

**An investigation of the communication practices of the
Kodumela Peanut-Butter Development Project.**

A mini dissertation submitted by

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DECLARATION

I, Makunyane Moribishane Elias declare that this research report is my own work and has not been previously submitted for any degree at any University.

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ABSTRACT

The study investigated the communication practices of the Kodumela Peanut-butter development project (KPDP). The project was initiated and established by unemployed women of Puleng village.

The research made use of unstructured interviews, participant observation and unobtrusive measures to gather information about the communication practices at the KPDP. It has been noted that the education level of most of these women is low, and they cannot understand, read and write English. The language of communication is Pedi. This language is used during meetings and during informal discussions within the project.

The investigation has shown that oral communication dominates other in this project. The KPDP members prefer using participatory communication, as it allows all members to actively participate by means of asking and responding to questions raised. The project makes minimum use of other means of communication such as written communication because most members are illiterate.

The financial donors who have assisted the KPDP to become what it is today monitor the day to day running of the project. The women who started the project together with the donors have a smooth running communication system in place for communicating with their donors. The communication system is based on mutual trust and respect for both parties. The donors respect the beneficiaries' needs, and assist them according to their needs. The bottom-up communication flow has kept the project going.

The research report recommends that the women in the project who are responsible for running the day-to-day business of the project attend a literacy program, which will assist them in running the project more efficiently and effectively if they want to compete on the national and international market. The project is doing extremely well at community level but its members want the project to grow bigger not just at

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community level but at national level as well. Their illiteracy has become a barrier in communicating with people outside the project who are interested in their project.

KEY TERMS.

Communication practices, participatory communication, bottom-up communication, grassroots development and community project.

CHAPTER ONE

BACKGROUND AND OVERVIEW

1.1. INTRODUCTION

In the past, what proved problematic in development projects was the natural absence of proper communication practices, which could make participation and involvement a reality. Sustainable development is a major challenge in which communication practices are central issues. In communication development appropriate communication channels, techniques to increase people's participation and the flow of information from one group of people to another are issues that can impact on the sustainability of project (Agunga, 1998: 37)

Communication is an integral part of development projects in communities. Without communication, development is not possible (Agunga, 1998; Melkote, 1991). It is only through communication that the important dialogue between the benefactors and beneficiaries can be established. Participatory communication makes it possible to involve the people in the planning of their own development.

It has been noted in many development literature that the communication approach that has been used by many development projects has led to the failure of these development projects. The one-way communication approach as followed in the modernistic development paradigm has failed dismally (Melkote, 1991; Servaes, 1995; Malan, 1998; and Agunga 1998). Agunga (1998:228) indicates that one of the main problems in community development projects is the disregard for communication concerns. He urges that it is high time that community developers realise that the only way in which the sustainability of development projects can be improved, is by using participatory communication.

Literature indicates clearly that communication should not be taken for granted in development projects (Melkote,1991; Servaes,1995; Malan,1998; and Agunga,1998). Communication should be part and parcel of the initial planning of all development projects (Agunga, 1998). Proper planning regarding communication

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should in fact be done during each phase of a development project because effective communication prepares people to participate in their own social change (Agunga, 1998:225).

Other authors like Malan (1998:55) and Melkote (1991) also emphasize that communication should be appreciated as a cultural phenomenon. Because it involves people, the specific cultural traits of the community or the group should be considered when a development project is planned and executed.

Unfortunately, the experience of the researchers as well as South African based studies (Conradie, 1995; Fernandes, 2003; and Mongale 2002) found that many development projects in South Africa still adhere to the modernistic, top-down development communication approach. This study therefore investigates this assumption by investigating the communication practices at grass root development projects to determine the extent of community participation in development projects.

The study makes use of a case study to determine the communication flow and other communication tools used in the communication processes of a grass root community development project. The Kodumela Peanut butter Development Project. (KPDP) has been chosen as the case study to be analyzed. The implications of the communication style identified in the development project was investigated in order to gain information on best communication practices for successful grassroots community development projects in South Africa. The main issue that was investigated in this case study was the way in which communication practices influence development projects.

The investigation looked at to the flow of communication, who influences the flow, the communication, the media used and the influence that these communication practices have in KPDP.

1.2. RESEARCH QUESTION

Based on the problem as described above the main research question that will be investigated in this study is as follows:

How can the communication practices, with specific references to the communication flow and channels of communication, in the KPDP be described?

1.2.1. SUB QUESTIONS

To be able to answer this research question properly the following sub-questions will be addressed.

- How is the communication flow in the KPDP?
- What and who influences the flow of communication in the KPDP?
- Which communication media are used in the KPDP?
- What are the communication practices in the KPDP?
- How do these communication practices influence the project?

1.3. VALUE OF THE RESEARCH

In general the study aims to prove that communication is an integral part of development. The study wants to make this project a case study so that other development projects can learn from its practices so as to improve the problematic community development situation in South Africa.

In addition this study hopes to add data that could help researchers understand the current communication practices at grass roots development projects in South Africa. Studies of this kind can help determine which communication practices are effective in making development projects sustainable as well as which types of communication practices can be used effectively in grass roots development projects. Enough data could contribute to the creation of a model of best communication practices for grass roots development projects in South Africa.

1.4. RESEARCH DESIGN

A qualitative approach was used. In qualitative research the researcher can be subjectively involved with the phenomenon being investigated. It allows the researcher to interact with the informants in a natural and unobtrusive manner, which helps to understand the people from their own frame of reference (Mouton, 1993:162).

In qualitative studies, researchers are interested in understanding the issues that are being researched from the perspective of the research participants (Struwig and Stead, 2001:12). This research approach is suited for research amongst people from any educational level, language and culture because the researcher is physically present during observations and does interviews in a real life situation.

Qualitative research is often used in exploratory research and descriptive research projects such as this study in which the role and characteristics of communication in the KPDP will be investigated.

1.4.1. DATA COLLECTION METHODS

The following data collection methods have been used to collect data about the communication practices in the development project under investigation.

1.4.1.1 INTERVIEWS

Unstructured interviews were used. This type of interview allows participants to speak freely in the language of their choice (Mouton, 1998:212). It further allows the participants to be interviewed on more than one occasion to help clarify issues that were not successfully explained (Struwig & Stead, 2001:99).

1.4.1.2 PARTICIPANT OBSERVATION

The participant observation method was used to supplement information gathered during interviews. Participants were observed in their natural setting. This assisted

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the researcher to give life to what is being researched (Swanepoel, 1997:104). Participant observation has an added advantage of using various instruments for collecting information. The researcher may use notes; cameras, tape recorders, videos or the observation can be conducted without any technological assistance (Struwig and Stead, 2001:101). In this study field notes were be taken and kept for analysis purposes.

