checklist intended to evaluate the PRP framework, the researcher has listed the effects of poverty on women, children, the elderly, the disabled, the sick, prostitutes, the unemployed and the working poor, people under welfare, domestic violence and the street children.

- **WOMEN**

Women who are neglected and abused, who head the family households, who do not work and or are living in the rural areas are an important effect of poverty which the PRP framework has identified. The PRP shall be said to have succeeded when its projects shall have employed women and refrain from discriminating against them due to their sexual orientation (Wilson, 2001:137). This is so because the most important indicator of social development is when women articulate and asset their own point of view regarding their participation in the social programmes (Rahman, 1990:47).

- **CHILDREN**

Children who are living within the poor family households and those who lost parents and guardians to HIV/AIDS and other communicable diseases are an important effect of poverty within the South African context. May et al. (1998:30) have noted that the home is no longer a safe place for many children because it fails to provide them with the necessary resources for their development.

Because the effect has been satisfied in the framework, the researcher recommends that it should enjoy further inclusion in the PRP framework.

- **THE ELDERLY**

The PRP framework has identified the elderly as an effect of poverty.

The researcher argues that indeed the elderly must be regarded as an effect of poverty although they must not be identified as an objective of the PRP. The researcher share similar view with Torres- Gil and Villa (2000: 215) who maintain that "older people have seen the development of a set of benefits, programmes, laws and services. In many ways, social policy for the elderly has been extra ordinary successful."

- **THE DISABLED**

The disabled like the women, children and the elderly are a sector of the community which is weak and unable to compete for the scare socio-economic, cultural and political resources with other groups. The researcher acknowledged the PRP framework for having identified the disabled as an effect of poverty.

- **THE SICK**

As reported in the previous chapter, the sick are individuals through which poverty could be observed because they have the characteristics of being without incomes, they cannot provide for own and family household requirements and are dependent on others for their day-to-day living. The incidence of HIV/AIDS and other communicable diseases exuberates other facets of poverty. Poverty increases the risks of HIV infection. The illness increases the risks of a household or an individual becoming impoverished (May et al, 1998:111).

Since the PRP has not identified the sick as an effect of poverty, the researcher recommends that the framework becomes flexible in nature so that it can cover other types of physical and emotional misfortunes of people in communities.

- **PROSTITUTES**

Poverty could be observed through the increase of prostitution which is also exuberated by high unemployment rate. This effect of poverty was underestimated in the PRP framework. **The researcher recommends that prostitution be included in the framework because it is closely related to poverty and the high prevalence of HIV/AIDS.**

Prostitution must not be developed into an objective of the PRP because the Department of Social Development does not have the necessary resources to tackle it. Chatterjee and Sinclair (2000: 78) also believe that programmes which concentrate in youth who are deviant leads to failure in that they are not effective and seem to increase delinquency and certainly do not lead to delinquency reduction.

- **THE UNEMPLOYED AND THE WORKING POOR**

Labour force participation is lower in poor than non- poor households and half of the working- age poor are outside of the labour market (May et al.; 1998:36). The researcher is of the conclusion that social programmes shall be rated to be effective if they include the unemployed and the working poor as an important effect of poverty.

The researcher recommends the PRP framework for having included the unemployed as an effect of poverty in its formulation. The researcher maintains that since this effect is reflected in a double-barrel manner in the framework, the second part which is the working poor should hold almost similar favouritism in it. **The researcher also advises that this effect be developed into an objective of the PRP.**

- **PEOPLE UNDER WELFARE**

There is a close relationship between poverty and people who are under welfare. This is an important effect which shows us that indeed poverty is available in our communities. The researcher argues that the identification of people under welfare as an effect of poverty must not be confused as a motivation for it to become an objective of the PRP. People under welfare are already catered for by other forms of the social assistance grant.

- **DOMESTIC VIOLENCE**

From the literature investigation in this study, the researcher has reported that the PRP has an intention to protect the children and women in the family households of the poor from neglect and abuse. Domestic violence is hereby identified as an effect of poverty which is closely related to the culture of the poor. Domestic violence must be seriously considered as a facet of poverty because it is utilized by men as a tool to control women (Woodward, 2001:97). In this context, the PRP should aim at reducing domestic violence in the households.

The researcher recommends the future alternatives of the PRP framework must consider domestic violence as an important effect of poverty.

- **STREET CHILDREN**

In the previous chapter, the researcher indicated that the street children are an important effect of poverty. Children are physically and emotionally incapable of looking after themselves, they do not have the necessary family support, they are socio-economically lacking and require the support of other members of the community to survive. Child poverty is increasing by day because most children are brought up in the most desperate circumstances in own families, that they opted to become street children, thereby they are increasingly portrayed as unruly, uncontrollable, amoral and even evil (Lavalette &

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Cunningham, 2001:231-233). It is true that most children from the rural areas and the informal settlements have migrated to the towns and cities where they live as twilight kids.

In this regard, the researcher recommends that the children who are street children must be identified as an effect of poverty and be included in the PRP framework.

The researcher has recommended the inclusion of the most important effects of poverty in the PRP framework. Under this third item of the social programme framework, the researcher will also discuss and make recommendations regarding the PRP process.

7.3.3.2   THE PROCESS OF THE PRP

In the previous chapter, the researcher exposed that the PRP is without a specific process. Although the framework has mentioned some of the phases of the PRP, it failed to accordingly categorize them in a sequential manner. It is a limitation for the programme to be conducted without a specific process. Social programmes which lack of the specific process have a disadvantage of being conducted in a haphazard fashion.

According to Younis and Davidson (1990: 3), social programmes should have a specific process which to them can be divided into three main stages, namely: formulation and design, implementation and evaluation. Unless the process is in place, the programme practitioners will find it difficult to conduct projects.

- **IDENTIFICATION PHASE**

As reported in the previous chapter, the PRP framework has mixed the identification and the implementation phases together. According to Swanepoel (1992:51), the need identification is the first phase of the community development project in which community sectors participate in the identification of their needs.

It is therefore recommended that the identification and implementation phases be separated and discussed individually from one another. This will ensure an effective

planning because naturally identification phase is about community needs assessment and definition.

- **PREPARATION PHASE**

It was reported in the previous chapter that the preparation phase of the PRP process was not mentioned in the framework. This is an important phase of the social programme process through which a problem is defined in accordance with the availability of resources to reduce it.

The researcher recommends for the identification and description of the preparation phase of the PRP process in the framework.

- **APPRAISAL PHASE**

It is during the appraisal phase of the PRP process that project planning takes place. Darling, Rahman and Pillarisetti (1994:74) maintain that "strategic planning is a framework providing a systematic approach to planning for future development and allocating needed resources for anticipated changes."

The researcher recommends that the appraisal phase of the PRP be singled out from other phases and its characteristics be detailed accordingly in the framework. As it was mentioned in the previous chapter, the requirements of this phase informs communities how they should apply for projects, what criteria they should meet in order to qualify for projects and how they should compile certain documentation required for their selection and approval.

- **NEGOTIATION PHASE**

The negotiation phase of the PRP concerns the development of important community documentation such as the project business plans and constitutions. The researcher is of the opinion that projects cannot be effectively conducted without a detailed plan. The

constitutions are important legal documents which were underestimated in the PRP framework and without them, the projects can find it hard to develop and could be hijacked by the self-perpetuating individuals. The PRP is sanctioned by the societal institutions and as a requirement, it cannot distribute funds to the community based organizations which do not have constitutions in place.

The researcher therefore recommends that the negotiation phase of the PRP process be adequately identified and discussed in detail in the framework.

- **IMPLEMENTATION PHASE**

Implementation means putting plans into action (Swanepoel, 1992: 89). The implementation phase was mixed with other phases in the framework.

The researcher recommends that the implementation phase must be singled out from other phases, it be discussed in detail because it is the phase which is of utmost importance in the social programme process, and finally the expected gains of the programme after its implementation be accordingly listed.

The implementation of the social programmes have the implementation problems which should be addressed. These implementation problems will be discussed in this item.

7.3.3.3. IMPLEMENTATION PROBLEMS OF THE PRP

In the previous chapter, the researcher noted that social programmes must be planned in such a way that they are designed to deal more effectively with implementation problems. If these problems are not accordingly anticipated and planned for , programmes perform poorly and fail to achieve their goals.

The researcher recommends that implementation problems must be strongly considered in the formulation of the PRP framework because Morgan (1990: 40) has

advised that the outcome is more likely to be successful if the potential problems of implementation are considered at the policy design stage problems like the following:

- **Organizational disunity**

This is an important implementation problem which need to be included in the framework since the PRP is formulated by the national Department of Social Development and implemented and evaluated by some of the provincial departments of Health and Welfare.

There shall be an organizational disunity implementation problem within the PRP unless the researcher's recommendation that this implementation problem be addressed through the establishment of some of the provincial departments of Social Development in order to implement and evaluate the PRP in provinces, is taken into consideration.

- **Standard operating procedures**

In the previous chapter, it was identified that the PRP framework mentions the standard operating procedures implementation problem but it fails to elaborate on how the problem can be addressed.

The absence of standardized means to execute and control the action and activities to realize the objectives of the social programme is a serious defect which must be avoided by the PRP at all cost. Awamleh (1990:135) supports that "red tape and complexity of procedures and methods may create difficulties and mistakes in the implementation of policies."

The researcher therefore recommends that standard operating procedures must be clearly identified and planned for. This ensures the replication of social programmes and a need to conduct good evaluation and improvement of programmes.

- **Organizational communication**

In the previous chapter, it was mentioned that the PRP framework has identified the organizational communication problem of implementation and suggested it could be addressed through integration and coordination. Winter (1990: 27) has identified this implementation problem when he maintains it occurs when there is lack co-ordination and information regarding social programmes in different government departments. This will result in different institutions conducting similar programmes to the same community whereas in fact they must have combined the resources to develop a single programme.

In South Africa, many governmental and nongovernmental institutions claim to be more effective in formulating programmes which are aimed at addressing poverty. This results in the establishment of so many programmes intended to attack a single problem with minimized resources and insustainability.

The researcher is of the opinion that poverty alleviation programmes could be effective if they were conducted by a single institution which is awarded adequate resources for the sustainable development of communities. It is unreasonable for politicians to embark on mushrooming programmes in communities whereas these programmes are short-lived, incomplete and some do not even jump-start.

The governmental and nongovernmental institutions should establish forums within which they can deliberate the causes and consequences of poverty. During these forums, they must decide who should be delegated tasks of either tackling the causes and or the consequences of poverty. It should not be a matter of everybody plays the game without regard of who should be the referee.

- **Problems regarding time and resources**

From the previous chapter, it was reported that the PRP framework strongly addresses the implementation problems regarding time and resources. For Palumbo and Calista (1990:4)

social programme implementation always fail to achieve their goals if insufficient resources are committed to them. Resources are the means which enable social programme implementation because "if the system is given enough money and enough instruction, implementation will be effective, since there will be no necessity for subversive behaviour" (Younis & Davidson, 1990:8).

The researcher recommends that under this emphasis, the framework should mention how the products are to be marketed, who is to be employed in the projects and how the projects are to be sustainable.