1.4.1.3 UNOBTRUSIVE MEASURES

Unobtrusive measures were also used to collect data, because the researcher could not only rely on interviews and participant observation. The unobtrusive data collection method refers to the study of documents available and relevant to the research question. The documents that were examined for his study include minute books of project meetings as well as the constitution and business plan of the project.

Data obtained by these unobtrusive measures often reveal more about the culture, beliefs and attitude of the participants in a study than other more overt data collection methods (Struwig and Stead, 2001:102).

1.4.2. PARTICIPANTS IN THE STUDY

Purposive sampling was used in this study. Research participants were selected because of the roles they play in the development project. They are the Induna, the project manager as well as individuals ranging from project workers to community members.

1.5. CLARIFICATION OF TERMS

Communication

Communication is a process by which participants create and share information with one another in order to reach a mutual understanding (Rogers in Agunga, 1998:225).

Communication media

A communication medium is “whatever allows us to transmit a message between a source and a receiver” (Williams, 1989: 105).

Communication Flow

Dissemination of information from a source to a receiver. It may be from top down or bottom up.

Communication practices

The various ways in which information made possible to reach the desired destination i.e. that channels used, whether it in one way or participatory and effective.

Communication tools

Any means used to communicate information to those in need of it. This includes newspapers, Television etc.

Development

Development is “the participatory process of social change in a society intended to bring about both social and material advancement (including greater equality, freedom, and other valued qualities) for the majority of the people through their gaining greater control over their environment” (Rogers in Agunga, 1998: 41).

Development communication (DC)

Development communication can be defined as “all forms of communication that are used for the improvement of an individual, community or country with regard to material, cultural, spiritual, social and other conditions” (Malan, 1998).

1.7. SUMMARY

In Chapter 1 the research problem, objectives and design were briefly addressed to serve as a background for the rest of the report.

CHAPTER TWO

LITERATURE REVIEW.

2.1. INTRODUCTION

This chapter will indicate that communication is used as a tool for development, but was not considered important before the sixties. When development projects did not prosper, the lack of proper communication procedures were considered as a reason for failure. Currently, communication is considered as a requirement for development (Agunga, 1998:8). Various development communication approaches will be explained in this chapter as well as the media that can be used for community development projects.

2.2 THE HISTORY OF DEVELOPMENT THEORY.

The success of building up Germany after the Second World War created confidence amongst Western powers such as the U.S.A that “they have the wealth, powers and the know how to develop the so-called Third World” (Melkote, 1991; Agunga, 1998). This powerful plan, initiated by the Western powers was called the Marshall plan.

The aim of the Marshall plan was, “to strengthen the military power of Western Europe and North America and address the breakdown of the pre-war economic order with a vision of a reconstructed set of economic relations binding Europe, North America and the Third World and to serve American economic interest. The Marshall plan was put in place for American recovery and to help protect American economic interests” as indicated by Wood (in Agunga, 1998:125).

In reality, the Marshall Plan’s uniqueness was that it addressed the breakdown of pre-war economic order with a vision backed up by a wide range of programs around the world of a reconstructed set of economic relations binding Europe, North America and the Third world. The boldness and the real success of the Marshall

Plan lay in its contribution to “the construction of a new international order, not in the quantity of capital and raw materials it provided Western European industries” (Agunga, 1998:125). This formed part of the then modernistic worldview and became known as the Modernization Theory of development.

2.2.1 THE MODERNISATION THEORY OF DEVELOPMENT.

The Modernization Theory of development that was to become the dominant paradigm for development can be described as “simple, linear, deterministic and tinged with optimism. It meant a transition from traditionalism to modernization in a unidirectional way” (Agunga, 1998:139). According to this theory the Third World nations had to imitate the Western nations in order to be like them. It is a vertical, authority based, top down and expert driven approach (Melkote, 1991:36).

According to this theory, underdevelopment can be solved through the application of the economic and political systems of Western countries. This means bridging the economic and cultural gaps by imitating the Western economy and culture (Agunga, 1999:40).

The Modernization Theory views Western cultures as superior to all other cultures and therefore development equals modernization (Swanepoel, 1997:18). According to the Modernization Theory it was hoped that when Third World people develop an aspiration for a western life style, they would take steps to improve their economies so as to achieve their aspirations to become part of Western consumerism (Agunga, 1998:142).

The results of modernization on the culture of the Third World nations was that their life did change profoundly because they adopted the Western consumer culture of pop culture of films, radio and pop music. This was the real face of modernization (Servaes, 1995:41)

Critique on the Modernization Theory started to surface in the 1970. One of the major points of critique was that, according to the Modernization Theory, the Third World nations are considered inferior. They are supposed to imitate the Western nations culturally, economically and politically to become developed (Agunga, 1998:46).

Another point of critique was that the modernistic approach with its division between the traditional and the modern urban sectors brought even greater inequality and more serious underdevelopment. The gap between the rich and the poor countries, and the gap between the rich and poor within countries continued to grow (Swanepoel, 1997:21).

The Modernization Theory can also be criticized on grounds of logic. It made no attempt to answer the influence of neighbouring countries on a country if differential stages of development existed (Swanepoel, 1997:21).

In conclusion, this theory was considered empirically untenable by many theorists, because it has no proven theoretical foundation, and it has been unable to generate any visible development amongst Third World nations (Servaes, 1995: 41)

2.2.2 DEPENDENCY THEORY

A new theory for development followed that was to address the flaws of the Modernization Theory of development. This was called the Dependency Theory.

The Dependency Theory originated from the Third World people and was aimed at eradicating the influence of the Western countries in the Third World. Scholars of the Dependency Theory believed that underdevelopment was the result of the external exploitation of the Western countries (Verwey, 1998:149).

The Dependency Theory of development stressed the role of providing goals for political, economic and cultural self-determination within the international

communities of nations by sharing the ideas of being independent from the superpower and moved to form the non-aligned nations. Such communities were the new states in Africa and Asia.

The Non-aligned Movement of Third World nations defined development as a political struggle. It considered development and underdevelopment to be interrelated processes (Servaes, 1995:41).

The Dependency Theory emphasised interdependence within the global economics. The Dependency Theory criticised the international division of labour, which allowed industrial development to take place in some countries, while restricting it in others (Servaes, 1995:42).