- **Horse-shoe-nail and public planning**

This is a condition through which legislatures enact social programmes to eradicate poverty whilst on the other hand, their other programmes encourage the development of the problem. This condition happens when it is difficult to identify the exact problem, definition of its respective causes and its consequences and the administrators deliver services to the communities which are unrelated to the actual problem (Winter, 1990: 25). Viewed from another angle, the horse-shoe-nail and public planning implementation problem is perceived by Burke (1990:139) as a condition in which resources are chronically inadequate relative to the task workers are asked to perform in order to address problems in the communities.

The researcher recommends for the inclusion of the horse-shoe-nail and public planning implementation problem in the PRP framework so that the occurrence of this problem can be totally isolated in the implementation and evaluation of the programme.

- **Interorganizational politics**

In the previous chapter, the checklist revealed that the PRP framework mentions the implementation problem of the interorganizational politics. Social programme formulation must avoid the implementation problem which is caused by the economic and political instability within the environment. It should be realized that development and disharmony

do not go hand in glove, in that, where there is disharmony there is an absence of development.

The researcher recommends the PRP framework for its inclusion of the interorganizational politics implementation problem in its formulation.

- **Vertical implementation structures**

It was mentioned that the PRP is formulated by the National Department of Social Development and is implemented and evaluated by some of the provincial departments of Health and Welfare. This condition is a limitation towards the effectiveness of the programme. Smyrl (1999:137) also discourages this condition in which policies are conceived in institutional environment and implemented in others.

The researcher concludes that implementation will be infested with problems if a different national department formulate a social programme and instructs some of provincial departments of a different department to implement and evaluate the projects under that programme.

The researcher therefore recommends that the Department of Social Development must establish its own provincial departments for the effective implementation and evaluation of the PRP.

- **Horizontal implementation structures**

When a social programme is solely formulated by the highest echelon of the department without the involvement of those in the provinces and regions, its implementation and evaluation become distorted and thus its replicability is impossible. Smyrl (1999: 142) is of the similar opinion the horizontal implementation structures implementation problem of the social programme must be planned for in frameworks. Palumbo and Calista (1990:xi) state the reason for this failure by mentioning that the policy makers dictated what they wanted and implementers did not fulfil them because they do not understanding what the dictators want them to do.

The PRP framework is acknowledged for its consideration that development is possible only if it is conducted by communities themselves. **The Department of Social Development must continue to distance itself from doing everything for communities, and consider planning, implementing and evaluating programmes with the communities as this will empower the communities.**

- **Top-down perspective**

Top-down perspective is the condition through which social programmes are designed by government to fit the needs of the communities without the involvement of active participation of the communities in the process. Younis and Davidson (1990: 5) explain that policy is formulated at the top, this then being translated into instructions for those who will implement the policy at the bottom.

The top-down perspective condition must be seriously discouraged in the social programme field and practice. In the context of this study, **the researcher recommends that the needs of communities and families must be articulated by the communities in partnership with public officials who are employees of the PRP.**

Bottom-up perspective

It is a requirement that in the planning stage of its implementation, the PRP considers addressing the implementing problem, in that " techniques and approaches are required which will actively involve people more in programme development and delivery rather than resting context with their role as passive recipients of public policy" (Pratt, 2001 : 29).

From the limitation identified in the previous chapter that the PRP framework did not involve the active participation of communities in its formulation, **the researcher recommends that the PRP must involve the grassroots during the processes of the programme. The bottom-up perspective is a strong ingredient of prosperous social programmes because it does not underestimate the knowledge, skills and attitudes of**

the communities. Palumbo and Calista (1990: xiii) support that the bottom- up perspective is an effective approach which does not undermine the grassroots and it is always associated with functional results.

- **Circumstances external to the implementing agency**

Social programmes must have plans to address the emergence of the circumstances external to the implementing agency problem in place because this problem might impose crippling restrains on the implementation process of the programmes (Younis & Davidson, 1990:6).

In the previous chapter, the researcher mentioned that the exclusion of this implementation problem in the PRP framework does not have an adverse effect on both the implementation of the programme and the recipients of the programme. **The researcher recommends that this implementation problem must be included in the framework because of its importance.**

- **EVALUATION PHASE**

"To evaluate social development means to evaluate a process, that is to say, to understand the process which unfolds when intervention has taken place" (Garaycochea, 1990:67). Monitoring and evaluation has been accordingly addressed in the PRP framework.

The researcher recommends that monitoring and evaluation be separately acknowledged as a phase of the PRP process, be discussed in detail and its characteristics be mentioned in order to enable practitioners, communities and other stakeholders to follow the process in a step-by step fashion.

The most important implementation problem which the researcher concludes might retards the success of the PRP is a condition wherein the Department of Social Development does not establish its own provincial departments and expect a programme under its custody to be implemented and evaluated by the provincial public officials of another department.

7.3.4 FORCES SURROUNDING THE DEVELOPMENT AND IMPLEMENTATION OF THE PRP

The fourth section of the framework examines social policies in relation to forces within and outside a society which surround the development and implementation of social policies (Gil 1992: 82).

In this section, the researcher makes the conclusions and recommendations regarding the factors and the theoretical models which influence social programme making with special reference to the PRP.

7.3.4.1 FACTORS WHICH INFLUENCE THE FORMULATION OF THE PRP

- **CONDITION OF ESTABLISHMENT**

Condition of establishment as an influence towards social programme making is captured in Carlucci (1990:150) who maintains that the mandate in government which is in the form of legislation must be in place, the funding must be provided and that the agreements which were reached and the technology acquired must be in place in order for the social programme to be developed.

As mentioned in the previous chapter, the PRP framework does not consider the condition of establishment as a factor which influence its formulation. This factor does not have an impact on the PRP or the communities, although the researcher recommends that it be mentioned and explained in detail.

- **POLITICAL ASSIGNMENT**

It is political assignment which influence legislators to formulate social programmes which are aimed at reducing poverty within communities because the legislators are often the most powerful groups in setting the policy agenda (Palumbo & Calista, 1990:10).

The framework does not mention that the PRP is evident because of a political assignment. The PRP is not a tool utilized by adverse political domains to achieve their own political gains. **The PRP must be apolitical and continue to represent all sectors within the communities. It should be seen as a unifying mechanism because it is made possible by the taxpayer's money and as such it should develop the communities.**

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

According to Linder and Peters (1990:55) the main influence toward social policy making centres around the specific definitions of the problem and how best to deal with it. Thus the state and administrative law factor influencing social programme formulation is concentrated around the choice of proper community projects and the processes to deal more effectively with the problems.

The PRP framework is recommended for having included the factor of legality according to the state and administrative law in its formulation.

- **FINANCIAL MEANS**

According to Brodkin (1990:110), financial means is an important influence towards social policy making because if a social programme is not adequately supported by financial resources to fulfil its goals, it becomes ambiguous.

The PRP framework is recommended for having included the importance of financial means in its formulation.

- **PUBLIC OFFICIALS**

Public officials must be acknowledged for the role they play in the social programme formulation because according to Dunsire (1990: 18), programme formulation emanated from the proposals these officials have drawn and referred to the legislature. Frameworks which are formulated without the involvement of the public officials miss the right target

groups which should be assisted by the programmes. The public officials facilitate programme planning, implementation and monitoring and evaluation.

The framework only mentioned that the community based organizations, faith based institutions and the nongovernmental organizations were influential to the formulation of the PRP. It does not mention the public officials. **The influence of the public officers in the formulation of the PRP must be accordingly acknowledged. The exclusion of these technocrats during the formulation of the framework usually leads to limitations such as poor identification of objectives and implementation of the projects, for example.**

- **PHYSICAL FACILITY**

Social programme frameworks must mention all the prerequisites necessary for their formulation, implementation and evaluation. They must inform people about the availability of office space, transport and other services which will support the formulation, implementation and evaluation of the community projects. When these are not mentioned in the PRP framework, it becomes difficult for practitioners to know how projects are to be translated into reality without the required physical facilities.

Resources are the means without which social programmes cannot be implemented because if the system is given enough money and enough instruction, implementation will be effective (Younis & Davidson, 1990: 8). Also Awamleh (1990 :135) has realized that inadequate financial resources may handicap the implementation of social programmes.

The physical facilities therefore is an important factor influencing social programme formulation which the researcher recommends must be included in the PRP framework.

- **LEGISLATURES**

As was reiterated throughout this study, every social programme is made possible by an active involvement of the legislatures. The commitment of the Minister of the Department of Social Development together with the respective provincial MEC's must be mentioned in the PRP framework. Although their exclusion does not have an adverse impact on the social programme, the researcher recommends that they be include (Dunsire, 1990:21).

CHANGING ENVIRONMENTAL CIRCUMSTANCES

The PRP framework has mentioned that the development of the social programme has been influenced by the advent of unemployment and underemployment which have exacerbated poverty. This influencing factor on the formulation of the PRP is supported by Pratt (2001:33) who maintains that unemployment remains as the single most potent image and memory of this age.

The researcher recommends that the changing environmental circumstances factors influencing the formulation of the social programmes continue to enjoy inclusion in the PRP framework.

- **POLITICAL DIRECTIONS OF POLITICAL PARTIES**

The exclusion of this influence in the PRP framework is highly appreciated by the researcher because social programmes are meant for everybody in a social system without regard of their religious, social, ethnic and political background. In this regard, **it would be improper to mention the political party or parties behind the formulation, implementation and evaluation of the PRP.** Social programmes must be as politically neutral as possible. Wellman's (2002:61) supports that by saying wealth should be more equally redistributed to all the segments of the society.

- **ELITE GROUPS**

The exclusion of the elite groups during the formulation of the PRP adds as an advantage of the programme because these groups have a limitation of having their individual interests over those of the community and that they usually aim at owning the programmes. But Palumbo and Calista (1990:3) still insist that social programme frameworks should reveal that they will be actively supported by organized constituency groups and key legislators throughout the implementation process in their formulation.

The researcher therefore recommends that although the influence of the elite groups must be included in the PRP framework, their participation must not override that of the common communities.

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

It is highly important that the framework mentions the influence of the pressure groups, interest groups and mass demonstrations on its formulation. This is important information which is required by the masses who would like to know if the social programme is representative to their needs.

The pressure groups, interest groups and mass demonstrations must therefore be acknowledged in the PRP framework because according to Morgan (1990:46), they play an important role in representing communities and express their worries, needs and opinions regarding poverty to the funding entity. This acknowledgement will afford the grassroots an opportunity to participate in the community projects because the programme will be receiving the active support and involvement of the civil society (Pratt, 2001:29).

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

Social programme formulations which are informed by research and investigation by commissions and committees are effective and relevant in addressing social problems. Research and investigation by commissions and committees is an important factor influencing policy making because without it, politicians usually identify social programmes which are out of touch with the community circumstances.

Consumers of the framework must be informed that the Department of Social Development has received support, advice and information regarding an effective formulation of the PRP from the research and evaluation individuals who represent the nongovernmental organizations such as universities and technikons, when the programme was planned.