The Dependency Theory as such, noted, for example, that for, “development to occur, the rejection of external forces of domination must be coupled with the internal transfer of power and the expansion of popular participation. Revolutionary measures must be used to transfer power to the people. De-linking Third World countries from the Western countries was believed to be the key to development” (Agunga 1998:149). According to some critics, this theory criticized the modernization approach without offering practical ideas for dealing with development problems (Swanepoel 1997:23). The Dependency Theory also did not recognize the diversity of the Third World nations. It paid more attention to external variables, and ignored internal factors that also influence development (Swanepoel, 1997:23).

Although the Dependency Theory addressed the causes of the problems of the Third World Nations, it only addressed some of the causes of underdevelopment and made no provision for practical ways to address underdevelopment (Servaes, 1995:42).

2.2.3. GROWTH-WITH-EQUITY THEORY

During the mid-seventies it became clear that neither the Modernization nor the Dependency Theories offered a sure way to progress. A new theory called Growth-

with-Equity emerged. This theory rejected the revolutionary vision of the Dependency Theory to de-link developing countries from developed countries, as well as the thesis of the Modernisation Theory that favoured capital intensive over labour intensive development. Growth-with-Equity stressed the value of interdependent development. This means that both developing and developed countries should engage in a co-equal exchange of foods, services and ideas for development (Agunga, 1998: 32).

This theory called for a basic need approach which included people involvement, an integrated approach to development and a demand for a new international economic and communication order. The basic needs approach advocates that the needs of the indigenous people must first be met and then other needs will follow. Basic needs of people can only be realized if those who are to be developed are involved in the identification of their needs.

Robert Mcnamara states that no program can help small farmers if designed by those who have no knowledge of their problems and operated by those who have no interest in their future (Agunga 1998:32). (Servaes 1995:45) supports the above statement by stressing the importance of participation of people in sharing information, knowledge and decision making in development.

The Growth-with-equity approach views development as holistic. This means an integrated approach in which all developing communities need food, shelter and liberty before economic growth can be addressed (Agunga, 1998:154).

Theoretically, the Growth-with-Equity theory seems a viable solution, but in practice it has so far failed to deliver benefits to the poor and to teach people how to do things for themselves. One reason is that the modernistic top-down approach remained dominant, although local participation was preached. Donors still held control over projects (Agunga 1998:158). It seems that even if reasonable funding was available, effective development did not take place.

It was therefore imperative that a viable strategy for sustainable development was necessary.

2.2.4. HUMAN DEVELOPMENT THEORY.

The failure of the Modernization, Dependency and Growth-with-Equity Theories to put the people of the Third World in the centre of development lead to the general acceptance that development could not be forced by outsiders onto people but that people should be helped to develop themselves.

This gave birth to the collective term the Human Development Theory. According to this theory, development is seen as an "integral, multi-dimensional and dialectic process which differs from one country to another or even within the same country (Agunga, 1998:158).

Some versions of the Human Development Theory indicate that development should be geared towards endogenous self-reliance and the importance of local participation in decision-making. Local people, according to this theory, are supposed to be empowered. The idea that people should participate in their own development resulted in the realization that communication should be part of development. For development to be sustainable the involvement of local people is needed.

Capacitating these people is the core of the Human Development Theory. Based on this need effective communication became a necessity. DSC (Development Support Communication) and the participatory communication approaches are suitable to foster the human development approach advocated by the Human Development Theory scholars and those who favour it (Agunga, 1998:223).

2.3. THE HISTORY OF DEVELOPMENT COMMUNICATION.

The development of the theories of development is reflected in the communication approaches that were implemented and advocated by the different theories of development. The communication practices in development projects are therefore based on the way in which benefactors approach the development process.

2.3.1. COMMUNICATION IN THE MODERNISATION PARADIGM

In a modernistic approach to development, development is more like Westernisation. The developing nations are supposed to follow or imitate what the Western people do without questioning. The basic point of departure of this school of thought is that poor countries will become developed if they follow the path taken by the Northern countries before them.

Development is equated to “modernisation” where Western values, production systems and technology have to be simulated by poor countries in an attempt to modernize their societies“ (Swanepoel, 1997:18).

Communication in the modernistic paradigm is therefore characterised by the domination of developers who impose information on the people of the Third World without proper consultation (Agunga, 1998). The modernistic approach favours a top - down approach to information dissemination.

In modernistic development projects mass media dominate. Radio and television are used to speed up and ease the long, slow social transformation required for the development of people (Melkote, 1991: 68). Unfortunately the use of mass media offers people no opportunity for feedback or clarification of the messages that are disseminated and provide no opportunities for developing communities to participate in their own development.

In line with the movement towards a more holistic participative view of development as in the Growth-with-Equity and Human Development theories communication approaches in development became participatory.

2.3.2. THE SHIFT TOWARDS A MORE PARTICIPATORY COMMUNICATION APPROACH IN DEVELOPMENT

From the seventies and the eighties a shift from the dominant modernistic paradigm of the sixties and seventies occurred. It was shown above that the past theories of development failed dismally and new theories for development were needed. The new theories that recognize the role of the people in their own development demanded a participatory approach in development communication.

Developing countries had already by then started to question the top down approach of development, which was dominant during the fifties and sixties. They wanted to participate in projects within their community and be highly involved (Yoon, 1997:1).

The participatory approach to development can be defined as an approach in which the developing communities of the Third World countries become involved in the decision-making that determine their welfare. According to this approach developers should consult the people before embarking on any development project designed for them.

The participatory approach pays more attention to the basic needs of people since participation helps the poor people to voice their own needs, with regard to health care, nutrition, ecology, structural transformation and participatory democracy. Individuals, through participation, become therefore active in development programs, they contribute ideas, take the initiative, and articulate their needs and problems (Melkote, 1996:234).

There can be no participation without a communication approach that encourages dialogue between benefactors and beneficiaries when searching for solutions to their problems. In a bottom - up communication approach, the poorest of the poor are able to inform benefactors about their problems and their needs (Richardson, 1997:1).

2.4. THE ADVANTAGES OF A PARTICIPATORY COMMUNICATION APPROACH IN DEVELOPMENT.

Communication is increasingly advocated as a key to sustainable development (Agunga, 1998; Malan, 1998 and Servaes, 1995). Ideally social development means that “the economy as well as the social ecological systems of a developing nation remains intact during the process. The different cultures and knowledge systems of different groups of people should co-evolve in a reciprocal relationship” (Swanepoel, 1997:30). Sustainability in development projects requires continuous learning, change and capacity building of the interest group. This will lead to a development that can be sustained.

Sustainability in development projects meets the needs of the present without compromising the ability of the future generation to meet their own basic needs for their survival (Swanepoel, 1997:30). Bottom- up communication is ideal for development projects because it increases people’s choices through their participation in decision-making and leads to capacity building (Agunga, 1998:163). Sustainable development projects are those in which the real basic needs of the Third World are identified. These needs can be identified only if there is consultation, participation and collective decision-making with the beneficiaries.

Ownership by local people will lead to greater care and respect of the development project. Such well communicated development projects bring pride and dignity to the developing people of the Third World. Community development projects do not belong to the donors. Donors act as facilitators for the poor developing people who should supervise and control the projects (Swanepoel, 1997:7).

Sustainable development projects cannot take place without the empowerment of the indigenous people of the Third World. In capacity building training should be focused on critical development and challenges, which should open participants’ minds to discover strategies for solving their own problems. It must involve a process in which the capacity of the people is built up so that they can take responsibility for

their own development, through which their dignity is enhanced (Swanepoel, 1999: xii).

Projects will continue to bear fruits even if foreign investments are withdrawn. This can only happen if there is proper communication through consultation and involvement (Agunga, 1998:309). Success hinges on participation and participation cannot take place without communication.

In a true participatory communication approach the professional agencies stay in the background. Their duty is mainly advisory, managing engineering and technology details of which the local poor people are not experts. They assist as professionals in the creation of programs when called to do so. Through active participation the local poor people become empowered and they become able to initiate appropriate development projects according to their basic needs (Yoon, 1997:9).

This communication approach that helps to foster community participation have the following advantages through which the aims of the Human Development theory can be attained:

- **CULTURAL IDENTITY:** Unlike the top down communication approach of the dominant paradigm of the sixties the participatory communication approach sees culture as the basis for development communication. Participation by the local people promotes the sharing of ideas about cultural and social traits of the beneficiaries.

When developers have a better knowledge of the cultural background of the beneficiaries, appropriate policies and planning for developing the country and environment will be realized (Servaes, 1998:46).

- **CONSULTATION:** In participatory communication development is seen as sharing information, knowledge, trust, commitment, and a positive attitude towards development of people. (Servaes, 1997:9). Consultation helps to identify the basic

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needs of the beneficiaries and problems are eliminated because they are identified early. Thus they are addressed immediately (Malan, 1998:168).

- **CO-OWNERSHIP:** The participatory approach to development communication stresses reciprocal collaboration through all levels of participation; as such everybody has to listen to what others say. Listening to others gives developing communities self-confidence because the community members start to regard themselves as important partners in the development process. Both the benefactors and beneficiaries therefore act as co-owners of the development project they are engaged in. The project will prosper because it is owned by the masses (Swanepoel, 1998:69).

- **SELF-MANAGEMENT:** The participatory communication approach focuses on the contextual needs and problems of individual countries or communities. This approach enables communities to set their own goals and standards which may be unique to their own situation (Melkote, 1996:234). As such they become empowered and as empowered people will be able to manage their own development projects (Servaes, 1998:46).

- **INVOLVEMENT:** Participatory communication promotes involvement by the local people and this ensures that people become motivated and can make collective decisions (Swanepoel, 1997:52).

Involvement in development projects is important in that dialogue is encouraged. It makes development a two way process with a bottom-up communication approach which raises the awareness of decision makers about the local people to be developed and assisted (Richardson,1997:1).

- **SUSTAINABLE DEVELOPMENT:**
Without participation by the local people there will be no expertise or watchdogs to ensure a continuation of the development project after the departure of the developers (Malan, 1998:68). For projects to be sustainable they must meet the needs of the present people. They should not compromise the needs of the future

generation. This can only be achieved when the beneficiaries participate in the process.

- **CAPACITY BUILDING:** Participation brings about informed and empowered people that can contribute positively to the economic development, productivity and investment of their own community. Better choices and decisions can be made by informed and empowered people (Agunga, 1998:163).

If participatory communication has such specific advantages for development projects, the question may well be asked why the participatory approach to development communication is not widely adopted.

2.5. PROBLEMS OF COMMUNICATION FOR DEVELOPMENT

Some authors such as (Melkote, 1991 and Servaes, 1995) contend that the main factor constraining development projects is a lack of emphasis on suitable communication.

Many development projects, even if funds and technical expertise are available cannot succeed because there is no proper communication process in place (Agunga, 1998:223).

In the dominant modernistic development paradigm communication was visualized as an important link through which exogenous ideas could enter the underdeveloped local communities (Melkote,1991:91). Exogenous ideas from the Western countries were imported and disseminated in an authoritative top-down communication approach.

From literature a number of communication hindrances in the modernistic approach to development were identified.

The following are some of the crucial problems:

2.5.1. IMPOSING A NEW CULTURAL AND VALUE SYSTEM

This has been a major problem in communication for development informed by the mechanistic approach. The Western countries did not understand the traditions of the Third World people, but they imposed their values, their languages and religion on to the local people. Development projects were pre-designed by donor agencies without communicating to the beneficiaries. Development projects that were centrally planned without consultation with the target community lead to the failure of many development projects (Agunga, 1998: 100).

2.5.2. LACK OF PARTICIPATION BY THE INDIGENOUS PEOPLE.

Donors and benefactors from the Western nations did not involve the beneficiaries in the development projects designed for them. Without participation people could not be mobilized, and there was no room for self-expression, self-management and the element of self-development (Malan, 1998:62).

It was only expected from the beneficiaries to rubber-stamp an already designed development project. This led to the collapse and a lack of sustainability of many development projects in the Third World.

2.5.3. UNDERMINING INDIGENOUS CULTURE.

Indigenous cultures were considered backward and mythical. The Modernisation Theory cherishes the idea of innovations.” If you want to have what we have, and then be like us, do as we do” (Agunga, 1998:146). By so saying, it meant that the Third World nations were supposed to adopt everything from the Western nations and follow their culture. People’s culture should be considered in development projects because it can lead to information about the general make-up of the people and it can assist in identifying the needs of the people. Ignoring the culture of beneficiaries causes lack of ownership, no-involvement and even antagonism towards development initiatives.

2.5.4. LACK OF COMMUNICATION PROFESIONALS IN DEVELOPMENT.

Communication as a development tool was generally, overlooked by decision-makers, especially by donor agencies. The awareness of the role of communication in development is relatively new and therefore there is a lack of experts in this field.

Professional communicators in development are not yet well trained. Even extension agents have a limited knowledge of communication. They are trained to “diffuse innovations” in a top-down communication approach and are not trained to communities. The other problem is that they focus especially on the use of mass media (Agunga, 1998:100). In this case participation, consultation and involvement of the people are overlooked.

2.6. THE COMMUNICATION FLOW IN DEVELOPMENT PROJECTS.

Communicating information to the developing communities has been a concern in development, because development goes hand in hand with how messages are disseminated to those who are to be developed.