- **INTERNATIONAL EXPECTATIONS, CONSIDERATIONS AND INFLUENCE**

This is not an important influence towards the formulation, implementation and evaluation of the PRP because it does not adversely impact upon either communities or the programme. Since this influence has been mentioned in the PRP framework, the formulators are advised to list the names of the international institutions which they claim have played an important role in the development of the programme. Another dimension of the international organizations was identified by Manyire and Asingwire (1998: 80) who maintain that " policies which receive external funding are rather dictated by international policies rather than local circumstances and concerns which can aggravate the local adverse social situation." The researcher advises that this condition must be effective discouraged in the formulation of the PRP framework.

The researcher has highlighted that the PRP framework need not score on all characteristics which were listed in the checklist in order to be rated as an effective social programmes. He

also warned that the exclusion of certain important characteristics from the framework may render it ineffective in dealing with the social problems. Apart from the influencing factors on the formulation of the framework discussed above, the theoretical models regarding the making of social programmes will be discussed in the succeeding item.

7.3.4.2 THEORETICAL MODELS REGARDING THE FORMULATION OF THE PRP

The social programme framework must be formulated according to the theoretical models regarding policy making. In this item, the researcher makes recommendations of the inclusion of certain important theoretical models in the formulation of the PRP framework. Social programmes must be formulated along the descriptive and prescriptive theoretical models, which Younis and Davidson (1990: 4) contend "prescriptive models which simply state what ought to happen in an ideal world, or descriptive models which are invariably impossible to apply in all situations."

- **FUNCTIONAL PROCESS MODEL**

Social programme formulation, implementation and evaluation which are not influenced by the theoretical model of functional process lack of a specific direction and as a consequence they are conducted in a haphazard fashion. These programmes usually fail to achieve their intended goals because they do not have the specific guidelines which must be followed in their development.

The researcher recommends that the formulation of the PRP framework must seriously consider including the influence of the functional process model in its formulation.

- **ELITE-MASS MODEL**

In the previous chapter, it was reported that the PRP framework does not have a feature of the elite-mass theoretical model in its formulation.

Elite are also known as bureaucrats who are greedy, vain, ambitious, and keen to follow their own interests. Their exclusion in the framework must not be viewed as a disadvantage.

The researcher recommends that the PRP framework must seriously consider involving the masses into the formulation, implementation and evaluation of its development. Programmes which have greater participation of the masses have the quality of enhancing their knowledge, skills and attitudes, they induce the ownership of the programme in them, they are representative and most of them are sustainable due to the reason that they usually have support and the necessary socio-economic, political and cultural resources the masses provide them.

- **GROUP MODEL**

When the pressure groups and the interest groups are not afforded an opportunity to influence social programme formulation, it then means that the programmes are developed by the legislatures on their behalf. The absence of this feature in the PRP framework exposes a serious threat in the programme and its respective projects. According to Rubin and Rubin (1992:8), " the main source of power for most community organizations is the number of numbers they attract and the skills, enthusiasm, and persistent dedication of the membership." Groups are representatives of the communities and they act as the mouthpiece of the communities.

The exclusion of the pressure groups and the interest groups in the formulation of the PRP therefore means that the community's say has been isolated. The researcher recommends that the PRP actively involves the participation of the pressure groups and the interest groups in its formulation.

- **SYSTEMS MODEL**

Social programme frameworks are highly required to expose the relationship between the independent and dependent variables. "Another way to conceive of public policy is to think

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of it as a response of a political system to forces brought to bear on it from the environment" (Dye, 1995 : 38). In this way, this will enable the formulators to identify the objectives of the programmes without difficulty.

When unrealistic objectives of the programme were identified, it is the utilization of the systems model into developing the frameworks which will direct the formulators into identifying the realistic ones. **The researcher strongly recommends that the PRP framework formulation be influenced by the systems theoretical model regarding policy making.**

- **INSTITUTIONAL MODEL**

It is obvious, even though it is not specifically mentioned in the PRP framework that the Department of Social Development has the mandate over other government departments to fight poverty within the South African context. "Social policy is perceived in terms of the institutions involved in the making and delivery of social services" (Manyire & Asingwire, 1998:77).

It is recommended therefore that the PRP framework accordingly mentions the mandate of the Department of Social Development to fight poverty within the South African context.

- **RATIONAL MODEL**

In the previous chapter, the researcher has reported the limitation of the rational theoretical model regarding policy making, that is, it inhibits grassroots participation. Winter (1990 :24) maintains that some social programmes which were formulated through the rational model of policy making are difficult or impossible to implement from the onset. Social programmes which are developed by the government departments for the communities without their active involvement usually lead to failure. Communities must not be provided the programmes as a form of a controlling measure.

The researcher therefore recommends that the PRP framework be developed through the active involvement of communities. Government must be seen as playing a facilitative role and that their expertise must be mobilized to the finalization of the framework.

- **GAME THEORY MODEL**

The researcher has reported in the previous chapter that the exclusion of the game theory theoretical model regarding policy making in the development of the PRP framework does not have an adverse impact on the programme or the communities.

It is recommended that the PRP framework continues to exclude this theoretical model regarding policy making in its development.

- **PUBLIC CHOICE MODEL**

It has been mentioned in the previous chapter that the PRP encouraged the involvement of the local partnership during its planning and implementation stages of development. When the communities willingly participate in the programmes, there is a high probability that such programmes will achieve their intended goals.

When the communities were involved during the identification of the strategies towards the elimination of poverty, the objectives of the programme become closely related to the problem. The researcher therefore recommends the PRP for considering the importance of this theoretical model during its formulation.

- **INCREMENTAL MODEL**

The PRP is developed through an incremental theoretical model regarding policy making. The incremental model suggests the innovation and technical capital in the formulation of the social programmes as supported by Darling, Rahman and Pillarisetti (1994:77) who

contend that this resource is devoted to supporting the creation of new technologies and the transfer and commercialization of new technologies.

In the previous chapter, the researcher has reported that the incremental model has a quality for the improvement of the social programmes. In this way, the Department of Social Development is open for innovation, meaning that it is prepared to accept new strategies which it is of the believe will lead towards the effective eradication of poverty. **The researcher recommends the inclusion of this theoretical model regarding the social programme in the formulation of the PRP because it enables those who are conducting monitoring and evaluation to suggest alternatives to the programme.**

- **MIXED SCANNING MODEL**

The researcher has reported in the previous chapter that the mixed-scanning model is difficult to achieve in policy or social programme making because it is designed to identify and combine only the qualities of both the rational model and the incremental model.

A limitation of the incremental model according to literature review is that it protects the *status quo*. The PRP framework must be developed in such a manner that it addresses diversity, that is, it must be relevant to the emerging problems which are related to poverty and other forms of exclusion in the communities. According to this approach, the social programmes or community projects which are found to be ineffective toward the eradication of poverty must either be discontinued or be altered.

The factors which influence the formulation of the PRP framework and the theoretical models regarding policy making are the determinant dimensions which shape the social programmes. The researcher has stressed the importance of the involvement of citizenry participation in the PRP formulation.

EVALUATION OF THE PRP

According to Gil (1992: 95), the fifth section of the framework is concerned with the evaluation of the social policy and or its alternative policies. **In the context of this study, the researcher recommends that the PRP framework details important elements of the monitoring and evaluation phase of the programme.**

The researcher will include the participants which are involved during the monitoring and evaluation of the social programmes as reflected in the checklist.

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

In the previous chapter, the researcher has outlined that social programmes which are monitored and evaluated by the target groups, programme managers, programme staff, evaluation and research individuals, and the stakeholders are probable of being transparent, free of crime, corruption and nepotism, they achieve their goals and that they are sustainable. "There is increasing recognition today that social policies and programs should be carefully evaluated to determine whether they do in fact meet their stated objectives" (Chatterjee & Sinclair, 2000:65). The participants who are involved in the monitoring and evaluation of the PRP are discussed in this item.

- **TARGET GROUPS**

The PRP does not provide the communities an opportunity to participate in the monitoring and evaluation of the programme or its projects.

Communities are the recipients of the programme and unless they are afforded an opportunity to play a role in all the processes of the programme, trust between them and the programme providers will be retarded, they will not participate in other phases of the programme process and as such programme ownership quality of the social programme will suffer.

When target groups become involved in the social development evaluation, Tandon (1990:97) maintains it is seen as an intervention which enhances the sense of confidence and the capacity among key constituencies involved in any development initiative which is empowering in nature.

Along this conclusion, the researcher recommends that the framework includes the involvement of the target groups in the monitoring and evaluation of the community projects.

- **PROGRAMME MANAGERS**

Every social programme monitoring and evaluation report is compiled for the programme managers who are the individuals who must decide whether programmes must be altered or discontinued. Although the programme managers were not mentioned in the PRP framework, the researcher maintains that they are important consumers of the monitoring and evaluation reports.

The researcher recommends that the programme managers be identified and included in the framework because they are important stakeholders during the monitoring and evaluation process. Ferman (1990:41) supports that "by contrast, government practitioners, who must implement these programs design and budget- the nuts and bolts of policy."

- **PROGRAMME STAFF**

As reported in the previous chapter, the PRP framework does not mention the programme staff as participants during the monitoring and evaluation process of the programme.

Programmes cannot develop without the active involvement of the programme staff because they play a facilitative role in all the processes of the programme. Oakley (1990:28) supports by stating that "arguments for evaluation stress the importance of providing project staff

with the information needed to assess a project's progress, in terms of its objects and to make any corresponding mid-term adjustment."

The researcher recommends that the PRP framework acknowledges the importance of the programme staff during monitoring and evaluation process in its formulation.

- **EVALUATION AND RESEARCH INDIVIDUALS**

Monitoring and evaluation which is conducted by the independent bodies such as evaluation and research individuals recommend effective alternative to the improvement of the programme without being biased. Evaluation and research individuals according to Palumbo and Calista (1990:10) include professionals, bureau chiefs, university professors, consultants and suppliers. Chatterjee and Sinclair (2000:74) have noted that hundreds of university professors are staffing the social programme institutions in order to render evaluations and research services to improve the programmes. Rainey, Jr (1990:94) adds the list to include also the consolidated governing boards, umbrella agencies, coordinating and facilitating agencies such as intergovermental boards, case representatives and coordinating councils, and shared information and case tracking systems.

Because the framework has mentioned that the Independent Development Trust (IDT) was involved during the needs identification phase of the PRP, the researcher recommends that it is necessary for it to mention if organization has also been involved during the monitoring and evaluation process. **The PRP framework must identify and include all evaluation and research organizations which will participate in the monitoring and evaluation process.**

- **STAKEHOLDERS**

It was reported in the previous chapter that the PRP framework has identified the importance of involving partnerships in the monitoring and evaluation process, but the framework has omitted to mention those who will be responsible for the process. It shows

that in the actual process, important stakeholders could be actively involved in monitoring and evaluation but the participants were not acknowledged in the framework.

Tandon (1990:97) contributes another type of participants in the evaluation of social programme, namely; the stakeholders which he terms partnership. We can therefore involve the public- private partnership during the process only "if our philosophy of development puts people at the centre, if we believe that development cannot be done from outside but can only be sustained and elaborated by a group of people on their own (perhaps with external support)" (Tandon, 1990:97).