Development is not only the transfer of technology but also the communication of ideas, knowledge, and skills to make possible the successful adoption of innovations (Melkote, 1991:22).

The manner in which messages are transferred from the source to the receiver is very important, because it may lead to the rejection or acceptance of the message. Developers should ensure that the communication flow includes both the source and the receiver.

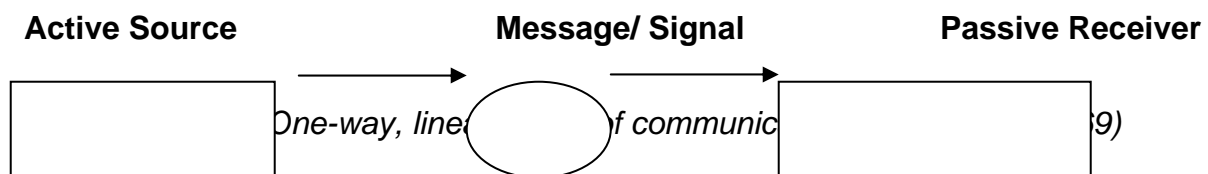
The following sections will therefore discuss some aspects of the communication flow common in development.

2.6.1. TOP-DOWN COMMUNICATION FLOW

The top-down approach is a one-way communication flow of influence-oriented messages from change agencies at the top to the rural peasantry at the bottom (Melkote 1991:23).

The top-down approach is a linear form of communication, during which an expert sender conveys the development message through an effective medium to the beneficiaries. Beneficiaries remain passive receivers of messages (Malan, 1998:63). It is characterized by lack of involvement of the beneficiaries and they are never consulted about projects involving their welfare.

Figure1 below represents the top-down communication approach in development.



In the above model the source of information is the benefactors who are the active source of messages through agencies. The beneficiaries remain passive receivers of information. The top-down communication approach has a disadvantage in that the beneficiaries are never consulted and there is no feedback in the messages disseminated. The top-down communication approach fails to involve the local people in development activities. The donor agencies in a top-down communication ignore participation by the local people in the development process (Agunga, 1998:132).

2.6.2. BOTTOM-UP COMMUNICATION FLOW

A bottom-up communication flow is transactional. Participants are actively engaged in encoding, transmitting, receiving and decoding messages. The creation of meaning is negotiated between participants (Steinberg, 1997:19).

Developers are in constant contact with beneficiaries to ensure maximum participation of the people who are in need of development. In a bottom-up communication flow interactive participation in development projects is promoted so that beneficiaries can feel that the project belongs to them.

Fernandes (2003:16) states that the role of the communicator is to enable the situational and psychological conditions in which development benefactors and their intended beneficiaries can participate together in mutual co-equality in making development decisions.

Figure 2 below represents a transactional model of communication in which both the communicator and recipient are actively involved in sending messages and giving feedback messages.

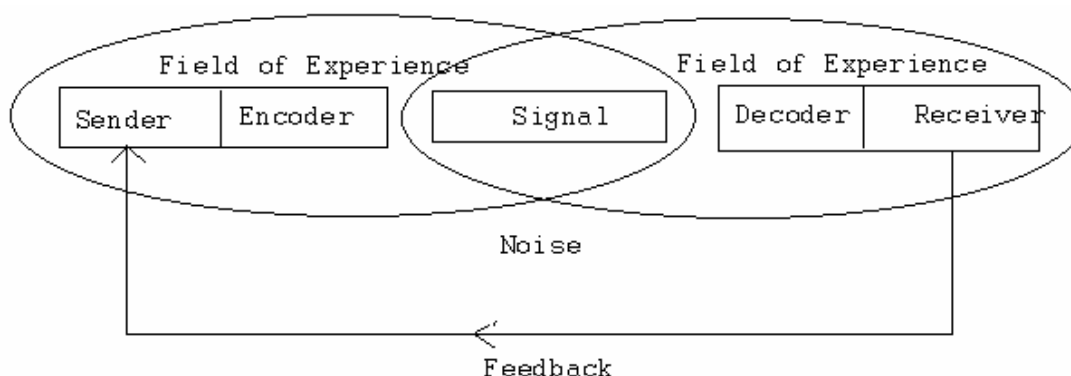


Figure 2: A transactional model of communication (Heinich, et al, 1996)

In a transactional model messages are continually passing between the participants. The area around the communicator and the recipient represent the context in which the process take place (Steinberg, 1997:19)

The participatory communication flow caters for co-equality in development; both the benefactors and beneficiaries are equal.

2.6.3. THE DSC COMMUNICATION MODEL.

Agunga suggests a model in which a DSC unit professional acts as a facilitator between the benefactors and beneficiaries.

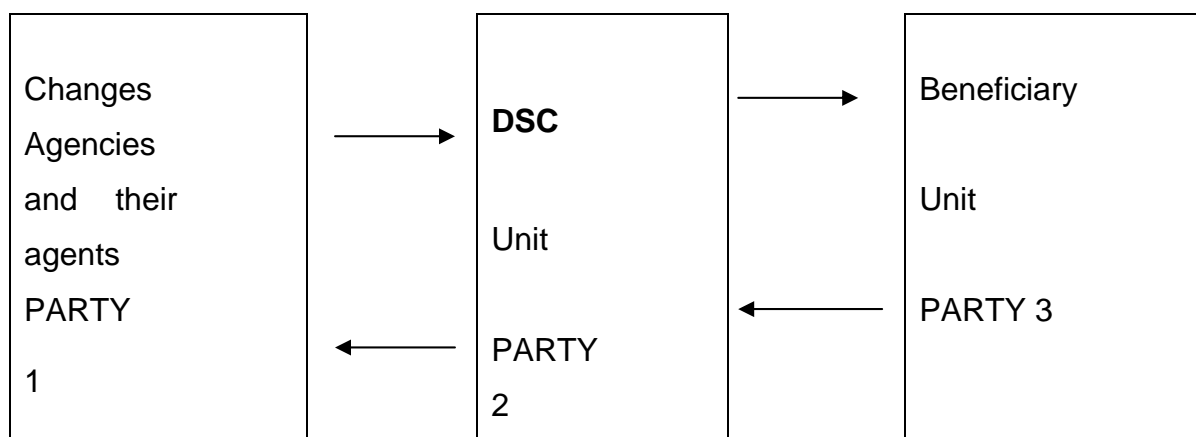


Figure 3: A DSC model for communication (adapted by Agunga, 1998: 243)

The DSC communication model involves three parties. They are the development agency, the development support communicator and the beneficiary. The DSC unit serves as a link between the beneficiaries and the change agency.