The researcher recommends that the PRP framework acknowledges all the participants who participate in the monitoring and evaluation process of the programme or projects.

The researcher has so far discussed the conclusions and recommendations based on content analysisregarding the improvement of the PRP framework formulation.

In the succeeding section, the outlining of the information obtained through the interviews with key-informants is presented, concluded and recommended upon.

7.4 SECTION 2: SEMI- STRUCTURED INTERVIEWS WITH KEY-INFORMANTS

7.4.1 INTRODUCTION

In this second section of the chapter, the researcher discusses the conclusions and recommendations regarding the information which was obtained from the key-informants who are the recipients of the PRP in different communities through interviews. As has already been mentioned, the interview schedule consisted of two parts, the first part is concerned with the biographical information of the respondents and information regarding the projects which are conducted in their communities whilst the second part will focus on the qualitative data regarding the implementation of the PRP and its formulation process.

These parts are individually discussed.

7.4.2   BIOGRAPHICAL INFORMATION OF THE KEY-INFORMANTS AND THE NATURE OF THE PRP PROJECTS

In this part of the section, the researcher presents the conclusions and recommendations on the findings of the study regarding the biographical information of the key-informants such as sex, age, educational qualifications, occupation, position in the community based organizations and the organizations of origin and the types and duration of the community projects which were implemented in the Limpopo Province.

7.4.2.1   SEX OF THE RESPONDENTS

The PRP projects are recommended for addressing the marginalization of women in the community development projects. The fair representation of women in the community development projects is in accord with the requirement of the RDP policy framework document which seeks to readdress the imbalance between the two sexes which was created by the previous South African socio-economic, political, cultural and religious beliefs.

7.4.2.2 AGES OF THE RESPONDENTS

From the previous chapter, this study revealed that the PRP is involving participants who are either young adults (50%) or middle aged (50%) in its community development projects. This is noted as an important quality which the researcher recommends the programme for having attained because these individuals are effective in planning, implementing and evaluating the community development projects.

7.4.2.3   EDUCATIONAL QUALIFICATIONS OF THE RESPONDENTS

As reflected in the previous chapter, there is a high concentration of (33.3%) individuals who hold standard 10 plus additional diplomas in the steering committees of the PRP

projects. This indicates that the community based organizations are accordingly administered by individuals with the relevant knowledge, skills and attitudes. The PRP is therefore recommended for its involvement of the individuals who have the necessary educational qualifications.

58.3% respondents who have a lower level of education and hold standards 0-10 were also identified in this study. It is proper to conclude that individuals with lower educational qualifications are probably incapable of conducting the genuine processes of the community development projects. **The researcher recommends that the PRP projects must involve only individuals who hold higher educational qualifications in their steering committees because their knowledge, skills and attitudes could be contributable to the projects and communities.**

The study found that there is an emergence of individuals with higher educational backgrounds such as computer literacy, project management and marketing in the steering committees of the community development projects. These individuals educate and train communities through their interaction with them, and therefore the PRP projects in the Limpopo Province are recommended for having included them in their community-based organizations.

7.4.2.4 LANGUAGES OF THE RESPONDENTS

The three indigenous languages spoken by the respondents who reside in the regions of the Limpopo Province of South Africa, namely; Northern Sotho, Tsonga and Venda are well represented in the PRP projects.

7.4.2.5 OCCUPATIONS OF THE RESPONDENTS

From the exposition in the previous chapter, the study reported that the PRP projects are involving individuals who are unemployed. The PRP is recommended for involving these individuals in its projects because this process is an important means to address both unemployment and poverty in communities.

7.4.2.6 **POSITIONS IN THE STEERING COMMITTEES OF THE RESPONDENTS**

As was exposed in the previous chapter, most respondents hold positions of chairpersons, secretaries, treasurers and additional members in the steering committees. These individuals have an advantage of administering the processes of the projects on behalf of their respective communities.

The PRP projects are hereby recommended for their involvement of additional individuals who hold positions of the project managers, supervisors and the marketing managers in their community based organizations. The former two groups maintain the smooth development of the projects whilst the latter is concerned with marketing the products of the projects to the community, neighbourhood, government and the business sectors.

7.4.2.7 **ORGANIZATIONS OF ORIGIN OF THE RESPONDENTS**

According to the findings reflected in the previous chapter, the researcher concludes and recommends that the PRP projects are represented by individuals who were drawn from the recognized sectors of the community, namely: ordinary citizenry, the traditional leadership, the civic associations and the religious groups in their community based organizations. This quality enhances the ownership of the projects by the communities.

7.4.2.8 **TYPES OF THE PROJECTS**

In the previous chapter, it has been reported that the different communities have a tendency of conducting similar projects such as for example, bakery, brick-making and poultry farming.

The researcher discourages this limitation because it is characterized by lowered demand of products which is associated with lowered incomes. **The researcher therefore recommends that an increased consultation is necessary during the planning stage of the community projects and that there must be an increased coordination among the PRP community development projects.**

The establishment of the community garden projects in many communities is another limitation the researcher has identified about the PRP. The mushrooming of these projects in the communities must be discouraged unless they are intended for immediate consumption by the family households. **If the gardening projects are developed as a means to eliminate poverty within communities, the researcher recommends the following tips regarding their effectiveness:**

- **there must be adequate land available for them and that irrigation facility and modern equipment and equipment must be purchased or donated**

- **their number must be reduced so that they each can receive increased funding which will enable them to pay for the material resources, employment, education and training and management**

- **communities must be encouraged to conduct leverage process in order to fund their projects. Dependency syndrome is addressed through this process and it is recommended that the PRP only provides communities with funding, facilitation and human resources development if they practice leveraging process**

- **the selection and approval process of community projects which meet the criteria of the PRP must be conducted in an established organization which is comprised of the government officials and programme managers, representatives from different communities, representatives from the nongovernmental organizations and other stakeholders. This enhances the chance of coordination**

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and marketing of the community projects' products to neighbourhood, government and the nongovernmental organizations

- the community development projects must be large enough to be able to provide individuals with job opportunities, adequate and sustainable incomes and to produce products which can satisfy the demand from both the communities and the outside market.

- the PRP community development projects are without adequate infrastructure such as good roads, buildings, electrification and water supply. It would be better if other government departments are involved in supporting these projects through the provision of the infrastructure. Community development projects must be equated with corporates which cannot develop in the absence of adequate infrastructure

- the PRP must develop a policy which is intended to mobilize communities, other government departments, the local municipalities, the business sectors and the nongovernmental organizations towards supporting and strengthening the community development projects, perhaps most importantly through providing them with the necessary financial and human development resources

In the succeeding part of the section, the researcher makes conclusions and recommendations regarding the implementation of the PRP.

7.4.3 QUALITATIVE RESPONSES BY THE KEY-INFORMANTS REGARDING THE FORMULATION AND IMPLEMENTATION OF THE PRP

In this second part of the second section, the researcher presents the conclusions and recommendations regarding the qualitative responses obtained through interviews from the key-informants regarding the formulation and implementation of the PRP..

7.4.3.1   IDENTIFICATION OF COMMUNITY NEEDS

Burch (1997:205) contends that needs assessment should satisfy the following data: to determine the nature and extent of a specific need, in a defined population of a defined geographical area, under the existing or projected circumstances, in comparison with a standard of satisfactoriness and in order to guide future interventions. It has therefore been exposed in Figure 6.4 in the previous chapter that the PRP projects are doing well with regard to the identification of community needs and projects.

In a case where the community development officers prioritize community needs and their relevant projects, the researcher recommends that this limitation be urgently and adequately addressed. That is, **communities must be afforded an opportunity to articulate their problems and means to address them themselves.** It is important that communities be offered an opportunity to articulate their needs themselves, because telling them that they have a problem without them thinking so is according to the community development practice a flaw (Rahman, 1990: 41).

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

In Table 6.6 in the previous chapter, the research findings revealed that still 8.3% of the PRP projects in the Limpopo Province are infested with a condition through which community development officers employ workers and other participants on behalf of the communities. Based on this finding, the researcher concludes that it is a serious limitation, **and recommends that it be adequately addressed through the empowerment of communities and that the community development officers must only play a facilitative role in the community development projects.**

7.4.3.2   THE PROCESS FOR THE SELECTION OF THE STEERING COMMITTEE

In Figure 6.5 in the previous chapter, the findings of this study revealed that the PRP projects follow the accepted process for the selection of steering committees, that is, a democratic voting for members and the realization of their educational backgrounds, knowledge and skills.

A disturbing finding is that there is 16.7% of PRP projects in the Limpopo Province who are selecting members of the steering committee due to their political background. This is a bad condition in the community development field and practice, and the researcher recommends that it be addressed.

The researcher recommends that the process for selecting the steering committees for the PRP projects utilize only the democratic manners of voting people in office. Arneson (2002:87) adds that in a democratic society such as ours each citizen has the equal right to vote and to stand for public office in free elections within which the winners gain the majority of votes. Mitchell (1990:32) further supports that through the democratic election, communities can through community representatives be able to articulate their needs and take active action towards their own circumstances.

7.4.3.3   EDUCATION AND TRAINING PROCESS OF MEMBERS OF THE COMMUNITY PROJECTS

The study has revealed that education and training of communities with regard to the simplification of the implementation of the PRP projects is effective. Education and training is conducted at the communities wherein trainers converge to train people on projects sites, it is conducted away from the communities wherein the trainees stay at the training institutions for a proclaimed period and lastly it is achieved through interaction community members have with each other and the project activities.

The researcher confirms the following recommendation made by Marsden (1990:23) and Livingstone (1990:117): "To ensure that real changes are forthcoming, attention must be focused on capacity building, through the development of more appropriate educational and organizational facilities" and that community development projects must receive training in the following fields: professional and technical, financial management and control and administration and management and that they should put in place a firmly enunciated training policy, respectively.

7.4.3.4   THE PROCESS OF THE COMMUNITY DEVELOPMENT PROJECTS

The researcher has identified that even when the PRP projects are without a specific process, this absence does not have an adverse impact on the communities and their respective projects.

The researcher still recommends that the PRP must have a specific process in place, in order to enable the facilitators an opportunity to replicate the projects.

7.4.3.5   THE FUNDING PROCESS OF THE PROJECTS

In Figure 6.7 in the previous chapter, the researcher has reflected that all the PRP projects have received funding from the programme. According to Rubin and Rubin (1992:366), community development projects match their budgets according to what the funding institutions are prepared to offer, this condition exposes them to dependency and vulnerability of cut-off in funds.

Apart from funding they received from the Department of Health and Welfare, community projects practiced leveraging and requested donations from other government departments and nongovernmental organizations. According to Rubin and Rubin (1992:366), community development projects must practice leveraging through which they obtain small contributions from members in order to convince the funding institutions that they are worth funding.

The researcher recommends that the PRP must only assist community projects which have practiced the leveraging and donation processes.

7.4.3.6   THE IMPACT THAT PROJECTS HAVE ON THE COMMUNITY CONDITIONS

From Figure 6.8 in the previous chapter, the study reported that the PRP has very little impact on communities and as a result it fail to reduce poverty. There are about 41.7% projects which are paying members inadequate incomes. When communities have been provided with job opportunities which pay them minimal incomes, the researcher concludes that it must still be categorized as a negative impact of the programme. Lund (2001:162) "recognized a right to work and a right to receive an adequate income for the fulfillment of the duties of fatherhood and motherhood."

The researcher recommends that more funding must be accessed to the PRP community projects in order to maximize their sizes and hence their incomes.

7.4.3.7   FUTURE PLANS OF THE PROJECTS

In Figure 6.9 in the previous chapter, the researcher reported that the PRP projects have positive plans regarding their future because they are aimed at extending their businesses and employing large numbers of the unemployed. The researcher concludes that this is a good intention and **recommends that more funding be accessed to the projects so that they can increase their sizes and process.**

7.4.4   THE OPINIONS OF THE RESPONDENTS REGARDING THE AIM, OBJECTIVES, FORMULATION, THEORETICAL FRAMEWORK, EFFECTIVITY AND OUTCOMES OF THE PRP

7.4.4.1 THE AIM OF THE PRP

In Table 6.7 in the previous chapter, the researcher exposed that 66.7% of the PRP projects in the Limpopo Province do not know the aim of the PRP.

Along this assertion, the researcher concludes that this is because of the inavailability of the framework. He therefore **recommends that communities who receive the PRP must be accordingly informed about the processes of the PRP, such as its formulation, implementation and evaluation which must be enclosed in the framework.**

7.4.4.2   OBJECTIVES OF THE PRP

In Table 6.8 in the previous chapter, the researcher maintained that 58.3% of the respondents do not know about the objectives of the PRP.

In similar vein with the above exposition, **the researcher recommends that communities who receive the PRP projects must be accordingly informed about the objectives of the programme.**

7.4.4.3   FORMULATION OF THE PRP

According to Table 6.9 in the previous chapter, the study revealed that the formulation of the PRP is not known to the communities which received its projects.

The researcher recommends that the PRP framework must be disseminated to the communities in order to inform them about the formulation of the programme.

7.4.4.4   THE EFFECTIVENESS OF THE PRP

Table 6.10 in the previous chapter reflected that 75% of the respondents are of the opinion that the PRP is effective in addressing their poverty condition. The PRP must provide services in the most satisfactory manner particularly from the point of view of the people receiving the "projects out there in the communities (Mitchell, 1990:32). In this regard, the recipients of the programme will rate it as a good programme.

At least the remaining 25% of the respondents said that the PRP is not effective in addressing their poverty condition.

It has been reiterated throughout this study that funding of the projects must be increased in order to secure their sustainability. Also as a recommendation, the researcher induces that projects which do not have a sustainable plan in place must be strictly avoided.

7.4.4.5   THE OUTCOMES OF THE PRP

In Table 6.11 exposed in the previous chapter, the researcher identified that 58.3% respondents regard the outcomes of the PRP as effective because the programme provides them with job opportunities. The researcher concludes that this must be classified under ineffectiveness because even when communities are provided job opportunities, the projects pay them meagre incomes which cannot assist them in escaping poverty. The remaining 41.7% respondents said the outcomes of the PRP are ineffective in addressing their poverty condition.

The researcher recommends that the PRP projects be accessed with increased funding so that they can be able to maximize their sizes and thereby ensure sustainability.

From the above recommendations regarding the findings of the study, the researcher concludes that the Department of Social Development must consider restructuring the

PRP. According to the programme evaluation research, the ailing community development programmes must either be improved or discontinued. Discontinuation is not recommended by the researcher as more resources have already been exploited. That is, it will be more cost -effective to improve the PRP rather than discontinuing it.

The succeeding section will discuss the conclusions and recommendations with regard to the research findings which were obtained from the community development officers involved with the formulation, implementation and evaluation of the PRP.

7.5 SECTION 3: SELF -ADMINISTERED QUESTIONNAIRE COMPLETED BY COMMUNITY DEVELOPMENT OFFICERS

7.5.1 INTRODUCTION

In this third section of the chapter, the researcher makes conclusions and recommendations regarding the findings of the study which were reported in the previous chapter. The data were collected through a questionnaires which were completed by the community development officers and are classified into two parts, namely; the first part of the instrument collected quantitative data concerning the biographical information of the respondents and the features of projects by using a checklist. The second part collected detailed information about the opinions the respondents have regarding the formulation, implementation and evaluation of the PRP.

7.5.2 BIOGRAPHICAL INFORMATION OF THE RESPONDENTS AND DEMOGRAPHIC INFORMATION REGARDING THE PRP PROJECTS

The variables which appear in the questionnaire will become the sub-topics in this section.

7.5.2.1 SEX OF THE RESPONDENTS

The findings in the previous chapter indicated that both males and females were satisfactorily represented by the respondents.

7.5.2.2   AGES OF THE RESPONDENTS

The findings in the previous chapter indicated that the respondents of the study were drawn from 14 (77.8%) young adulthood and 4 (22.2%) middle age groups which the researcher concludes are the active ages for the facilitators of the projects.

7.5.2.3   EDUCATIONAL QUALIFICATIONS OF THE RESPONDENTS

It was exposed in Figure 6.10 in the previous chapter that the PRP projects have a limitation of involving 7 (38.9%) community development officers who hold standard 10 and lower as the facilitators of the community projects. Facilitators must have the educational qualifications, knowledge and skills which are not readily available in the communities they serve.

It is therefore recommended that the community development officers must have at least higher educational qualifications, knowledge, skills and experience than those available in the communities.

7.5.2.4   DISTRICTS REPRESENTED IN THE STUDY

The study reported through Figure 6.11 that only five Limpopo Province regions were represented in the study. The Capricorn Region did not return its questionnaires.

This limitation is caused by poor coordination between the community development officers and their managers.

7.5.2.5   DESIGNATIONS OF THE RESPONDENTS

The community development officers are ranked into two categories, namely; the community development officers who scored 88.9% and the senior community development officers who were represented by the remaining 11.1%. Dunsire (1990:18) supports the

condition through which the PRP practitioners hold different designations by stating that the officers should be arranged in a pyramid or pyramids of rank, one set over another.

The researcher is of the conclusion that if the Department of Social Development has established its own provincial departments, designations higher than the ranks of community development officer and the senior community development officers can become available.

7.5.2.6 PROFESSIONAL ASSOCIATIONS OF THE RESPONDENTS

In the previous chapter, it was reported that only one respondent out of 18 is registered with the South African Council for Social Services Profession. The rest 94.4% respondents are not registered with any professional association. Palumbo and Calista (1990:3) warned that social programme will lead to a failure if they are conducted by the administrators who lack of the professional backgrounds in the community development arena. Parsons, Hernadez and Jogensen (1995:195) maintain that community development is the task of the professional social workers who are both educators and mobilizers of resources.

The researcher recommends that the PRP must strictly involve the academics who are registered under the professional associations in the facilitative role of comunity development projects.

Professional associations are watchdogs which ensure that communities are assisted in an ethical manner. This premise induce practitioners to conduct programmes in a systematic fashion, they record their involvement so that their interventions can be replicated by others in the future, they are prohibited from committing crime, corruption and nepotism, they do not undermine the capability of the communities, they share knowledge and skills with those they assist, and that they are responsible and accountable to both the recipients of the services and the agencies which employed them. Good interventions are achieved by those individuals who have the mandate imposed upon them by both their agencies and their professional associations.

**7.5.2.7   THE TYPES, NUMBERS, AREAS AND STATUSES OF THE
             PROJECTS**

It has been reflected in Table 6.12 in the previous chapter that the PRP has a high concentration of projects which conduct brick-making (18.2%), bakery (18.9%), gardening (10.8%), fence-making (10.8%) and sewing (8.8%) in the communities.

The researcher recommends that the number of the project types must be reduced in order to increase the demand for their products and thereby enlarging their sizes. That is, if we have say only two brick-making projects to serve twenty communities, we are certain the projects will employ quite a number of people and the demand for bricks and other related products manufactured by the projects will be high.

The researcher is of the conclusion that the higher the number of the projects, the less the available financial resources will be available for them. In this context therefore, the researcher recommends that the projects number be reduced and their funding be increased. In this manner sustainability will be secured.

- **AREAS**

According to Table 6.12 in the previous chapter, there are 129 (87.2%) projects in the rural areas and 19(12.8%) in the urban areas.

The researcher recommends the PRP for its fair distribution of the community development projects among the previously disadvantaged communities, that is the rural areas and the urban areas which must be represented by the informal settlements.

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- **STATUSES OF THE PRP PROJECT**

According to information contained in Figure 6.12 in the previous chapter, there are 32 (21.6%) PRP projects which are defined as incomplete. These are projects which are experiencing the shortage of implementation resources. The researcher is of the conclusion that if adequate funding is made available on time, community projects will not find it difficult to kick-start.

It is therefore recommended that adequate funding associated with timing is an important ingredient to the successful implementation of the community development projects.

7.5.3   QUANTITATIVE DATA REGARDING THE FEATURES OF THE PRP PROJECTS IN THE LIMPOPO PROVINCE WHICH WERE COLLECTED THROUGH A CHECKLIST

In this part of the section, the researcher concludes and recommends the effective features of the PRP projects in the Limpopo Province from the information which was obtained through the checklist as a quantitative method of data collection.

7.5.3.1 THE STAKEHOLDERS WHO WERE INVOLVED IN THE PRP PROJECTS IN THE LIMPOPO PROVINCE

In the previous chapter, the researcher mentioned that the number of stakeholders who are involved in the community development projects is determined by the size of the projects. That is, the larger the projects become, the more stakeholders will be involved. The researcher has identified that the PRP projects in the Limpopo Province are involving the right stakeholders as suggested by the literature investigation. In this part of the section, the researcher will briefly discuss the selected stakeholders and then make recommendations regarding the improvement of the PRP. These stakeholders are the policymakers/ decision makers, the programme sponsors (NGOs), the traditional leaders and the evaluation and research individuals.

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- **POLICYMAKERS/DECISION MAKERS OR THE LEGISLATURES**

Table 6.12 in the previous chapter reflected that 11 (61.1%) PRP projects are involving policymakers in their processes.

The legislatures who are the counselors at the community level must be involved because these are individuals who have the capacity to translate government policies to the communities. Communities will develop well if they interact with the legislatures, who will be evaluating the manner in which community projects are being conducted. The legislatures are the bridge between the community and government and as such their involvement in the social programmes is encouraged.

It is recommended that from the onset of the community development projects, the PRP must involve the active participation of the legislatures in their processes.

- **PROGRAMME SPONSORS (NGOS)**

From the previous chapter, the study identified that half of the PRP projects in the Northern Province have the opportunity to involve the programme sponsors in their processes. Community development projects usually receive social and economic resources form the nongovermental organizations. This means that resources necessary for their development must not only be expected from the Department of Social Development, but must also be mobilized from other sectors of the social system.

The researcher recommends the involvement of the nongovernmental organizations in the PRP projects.

- **THE TRADITIONAL LEADERS**

According to the previous chapter, 14 (77.8%) PRP projects in the Limpopo Province are involving the traditional leadership in their processes. The traditional leadership are the

respected gatekeepers of the community development projects in the rural areas. Chambers and McBeth (1992:23) have noted that although the rural areas could be linked to the modern community development opportunities, their most important feature is that they "simultaneously retain their traditional relationships associated with community."