The benefactors and their change agents through DSC unit consult the beneficiaries who in turn inform the changes agents through DSC unit about their needs and aspirations.

2.7. MEDIA OF COMMUNICATION IN DEVELOPMENT.

There is a variety of media through information can be communicated receiver. The communication medium depends on the public relations situation, objectives of the program and the comprehension capacity of the target publics. Media selection is vital because certain media are inaccessible and society's levels of sophistication of developing communities are uneven.

The following are some of the communication media than used in community development:

- Interpersonal communication
- Mediated communication

2.7.1. INTERPERSONAL COMMUNICATION

Interpersonal communication occurs between people in a face-to-face situation. Facial expressions and other nonverbal behaviours are observed during this communication process. Participants are able to participate continually and feedbacks and responses are given to each other (Steinberg, 1997:21).

Interpersonal communication is an oral forms of communication; it can be seen as speaking to common people in their common language, in their idiom, and deals with problems of direct relevance to their situation. It includes among others, one-on-one communication, group discussions or meetings, interviews, public speaking and have cultural features (Mersham, 1998:175).

2.7.2. MEDIATED COMMUNICATION MEDIA.

According to Steinberg (1997:22) mediated communication is when a message reaches recipients through a mechanical or electronic medium such as print or television.

According to Mersham (1995:168) print communication media includes bulletins, newsletters, news tabloids, magazines, and annual reports. Printed information can be reserved for a considerable time, for future use by visitors and those involved in development projects.

Print communication media, particularly newspapers are one of the common channels employed by practitioners for communication purposes (Mersham, 1995:180).

Radio is also one of the mediated communication media used by developers. Even though radio may not be like print media it has been proven beyond doubt as one the most effective communication media in developing countries. The community radio is used world wide for running contests and promotions. These community radios have an empowering effect on communities by providing people with the freedom of expression and the right to participation in local issues and public affairs (Mersham, 1995:174).

2.8: SUMMARY

In this chapter it was indicated that participatory communication is a key to sustainable development projects. The chapter also tried to identify common communication media used in development. Interpersonal communication and mediated communication were mentioned and explained.

CHAPTER 3

RESEARCH PROCESS

3.1. INTRODUCTION

In this chapter a mini case study about communication practices in the Kodumela Peanut Butter development project (KPDP) will be described. The KPDP has been chosen as a case study in which communication as a tool for development will be investigated. The flow of communication, channels of communication and problems related to communication in KPDP will receive special attention in this case study.

3.2 THE KODUMELA PEANUT BUTTER DEVELOPMENT PROJECT.

The KPDP is situated about fifteen kilometres from Groblersdal in Limpopo Province. Its precise site is at Puleng one of the poorest rural communities in Limpopo Province. It is a small peanut butter plant with about ten members actively involved in the production of peanut butter on a small scale.

The KPDP was established in 1998 by a group of unemployed women who today can look back at the fruits of their initiative and hard work. They started this project by using traditional tools such as ordinary grinding stones and roasting fire places. Later Africare, an organization concerned with the development of African people, assisted the project with machines, financial assistance and a building for the project.

3.3. RESEARCH DESIGN.

A research design is the plan for a study. It provides the overall framework for collecting and analyzing data and provides a format for the detailed steps to be followed in the phenomenon to be investigated (Leedy 1987:93) According to

Neuman (1997:11); a research design involves making decisions about the many practical details of conducting a specific study. It includes methods that will be used in which respondents will be consulted. A research design is in essence a provisional plan to conduct a research and shows how a researcher will conduct a research (Struwig and Stead, 2001:98).

The researcher has therefore designed a research plan to investigate the KPBP development project as a case study. In the section the researcher will discuss the research approach, data collection methods, methods of data analysis and the reaction of respondents in the case study.

3.3.1. CASE STUDY

A case study usually involves a smaller number of situations where emphasis is on arriving at a complete description and understanding of the case being studied (Struwig and Stead, 2001:8). A case study is when we look for patterns in the lives, actions, and words of people in the context of the complete case as whole (Neuman, 1997:331).

The researcher chose KPDP as a case study in which communication practices, that is, the flow of information, the channels of communication, and the impact of the communication practices on the development project, will be studied.

The researcher has chosen this case study because it is located in a rural environment and is researchable. KPDP is a small project and is in its infancy stage. Research at this stage can elicit recommendations that can help the project to develop optimally. Further research can also at a late stage be conducted to evaluate conclusions and recommendations of this research project.

In this case study the researcher will try to provide a deeper insight into the situation of KPDP with specific reference to the flow and media of communication and how the communication practices influence the project.

3.3.2. RESEARCH APPROACH.

The research approach in this study is qualitative. The researcher has chosen this approach because he wanted to interact with the subjects in a natural manner. He wanted to understand the participants in KPDP from their own frame of reference and the perspective of the participants in the KPDP (Struwig & Stead, 2001:12) .

Therefore this can be regarded as exploratory research in which the researcher used a qualitative approach to clarify the role of communication in KPDP. The researcher recorded and documented what the participants said. He observed the processing of the peanut butter, studied all available written documents and interview selected participants (Neuman, 1997:328).

3.3.3 DATA COLLECTION

The literature indicates that no single method can adequately treat all problems of research, but a combination of various methods in the same study may bring reliability to the researcher's findings (Mouton, 1993:206).

In collecting data for the study of the KPDP the researcher therefore did not resort to a single method of data collection. Three data collection methods were used to complement each other to ensure that as rich as possible data were collected. Mouton's (1993:206) suggestion that a researcher must investigate as many angles as possible was considered when collecting data.

This strategy called triangulation has an advantage of illuminating some of the hidden facts of a research project. Triangulation refers to the use of more than one data collection method in order to test and supplement the data (Mouton, 1993:206)

The following data collection techniques were used to establish the flow of communication and media of communication in the KPDP.

3.3.3.1. PARTICIPANT OBSERVATION

In using participant observation in this study about the communication flow and media of the KPDP, the researcher had to gain access to the everyday life of the participants and became directly involved in the participants' world. Here the researcher assumed the status of an onlooker as an observer. He did not become a complete participant in the KPDP, but was directly involved in the participants' world (De Vos, 1998:282).

During participant observation the researcher collected data by observing and recording the people's behaviour in specific situations.

This helped the researcher to obtain concrete data of the communication situations in KPDP. He could collect the data without having to rely on the willingness or the ability of participants in the study to supply him with information (Struwig & Stead, 2001:96).

During the process of participant observation the observer was present at a number of different settings and situations so that his observations could give a true reflection of the many facets of the development project's communication practices.