The researcher concludes that since the Limpopo Province is mostly rural in nature, it is recommended that the PRP in the area includes the traditional leaders in the processes of the community projects, otherwise the projects might be non-represented and may be boycotted by the entire communities.

- **EVALUATION AND RESEARCH INDIVIDUALS**

According to information included in Table 6.12 in the previous chapter, the evaluation and research institutions which render community programme monitoring and evaluation on the voluntary basis were well represented in the PRP projects.

The researcher recommends that the PRP must involve institutions such as the universities and technikons in the activities of its projects. This ensures both development and sustainability.

7.5.3.2 THE STRATEGIES WHICH WERE INCLUDED IN THE PRP PROJECTS

Strategies are guidelines through which the programme's objectives can be formulated because "decisions on strategy are not made separately from decisions on policy objectives" (Dunsire, 1990:17). In this context therefore, the objectives of the PRP must be closely related to the strategies which are discussed below.

The respondents scored the checklist on the strategies which were included in the PRP projects as a means to improve their formulation, implementation and evaluation. The information obtained during the previous chapter indicates that the PRP projects in the Limpopo Province are highly committed in including the strategies intended to improve the

conditions of the communities. There are few strategies which were scored less and they will be highlighted in this part.

7.5.3.2.1   **A CONSULTATIVE STRATEGY**

Thirteen (72.2%) respondents indicated in Table 6.12 in the previous chapter that they have included a consultative strategy in their PRP projects. According to Chatterjee and Sinclair (2000:74), beneficiaries from consultation process are the institutions and communities. " This whole process is to be held together at every stage by open consultative processes that allow stakeholders views to be heard and incorporated in problem identification, the design and the implementation of development programmes" (Aryeetey, 1998:301).

The researcher recommends that the few projects which did not include consultation strategy in their designs consider doing so as this might lead to the improvement of their programme as a whole.

- **A SYSTEMATIZED PROCESS STRATEGY**

The researcher has exposed in the previous chapter that only 6 (33.3%) PRP projects in the Limpopo Province have included a systematized process strategy in their plans. This means that such projects are conducted in a systematic manner. It should be concluded that social programmes must become systematic in order to enable practitioners and communities to conduct them in similar ways and that projects must be replicable. "Failures in implementation, therefore, are as much a consequence of flaws in the policy formulation process" (Palumbo& Calista, 1990:6). Systematized process strategy ensures that the identified pitfalls of the projects can be easily corrected and an improvement of the programme as a whole maintained.

The researcher recommends that the PRP projects which did not include systematic process strategy in their plans must do so in order to improve their effectiveness.

- **A REHABILITATIVE STRATEGY**

In the previous chapter, it was revealed that there is a half of the PRP projects in the Limpopo Province which included a rehabilitative strategy in their designs. According to Parsons, Hernadez and Jogensen (1995:199), "rehabilitation, by contrast, implies rebuilding or restoration."

The researcher recommends that a rehabilitation strategy of the PRP projects must be supported only if it is intended for infrastructure rather than for the youth who are deviant.

7.5.3.3   THE TARGET GROUPS OF THE PRP PROJECTS

It has been reflected in Figure 6.13 in the previous chapter that the PRP projects are assisting the correct target groups within the communities. In this part, the researcher selected to discuss only the sick and the youth who are deviant because they were scored with only 27.8% each in the checklist.

- **THE SICK**

The sick are individuals who are physically and or emotionally incapable of interacting with other community members because of their ailment. The sick are expected to receive services rather than actively involved in the production of services. The sick may be people who are living with HIV/AIDS who must be accessed the health care facilities and the awareness programmes. It has been reported already that the community development structures are being established in the communities in order to assist the sick with their day-to-day requirements. The researcher has also argued that these structures are more effective in assisting the sick than the government departments through their public officials.

The researcher recommends that the establishment of many community development structures in the communities will ease the burden experienced by the

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families of the sick because the sick will be looked after by the trained members of the structures.

- **YOUTH WHO ARE DEVIANT**

According to the PRP's view, the youth who are deviant should be identified and involved in the community development programmes.

The researcher has concluded that the youth who are deviant must be placed under a special programme within the Department of Correctional Services because they require expertise and specialized resources which are not available within the PRP.

7.5.3.4   CAPACITY BUILDING

The researcher reiterates that capacity building is an important component of effective community development without which the communities become less empowered and have the maximum reliance on the outsiders. In the previous chapter, the respondents reported that capacity building was enhanced through sending community members away to training institutions, the training institutions sent the trainers to the communities in order to train members on projects sites, the public officers who are the community development officers trained members with regard to the processes of the projects and that some of the community members gained knowledge, skills and attitudes as they interacted with the stakeholders and the projects.

According to the information contained in Figure 6.14 in the previous chapter, only 8 (44.4%) PRP projects in the Limpopo Province sent their members away to the training institutions. The researcher is of the believe that this type of training is expensive and can easily exhaust the economic resources of the community projects. Henderson, Tweeten and Woods (1992:88) support this type of capacity building and mention that the outside experts will help rural leaders to address unfolding community issues.

The researcher therefore recommends that the PRP projects must strive to discourage training which is conducted away from the community and replace it with that which is conducted within the communities.

It has been uncovered in Figure 6.14 in the previous chapter the that 16 (88.9%) PRP projects in the Limpopo Province invite the trainers from the training institutions to train communities on their project sites.

The researcher recommends this process and further motivates that it not only saves the financial resources of the community projects but as well has an advantage of being highly effective and sustainable.

The last nature of training is conducted by the community development officers who train communities on matters regarding the formulation, implementation and evaluation of projects. "Community development practitioners traditionally have provided strong leadership and educational assistance on a variety of topics and issues to communities seeking economic growth" (McNamara & Green, 1988:43). These individuals can make a valuable contribution to local and regional rural economic development efforts by educating and informing local decision makers of a need for change. The public officials have the necessary knowledge, skills and attitudes required by the communities for their development. The communities also gain knowledge and skills through their interaction with the stakeholders.

The PRP projects are recommended for enhancing the capacity building of the communities through the mentioned forms of training.

7.5.3.5 THE CHARACTERISTICS OF PARTICIPATION WHICH WERE IDENTIFIED DURING THE PRP PROJECTS

Community development projects are a means which government and other nongovernmental organizations utilize to reduce the incidence of social problems in the communities. It has been reiterated throughout this study that the community development

projects cannot be taken to the communities, rather communities must be encouraged to develop them on their own. This means that in the absence of active community participation to redress their conditions, community development is impossible.

Table 6.15 in the previous chapter has exposed different characteristics of participation which were identifiable during the implementation of the PRP projects in the Limpopo Province. **According to this information, the researcher concludes that the PRP projects are associated with poor participation and it is along this backdrop that he intends to make effective recommendations which are meant for the improvement of the community projects and the programme as a whole.**

- **PROJECTS PROVIDED AS A MEANS TO CONTROL COMMUNITIES**

There are community development projects which were provided the communities as a means to control them. This was reported by 4 (22.2%) respondents during the previous chapter.

Communities must be encouraged to conduct community development projects on their own because according to Mitchell (1990:36), if they had been involved, they tend to demand more involvement and become independent. Community programmes must not be provided to the communities as a means to control their obedience and support to government (Simmons, 2002:17).

The researcher recommends that the process of providing communities with projects as a means to control them must be highly discouraged in the PRP.

- **COMMUNITY FAILED TO ATTEND THE PROGRAMME FUNCTIONS**

According to information contained in Table 6.15 in the previous chapter, there is a danger of anti-participatory conditions enshrined in people's regular failure to attend the functions of the projects. This was reported by 3 (16.7%) respondents. This type of projects fails to develop communities effectively and must be discouraged as much as possible. Communities

experiencing this type of participation fail to mobilize their resources towards their development.

The researcher maintains that failure to attend project functions is caused by a failure to successfully conduct the negotiations phase of the PRP process. During the negotiations phase, the outsiders gain entry into the communities through involving the trusted key-informants, who are the community leaders.

It is recommended that the PRP practitioners must conduct the processes of the programme accurately.

- **COMMUNITIES INITIATED THE PROJECTS**

Few projects were initiated by the communities themselves. Projects which were initiated by communities themselves must be recommended within the context of the PRP because this condition leads to sustainability which Mitchell (1990:36) contends that once participation has been established it becomes self-sustaining.

- **COMMUNITIES AND PRACTITIONERS TREATED EACH OTHER AS EQUALS DURING THE PROJECTS**

Practitioners must know that once the community capacity building has been adequately enhanced, they will have to leave the community and its future projects is the responsibility of the community themselves. Marsden (1990:24) has noted that a practitioner is "one which recognises that he or she is changed by as well as involved in changing reality, and one which recognises that he or she is part of the problem as well as part of the solution."

It is recommended that the PRP projects consider enhancing the relationship between the communities and the practitioners in order to develop sustainable programmes in the communities.

- **COMMUNITIES PROVIDED THE PROJECTS WITH MATERIAL, LABOUR AND HUMAN RESOURCES**

Projects which were initiated through the provision of material, labour and human resources by the communities themselves usually lead to sustainable development. Practitioners must encourage communities to practice the processes of leverage and fundraising for their community projects before they request the funding institutions for assistance.

When communities reach a state in which they can freely participate into projects through the mobilization of their own human development and economic resources, Chambers and McBeth (1992:21) believe there shall be sustainability.

The researcher recommends that the PRP must consider funding only the community development projects which have satisfied the leveraging process and other forms of mobilization of resources for their own development.

- **COMMUNITIES ADVISED EXPERTS ON MATTERS REGARDING THEIR CIRCUMSTANCES**

This practice must be discouraged because if the experts, community development officers in this regard, have conducted the project processes adequately, they would have encouraged the generation of alternatives wherein communities would trust and share concerns openly with them. It is also not proper for experts to gain insight into the community circumstances because community development is suppose to be a reciprocal practice wherein both gain from each other's experience, knowledge, skills and attitudes.

According to Abbott (1996: 32), when communities attain the third rung on a ladder of citizen participation, namely, informing, they provide the professional experts with information regarding their community make-up, its needs assessment and respective solution. Although this stage puts communities at a level of information sharing, it is still minor to that of the sixth rung, namely, partnership.

It is recommended that the PRP practitioners must develop good working relationship with communities so that both can reciprocally share information among each other.

- **TIME WAS NOT FAVOURABLE FOR COMMUNITIES TO PARTICIPATE IN THE PROJECTS**

Improper timing is the sole determinant of people failing to attend activities of the projects and it is along this limitation that the researcher recommends that the PRP practitioners must fit the programme processes within possible days, dates and times.

- **COMMUNITY PROJECTS WERE HIJACKED BY SMALL AND SELF-PERPETUATING GROUPS**

The researcher believes that this circumstance will occur only when the social projects are conducted without a specific process. When the PRP practitioner failed to successfully conduct the negotiations phase of programme process, communities will be unable to draw the legal binding constitution. Thus when the organization has a legal constitution in place, it becomes difficult and impossible for non-members to encroach and take over the leadership of the programme.

Community development projects must belong to the communities so that when the steering committees no longer perform as expected, the communities have the power to vote new leadership to take over the administration of the projects. Project which were hijacked by small groups tend to be infested with conflict, crime, corruption and nepotism. In this regard, the practitioners can be able to confront this condition through a process of transparency and constantly monitoring and evaluation of these projects. If it is the politician or a leader who is causing this problem, the practitioners must identify the effective structures where he/she can be reported.

Although in Table 6.15 during the previous chapter it was reported that one (5.6%) projects was hijacked by self-perpetuating groups, the PRP projects are recommended for seriously addressing this condition which adversely impact the community development projects, especially in the rural areas.

- **COMMUNITY MEMBERS DID NOT PARTICIPATE IN THE PROJECTS BECAUSE THERE WERE CONFLICTS IN THE COMMUNITIES**

The researcher is of the conclusion that conflicts are caused by poor intervention on the part of the practitioners. During the initial entry into the community, the community development practitioners must make sure that they are introduced to the communities by the trusted gate-keepers. Trusted gate-keepers are those who are properly elected by the communities whom the communities regard as their representatives. Conflict will not occur if the right representation is given an opportunity to administer the projects as sanctioned by the community as a whole.

Younis and Davidson (1990:11) have noted that conflict is evident when the groups, in this regard the community development projects, are composed of individuals with different values and positions of power. In this regard the PRP practitioners must ensure addressing the problem of attrition.

Sometimes conflict might erupt from within the community based organizations, this must be addressed through an adequate mediation and if the conflicting camps fail to reach consensus, they must consider their differences as compared to the interest of the community. Some members may be advised to resign from the organizations.

It is recommended that the PRP project must seek to address group attrition which robs community development projects of human and economic resources. Cnaan and Rothman (1995:251) maintain that community development practitioners must check attrition through encouraging many people to join the projects while losing as few as possible.

- **COMMUNITY MEMBERS EXCLUDED THEMSELVES OR WERE EXCLUDED FROM PARTICIPATING IN THE PROJECTS**

Burke (1990:139) has identified this poor type of participation by mentioning that it is when "clients are typically non -voluntary, partly, as a result clients for the most part do not serve as primary bureaucratic reference groups."

As a recommendation, the researcher advises that practitioners must always consider the principles of the social programme which are related to the inclusion of community member in participating in the projects, namely: freedom, equality, justice, and citizenship. No person should be discriminated against and therefore all have the right to participate in projects of their communities. The researcher reminds that the PRP is about inclusivity, in that it is addressed to get the society rid of all forms of exclusion. Practitioners should make sure that they keep these objectives and principles available to them all the time they conduct their interventions.

- **PRACTITIONERS UNDERESTIMATED COMMUNITY KNOWLEDGE AND SKILLS**

According to Winter (1990:32), social programme practitioners dominate the communities in participation as a means to cope with their own frustration. That is, practitioners think they have the necessary knowledge and skills over those of the communities. In reality the researcher concludes therefore that there is enough knowledge, skills and attitudes within the communities and as such if they must be afforded an opportunity to perform even the complicated tasks which require experts involvement.

As a recommendation, the researcher maintains that experts must refrain from doing for the communities which is unethical, but must strive to walk along with the communities, assisting them in identifying effective solutions for their circumstances. The PRP is a social work intervention which purports that everything which undermines those who are assisted must be isolated as unprofessional and unethical. Marsden (1990:17) supports that "a central issue is the exploration of more appropriate strategies for development which do not rely on

outside resources, which encourage self- reliance and community participation, through more decentralised modes of decision- making."

7.5.3.6 PRINCIPLES OF THE PRP WHICH WERE CONSIDERED DURING THE PROJECTS

Table 6.16 in the previous chapter exposed that the PRP projects in the Northern Province have considered the most important social programme principles which were suggested by the literature review. In this part of the section, the researcher comments and recommends on the principles which have scored few points in the checklist, namely: abstract human needs, release, justice and diversity.

- **PRINCIPLE OF ABSTRACT HUMAN NEEDS**

Community development projects are required by the social programme development practice to consider the principle of abstract human needs. Through this principle, communities' capacity building is enhanced after they have received the services or their concrete needs. That is, when they are busy conducting their community development projects, communities must be prepared to engage themselves in future development projects without assistance from outsiders. "All people are entitled to human dignity irrespective of economic status, ethnic origin, colour or caste. A society has little claim to have developed where some sections can offend or abuse the human dignity of others and get away with it by virtue of their social power and position" (Rahman, 1990:48).

The researcher recommends that the principle of abstract human needs is an important element of the community development projects which must be seriously considered by the PRP practitioners.

- **PRINCIPLE OF RELEASE**

The principle of release is summarized by Rubin and Rubin (1992:360) who state that "bootstrapping works, in part, because pride created through successful projects increase

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people's willingness to participate in future projects." This condition is highly encouraged in the social development practice because it frees communities from being dependent and reliant upon the experts.

The researcher recommends that PRP projects must attain this level of success, through which after communities have received initial projects, they are able to conduct future projects on their own without asking for funding and other resources from the institutions.

- **PRINCIPLE OF JUSTICE**

"A close relative of this view holds that justice requires that we give priority to getting benefits to those who are below the threshold of a good enough quality of life" (Arreson, 2002:102). The principle of justice was stressed throughout the PRP framework and as such the PRP practitioners must strive to consider it when they conduct projects.

As a recommendation, the researcher maintains that it is possible to mention that injustice is a process which inhibits development and as a consequence it must be strictly discouraged in the PRP projects.

- **PRINCIPLE OF DIVERSITY**

Diversity is "a new social era characterized by different problems and needs than those to which social work has responded in the past" (Parsons, Hernadez & Jogensen, 1995:195). In this context, communities must be equipped with the expertise and strategies to enable them into solving emerging problems when practitioners are no longer available in them.

The researcher recommends that the principle of diversity must be equally treated with other principles in the PRP.

7.5.3.7   THE GOALS WHICH WERE ACHIEVED AFTER THE
**   IMPLEMENTATION OF THE PRP PROJECTS**

In Table 6.17 in the previous chapter, the researcher reported different goals which were attained after the implementation of the PRP projects in the Limpopo Province. In this part of the section, the researcher will not comment and make recommendations on all the goals but instead select those which have scored less on the checklist. These are entrepreneurial opportunities, infrastructure development, temporary employment, community are crime-free, HIV/AIDS awareness and youth who are deviant are assimilated into the communities.

- **ENTREPRENEURIAL OPPORTUNITIES**

The development of entrepreneurial opportunities is the main component of community development in the South African context which is infested with high rate of unemployment. Its is concluded that if more community members are engaged in entrepreneurial projects, they will become self-employed or employed and as such unemployment shall have been reduced.

The researcher recommends that the PRP projects must encourage the establishment of entrepreneurial opportunities. Pratt (2001:46) supports this recommendation by stating that "if the poor are to be weaned from welfare dependency and reintroduced to the world of enterprise, risk and work, it is essential that the role of the free market is expanded and the values of the enterprise culture proselytized."

- **INFRASTRUCTURE DEVELOPMENT**

Throughout this study, the researcher reiterated that the development of infrastructure is an industry which is able to absorb large numbers of the unemployed and pay them adequate incomes. Infrastructure development is a process through which roads, buildings, electrification, communication network, sanitation and water supply are made available to

the communities. When communities participate in such projects, they have the opportunity of being employed or sell their products to the projects.

The researcher recommends that the PRP projects must be of infrastructure development nature. He also recommended that communities could be engaged in projects which manufacture the infrastructure development material such as for example, door and window frames, treated timber, crushed stone and others. May et al (1998: 268) support this recommendation by maintaining that infrastructure development is a South African strategy for the reduction of poverty and inequality.

- **TEMPORARY EMPLOYMENT**

It was disturbing to learn in the previous chapter that half of the PRP projects still provide communities with temporary employment. Rural communities need jobs more than ever, however, there is great need that jobs be stable and recreating, and meet both the family and community needs (Hahman, Loveridge & Richardson, 1999:116). The researcher has discouraged the introduction of the temporary employment which according to his conclusion, has more limitations than unemployment itself. This is because normally when community members are said to be temporarily employed in the community development projects, we are talking of a maximum period of three months.

It is recommended that the PRP projects must strive to provide communities with permanent employment as against the temporary ones. This could be realized if funding for the projects is increased.

- **COMMUNITIES ARE CRIME-FREE**

It has already been explained in this chapter that whilst communities conduct their community development projects, it increases cohesion and as a result they are characterized

with low crime rate. That is, the more community development projects are implemented in the communities the less criminal activities will occurs in those communities.

The researcher recommends that the PRP projects must be designed in such a way that the communities become crime-free even after the projects are no longer conducted.

- **HIV/AIDS AWARENESS**

The researcher has already indicated in the previous chapter that HIV/AIDS campaigns must be part of every community development venture because the participants relate better to each other about the sexual matters than when they are lectured by the outsiders.

It is recommended that all the PRP projects have the HIV/AIDS campaigns plans attached to their processes.

- **YOUTH WHO ARE DEVIANT ARE ASSIMILATED INTO THE COMMUNITIES**

The researcher has discouraged the inclusion of the youth who are deviant as an objective of the PRP because he maintained that this sector can be assisted well by projects which were developed under the auspice of the Department of Correctional services which he is of the conclusion has the necessary knowledge, skills and specialized resources to deal with them.

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Penketh (2001:210) explains the assimilationist perspective through which the minority groups such as the youth who are deviant are expected to adopt the way of life of the dominant community. The minority through the assimilationist perspective have no choice but to assimilate themselves to the communities otherwise they will face isolation. When this gain has been achieved, communities shall be free of crimes and its young deviants become good citizens.

The researcher recommends that although communities do not have the necessary knowledge, skills and resources to deal with youth who are deviant, their projects must be designed in such a manner that they enable communities to detect criminal activities and refer them to the police. In this context, the communities must establish the reporting structures in order to protect their community development projects together with the entire communities.

7.5.3.8 THE PROCESS WHICH WAS FOLLOWED WHEN PRP PROJECTS WERE MONITORED AND EVALUATED

The respondents reported in the previous chapter that monitoring and evaluation for the PRP projects in the Limpopo Province was conducted through visitation on the projects sites, monthly progress reports and self-reports compiled by members of the steering committee. Although the projects are conducting their monitoring and evaluation process in an accepted manner, the researcher will in this part of the section briefly conclude and recommend on the effective improvement of the PRP.

The scores for monitoring and evaluation of the PRP projects were reflected in Figure 6.15 in the previous chapter.

- **VISITATION TO THE PROJECT SITES**

During visits, members of the community and other stakeholders are able to observe the products of the project , they are able to observe the interaction between employees and the governing body of the project, they are able to check the logbooks to be informed of the

visitors who visited the project, their purpose for the visit and their inputs, they are able to check other records of the project such as the stock and attendance registers and the financial statements. Visitation is a means through which the actual project is observed rather than being studied in papers or described by individuals. Through visitation, communities are able to discuss the processes of the project with those concerned in a more detailed form. Visitation has an ability to check the fraudulent claims made by administration office of the project. Oakley (1990:32) supports the researcher's explanation by mentioning that on-site monitoring is the key to the whole exercise and the only means by which the qualitative description can be obtained to explain the process which has occurred.