3.3.3.2 UNOBTRUSIVE DATA COLLECTION

According to (Struwig & Stead, 2001:102), the unobtrusive strategy does not involve direct contact with participants, but data obtained from secondary sources are analysed to reveal more about the culture, beliefs and attitude of participants. In using the unobtrusive method the researcher studied available records concerning KPDP. These documents included the minute book, the constitution, the business plan and the visitors' record book.

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By analysing these documents, the researcher tried to gain insight into the cultural background and tradition of the participants and the history of the development project (Mouton, 1993:206).

3.3.3.3 THE UNSTRUCTURED INTERVIEW

This type of interview allows the researcher to conduct his interviews on a number of occasions. It helps to provide in-depth data about a case being investigated (Struwig & Stead, 2001:99). During unstructured interviews the researcher is in direct contact with the participants and therefore able to make follow-up questions for clarity on certain issues related to the research project .

Unstructured interviews assisted the researcher in obtaining an insider's view about the KPDP. Other avenues related to the research project emerging from the interviews were also explored (De Vos, 1998:301). Furthermore the unstructured interviews helped to reconstruct the reality from the world of the interviewees, the participants in the KPDP whose world was to be reconstructed.

The unstructured interview, where the researcher is in a face-to-face contact situation with role players, has proved to be highly successful in research projects such as the Tswaing Development project. The researcher successfully gained insight into how people at Tswaing perceived and defined their world (Malan, 1998:169).

3.3.4. PARTICIPANTS OF THE INTERVIEWS.

People involved in the KPDP selected to be interviewed included the following:

- Mr. Mohlala, the Induna. He is the local leader of the Puleng community. Mr. Mohlala has the powers of allocating sites for any development project in the Puleng community. He also has a close connection to the local chief and serves as the conveyor of information from the community to the chief and from the chief to the community. He is a director of the KPDP.

- Mrs.N.C Mahubane the chairperson of the project. She plays a vital role in the day to day running of the project. She manages and supervises the activities of the KPDP.
- Some of the individual members of the project were selected according to their level of involvement in the production of peanut butter on a daily basis and because they are the people who possess information about the communication flow in the KPDP.

3.4 THE ROLE OF THE RESEARCHER IN KODUMELA PEANUT BUTTER PROJECT

The researcher's role in this research was that of an onlooker as participant. He is personally involved in the KPDP concerning marketing and also helped with compiling the business plan and organizing functions for the project. He also gives advice on how to run the project and sustain it when resources are scarce.

As a researcher he only recorded what he saw, heard and remembered. He acknowledges nevertheless, according to the criteria of qualitative research, his subjectivity when collecting and interpreting the data (Neuman, 1997:333).

3.5. THE RESEARCH PROCESS.

The research process refers to the practical investigation by the researcher in this case study with the aim of getting reliable information about the research project. In the case of the KPDP the research process included participant observation, unstructured interviews and unobtrusive methods. The researcher applied these methods according to the guidelines above in an attempt to come to an understanding (Neuman, 1997:10).

In this section the process by which the actual collection of the data took place is to be discussed.

3.5.1. PARTICIPANT OBSERVATION.

By using participant observation the researcher was able to gain access to the working environment of the participants as described in the data collection methods.

In the KPDP participant observation was conducted in a number of different settings and on different occasions. Firstly the researcher made his objectives known to those being observed. The participants were all aware of the researcher's presence. This allowed the researcher to move freely, observe participants directly and in certain instances engage in casual interviewing and conversation with the participants (Mouton, 1997:212).

Participant observation was conducted over five periods of three hours each. During each observation period, the researcher undertook various observational positions and made detailed field notes. On 8 September 2004 the researcher observed the roasting, the grinding and bottling process. During this process participants were encouraged to talk about their project. The impression the researcher got on this day was that the participants wished to get machines to process the peanut butter. They were still using grinding stones and pans for their production.

The researcher's concern was mainly on the flow of information and medium of communication between the participants. There was little talking. Only when something was desperately needed, they would then consult each other and finally consulted the manageress Mrs. N.C. Mahubane.

The second observation made was on 8 October 2004. During the second observation, the observer participated in the project's general meeting. The researcher observed how a meeting was conducted, observed the medium of communication used and whether the flow of information was top down or bottom up.

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The researcher was able to deduct that their meetings are formal and has an agenda. Members participated and asked questions when clarity was needed. The meetings contain reportage and discussions of crucial issues about the project.

The third meeting observed was held on 16 October 2004. This meeting was only used to report about a workshop attended by some members of the project. No discussion took place.

The fourth observation was done on 6 November 2004. On this day, the members of the project assisted a contractor who was busy constructing a new building for the project. All helped to carry water and sand.

The last observation made was on the 11th November 2004. On this day the new building for the project was handed over to the members. The ceremony was conducted in Pedi.

During each observation notes made were recorded and filed. These recorded notes were kept for analysis. Records consisted of descriptions of events observed and the content reports delivered (Mouton: 1993:212).

3.5.2. UNOBTRUSIVE METHOD

Documents are highly informative. It is therefore appropriate to study document available about any project. This method is known as unobtrusive data collection method and was explained else where in this study.

The second method used by the researcher to collect data was a document analysis of the project's available documentation. The researcher analysed the minute book, the visitor's book, the constitution and the business plan. In each document the researcher's focus of analysis was on the flow of information and the medium of communication.

- The minute book was the first document studied. Minutes studied, dated back from September 1999 before the researcher started marking observations and

conducted interviews. Here the format of the minutes and the sequence of items were studied. The language used was also considered and this was compared to what was observed during meetings.

- The second document that the researcher investigated was the visitors' record book. This record book revealed a lot about the project and communication flow between visitors and role players outside the project. Visitors came from various parts of the country as well overseas including an American from Washington who visited this project. Students from various South African Universities also visited the project.
- The third document studied was the constitution of the project. Here the researcher tried to determine the communication procedure as described in the constitution. The aim was to investigate the medium of communication used among the participants and whether it was suitable or not.
- The fourth document studied, was the business plan of the KPDP. The main focus here was the project's financial management: its organogram, budgeting and marketing, handling of finances and fund raising. The language used in the business plan was checked and compared to the members' local language.

3.5.3. UNSTRUCTURED INTERVIEWS.

Information about development projects can also be collected through interviews. The unstructured interviews can help a researcher in collecting information about a project.

The next method the researcher used to collect information from the participants in the KPDP was interviews. As De Vos (1998:296) states, the unstructured interview helps to understand the closed world of individuals, families, organizations and communities. The researcher used this method to get clarity about issues observed during participant observation and read during the document study.

A number of different participants in the KPDP were interviewed. Interviews were conducted on separate days. Each interview lasted a minimum of an hour depending on the interviewee's role in the project.