The researcher has recommended the PRP in the Limpopo Province for having conducted visitation of projects as the type of monitoring and evaluation process in its projects.

- **MONTHLY PROGRESS REPORTS**

As was reported in the previous chapter, monthly progress reports are documents which are required by the funding institutions when they make decisions as to whether they should fund community development project. Monitoring and evaluation according to Swanepoel (1992:103-104), could be conducted through the compilation of reports on cards which then could be summarized by the secretary, and through the "regular monthly or quarterly written reports of the community worker to his head office or his agency can also be regarded as a record for evaluation purposes."

The researcher recommends the PRP for having satisfied the need to compile the monthly progress reports in its projects.

- **SELF-REPORTS BY MEMBERS OF THE COMMUNITY DEVELOPMENT ORGANIZATIONS**

The researcher is of the opinion that monitoring and evaluation through self-report is a necessary tool if it is meant for mass community meetings. Through this context, community members will be afforded an opportunity to share alternatives which are intended to improve their projects.

The researcher recommends the PRP for having considered the importance of self-report reports by members of the steering committees for their projects.

7.5.4 SPONTANEOUS RESPONSES REGARDING THE FORMULATION, IMPLEMENTATION AND EVALUATION OF THE PRP AS QUALITATIVELY REPORTED BY THE RESPONDENTS

In this part of the section, the researcher concludes and makes recommendations regarding the formulation, implementation and evaluation of the PRP from the information which was shared by the respondents through a group-administered questionnaire schedule. The spontaneous responses of the respondents regarding the processes of the PRP are recommended by the researcher because they include first hand information regarding the limitations and successes of the community development projects.

In this part, the researcher will report in detail each and every item of the group-administered questionnaire schedule. The concepts discussed in this part were already covered when the same research instruments were exposed to the key-informants in the second part of this chapter, and therefore the bibliographical support will not be repeated in this regard.

7.5.4.1 IDENTIFICATION OF THE PRP PROJECTS WHICH ARE RELEVANT TO THE COMMUNITY NEEDS

Figure 6.16 in the previous chapter exposed that the identification of the PRP projects which are relevant to the community needs were identified by the community representatives with the assistance of the community development officers (27.8%) and by the community development officers on behalf of the communities (44.4%).

Based on the findings above, the researcher concludes that most of the PRP projects in the Limpopo Province are not accordingly identified since the community development officers interfere with the process. **He therefore recommends that community development projects be identified by the communities themselves without the assistance of the public officials.** As a motivation for this recommendation, the researcher maintains that community projects which were identified by the communities themselves have an advantage of being sustainable and have increased community ownership and empowerment. Empowerment is the process directed towards building up the organizational base of poor people in order to give them some power to intervene in the development process of their own (Marsden & Oakley, 1990: 52).

7.5.4.2 THE PROCESS WHICH COMMUNITIES FOLLOWED WHEN THEY CONTACTED THE DEPARTMENT OF HEALTH AND WELFARE TO REQUEST FOR THE PRP PROJECTS

It has been reported in Figure 6.17 in the previous chapter that communities contacted the department through the assistance of the community development officers and other stakeholders. This is an ineffective process in the community development practice because it enhances reliance on the part of communities. The assistance of the community development officers and other stakeholders must be limited at this stage of the projects process.

The researcher recommends the PRP practitioners for having provided communities with relevant information to enable them to apply for the projects without outside

assistance as reported by 5 (27.8%) respondents. This is how the initial stage of community development projects must be conducted.

7.5.4.3 THE PROCESS WHICH WAS FOLLOWED WHEN COMMUNITIES WERE ACCESSED THE PRP FUNDING

According to Table 6.18 in the previous chapter, the researcher has reported that the manner in which communities were accessed the PRP funding is not in accord with the social programme practice as suggested by the literature investigation. The researcher criticizes the manner in which the community development officers became involved in drawing the necessary documents on behalf of the communities.

The PRP projects are recommended for having provided the communities an opportunity to draw their own documentation which are necessary for funding.

It is hereby recommended that effective community development shall take form if communities are afforded an opportunity to conduct their own matters without the interference by the outsiders.

The researcher disassociates himself from the process wherein projects are accessed funding by the PRP after they have satisfied the wishes of the traditional leaders and gate-keepers. This process is according to the social programme practice, unethical. According to the researcher, this is not a process which can either be criticized or supported, but he maintains that the community needs must be considered over those of the recommending entity.

The researcher recommends the response which was reported in the previous chapter that a respondent considered coordinating the project with the donating institutions. This is a proper practice because it is believed that communities, especially the rural ones, do not have the necessary information regarding donations. The donors were already been reported as the institutions which can provide communities with both the human resources development and funding.

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7.5.4.4 QUALITIES OF THE PRP WHICH WERE IDENTIFIED DURING THE PROJECTS

From the previous chapter, it was reported that at least most of the respondents are of the believe that the PRP in the Limpopo Province has qualities which are identifiable during its projects. This was reported by 66.7% of the respondents. The researcher is of the conclusion that the programme's qualities could be improved if adequate funding and its process are accessed to them.

The researcher therefore recommends that the PRP must provide the community development projects with adequate funding so that they can be able to improve the qualities of the programme as a whole.

7.5.4.5 DELIMITATION OF THE PRP WHICH WERE IDENTIFIED DURING THE IMPLEMENTATION PHASE

In the previous chapter, only one respondent said that there are no delimitation of the PRP. The rest 17 (94.4%) respondents maintain that there are serious delimitation within the PRP. The researcher is of the conclusion that the delimitation of the PRP is caused by the inadequate funding and its respective poor funding process. The community development officers would have rated the programme high if its funding was enough to implement projects and was processed on time.

The researcher therefore recommends that the funding of the PRP be increased in order to make the projects implementable.

7.5.5   THE OPINIONS OF THE RESPONDENTS REGARDING THE AIM, THE OBJECTIVES, FORMULATION, THEORETICAL FRAMEWORK, EFFECTIVITY AND OUTCOMES OF THE PRP

The research instrument was aimed at measuring the opinions of the respondents regarding the aim, objectives, formulation, theoretical framework, effectivity and outcomes of the PRP. In the previous chapter, the researcher concluded that the findings of the study maintain that the community development officers who facilitate the PRP projects in the communities in the Limpopo Province are not well exposed to the framework for the programme.

All seventeen and sixteen respondents know the aim and objectives of the PRP whilst the remaining one and two respondents do not know, respectively. **The researcher recommends that the PRP framework must be made available to the community development officers.**

The study has revealed in the previous chapter that ten respondents know the formulation of the PRP against eight respondents who do not. **It is recommended that the community development officers who facilitate the PRP projects in the Limpopo Province be provided with a specific framework for the programme in order to access them information regarding its formulation.**

In this study, the respondents highlighted that they do not know anything about the theoretical framework of the PRP. This is concluded as meaning that the framework is not available to them. **The researcher recommends that the framework must be distributed to the facilitators of the programme.**

From the previous chapter, the research findings have revealed that according to 11 (61.1%) respondents, the PRP is ineffective in improving the lives of the communities. The ineffectiveness of this programme is according to the researcher's conclusion due to its inadequate funding and the delaying process for accessing community projects with funds.

The researcher therefore recommends that the PRP increases the amount of funding to enable communities to conduct projects without the financial shortages which are experienced.

Lastly, in the previous chapter, 10 (55.6%) respondents reported that the outcomes of the PRP are positive whilst the remaining eight (44.4%) maintained its outcomes are negative. The researcher reiterates that the poor outcomes of the PRP must be attributed to inadequate funding and its poor funding process. **The researcher recommends that the PRP funding must be improved in order to have a positive effect upon its projects and the entire programme.**

7.6   SUMMARY

In this final chapter, the researcher made conclusions and recommendations regarding the findings of the study which were reported in chapter 6. The most important conclusions and recommendations were selected and are summarized in this section as follows:

The researcher concluded that even when a business plan is effectively utilized in the place of a framework, a specific framework for the PRP is necessary for the improved formulation, implementation and evaluation of the programme. The researcher has recommended the inclusion of five items in the framework, namely; (i) issue identification and definition, (ii) objectives of the PRP, (iii) conceptualization of the effects of causes on the structure of the PRP, (vi)forces surrounding the development and implementation of the PRP and (v) evaluation of the PRP.

The limitation of the PRP which was identified revealed that the framework does not address the vertical implementation structures of the social programme in the sense that the Department of Social Development formulated the PRP and expected that some of the provincial departments of the Department of Health and Welfare must implement and evaluate it. The researcher recommended the establishment of the provincial departments of the Department of Social Development which will be responsible for the implementation and evaluation of the PRP in the provinces.

The PRP formulation is highly influenced by the rational theoretical model regarding policy making in the sense that the grassroots were not afforded an opportunity to identify the strategies and objectives of the programme. This was identified when the study concluded that community development structures, youth who are deviant, the aged and child care, financial planning and management and monitoring and evaluation objectives are in fact not related to the eradication of poverty. The researcher recommended that the food security initiative must be supported and strengthened by policies which could be developed in that regard. The researcher lastly concluded that the administration and capacity building which were reflected in the version of the business plan which was released during 2003 is in fact an important objective of the PRP which must be considered. It was mentioned in the business plan that administration and capacity building must not be classified as an objective of the PRP.

During interviews, it was discovered that most communities have a large number of similar projects in their environments. This condition reduces the demand for their products which also impacts upon their incomes. The researcher has recommended that a special provincial forum must be established. The tasks of the forum will be to consider the applications based on the community plans for production, marketing of products, coordination and sustainability.

The PRP projects are receiving minimal funding. This cannot sustain their development and as such they cannot assist communities to escape the incidence of poverty. The researcher has recommended that the funding for the projects must be increased.

The PRP in the Limpopo Province is conducted by individuals who are not registered with the professional associations. According to the researcher's conclusion, any intervention into the eradication of social problems within communities must be conducted by individuals who are mandated to do so by their agencies and professional associations. The researcher has recommended that the social workers who obtained majors in the community development are the relevant individuals for the facilitation of the PRP projects in the communities.

The researcher has also recommended that the number of the community development projects must be reduced so that in return their funding could be increased. This is because the study identified that there are communities which have close to four PRP projects each. Projects are not well conducted because there is a poor infrastructure in the communities. Development goes hand in glove with developed infrastructure.

The PRP projects are ineffective in addressing the conditions of the communities. They employ quite a number of persons but unfortunately these persons earn very little or they receive payments after a while. The researcher has concluded that according to the programme evaluation research practice, programmes which are found to be ineffective in addressing the conditions of the communities must either be discontinued or altered. The researcher has recommended that since the PRP has to date utilized large sums of money, it would be better to improve its formulation, implementation and evaluation rather than discontinuing it.

Whether the PRP stays, whether the PRP is altered and whether the PRP effectively addresses the conditions of the South African communities is the responsibility of the communities, the legislatures, the nongovernmental organizations, the pressure groups, the interest groups, the international community and other stakeholders.