During each interview the researcher took notes and recorded them for analysis. All interviews were based on questions that affect the communication flow and medium of communication. The researcher, as stated by De Vos (1998:301), encouraged all interviewees to speak as freely as possible during the interviews.

Each interviewee was informed about confidentiality and assured that the information he or she provided will not be disclosed. After this participants felt free to respond to the questions that were asked. The researcher was therefore free to make follow-up questions. The respondents for the interviews were selected by using purposive sampling and were therefore conducted with key informants in the project.

The first interview took place on the 15 January 2004. The project was still at its initial stage.

Mrs. N.C. Mahubane was the first participant interviewed, because she plays a crucial role in the KPDP as manageress and co-founder of the project.

The second interview with the manageress was on the 14 March 2004 and by this time the project was in full production of peanut butter.

On the 20 May 2004 the researcher conducted the third interview. It involved the other members of the KPDP. This allowed the researcher to ask questions about the flow of communication and the channels of communication prevalent in the KPDP.

The fourth and last interview was conducted on the 17 September 2004. Mr. Mohlala was interviewed on this day. Mr. Mohlala is not involved in the daily activities of the project, but he is always in contact with the project members and he is a community leader interested in development. He also acts as liaison between the Puleng community and the chief and helps the project with transport.

Finally notes were compiled concerning the completed interviews for analysis and comparison with other projects.

3.5.4. CONTENT ANALYSIS OF DATA COLLECTED.

After the researcher has collected data through participant observation, document study and interviews, the data was analysed. The analysis was undertaken in three phases according to the way in which data was collected. This involved content analysis of data collected during participant observation, content of data collected during document study and content analysis of data collected during the interview

3.5.4.1. THE RESULTS OF PARTICIPANT OBSERVATION.

The main aim during the process of participant observation was to observe the:

1. The flow of communication in the KPDP.
2. The medium of communication or channel of communication in the KPDP.

Participants as observed on the 8 September 2004 at the roasting, grinding and bottling places interacted happily with each other, sharing mutual respect. They consulted each other when assistance was needed. The manageress Mrs. N.C. Mahubane was available for help and advice. Participants in the project communicated to each other in Pedi a common language understood by all members. No domination by individual members was observed. They shared information and where clarity was needed time was given for such. They understood each other.

Communication flow as observed on the 8th of September 2004 was participatory.

Mrs. N.C. Mahubane consulted the other members when a decision was to be taken concerning project issues. Members were given the opportunity to give inputs before a decision could be taken. Messages did not come as an instruction but members were given an opportunity to voice their feelings about issues affecting them. Finally they would reach a consensus. On this day the manageress Mrs N.C. Mahubane was of the opinion that the following day be a non-working day for all members due to some technical matters in the project. She involved members of the KPDP by convening a short meeting during which she provided the reasons for the day off. Members participated in the discussion and finally agreed with the manageress.

The results of the meeting observed on the 8th of October 2004 were formal and had a chairperson to guide and direct the proceedings. An agenda was available and followed. Participants were highly involved in the discussions and enquired more about issues pertaining to the project's progress and seemed to be enjoying the interaction. This interaction was participatory, consultative and involving. Participants gave suggestions and inputs without fear. Communication was mainly oral. The chairperson and the secretary were the only members who possessed printed documents. It can be stated that in the KPDP information sharing is considered important and is done regularly. The local language was used as a medium of communication during this meeting.

Although the meeting observed on the 16th of October 2004 was a report back from a workshop to the project members, members participated. They voiced questions to gain clarity on issues and debated others. For example it was reported that projects can only be financially assisted if they are not in remote areas such as Puleng and a suggestion from the workshop was that the KPDP be relocated to a place nearer transport routes. The members were not happy about the point raised. They discussed this point and checked the advantages and disadvantages of KPDP at Puleng. Finally members agreed to remain at Puleng because KPDP was their

initiative. They decided to negotiate for financial help by writing a proposal for possible funders.

The next participant observation session that was conducted took place on 6 November 2004 when participants in the project were assisting the conducted contractor in the construction of a new building for the KPDP. It was observed that members were actively involved and participated. They acted not on an instruction from Mrs. N.C. Mahubane, the manageress, but on her suggestion that they might in one way or another, assist in the construction of the building. They carried water and sand for the contractor without any remuneration.

The observation conducted during the official reopening on the 11 November 2004 of the new building for the KPDP revealed that people felt positive about the project and encouraged the members of the project. There was indeed a strong happy mood. The provincial representative, Dr Aaron Motswaledi, promised the project financial assistance and skills development in his speech delivered during the official opening of KPDP.

The local Chief M M Matlala also promised a 70 hectares piece of land to the project for the production of peanuts.

3.5.4.2. RESULTS OF THE DOCUMENT ANALYSIS

The researcher analysed the contents of the following documents described above. The results from the documents revealed that the KPDP also use print media as a channel of communication.

1. The minute book:

Discussions and proceedings are recorded in the minute book. Records are written in English, not in Pedi the local spoken language. The minute book serves as an important source of written information about the KPDP. It can be stated that this document is a good channel of communication in a printed form. The minutes are

detailed and records about the discussion appear in this the minute book. The minute book further shows that discussions are conducted in a participatory manner, because members' inputs are clearly recorded and where questions were asked it is shown as it was asked during the meeting. In short the minute serves as a printed channel of communication media and also indicates that the flow of communication is participatory.

2. Visitor's record book:

The visitors' record book serves as source of information about several people who paid a visit to KPDP. The document contained recorded names, dates and purpose of their visit to the project. Recorded information in the document shows visitors as far as Washington visiting the project. Students from various Universities within South Africa also used to visit the project for research purposes.

The medium of communication in the visitors' record book is in English. The written communication contains comments and recommendations by visitors for the improvement of the project. The visitors' record book is also a written medium of communication used at the KPDP. It contains valuable information for both the members of the project and researchers. Comments from other knowledgeable people are also found in this document. It is a written medium of communication for the project and its members.

3. The constitution.

The constitution of KPDP communicates information in a printed form. It can be termed as a printed channel of communication. It is written in English to enable foreigners to read and understand this document. It serves as a guide for running and maintaining the project. The vision, mission and objectives of the project are clearly explicated in this document. The duties and responsibilities of the executive of the project appear in the constitution.

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In short it can be stated that the general rules in the constitution bind and involve all members. It shows how members should participate in the project. The signatures in the constitution show that members adopted it and this means there was participation in drawing up the constitution. Thus it can be stated that the constitution was drawn in a participatory way. (Refer to the last page of Appendix B). This participation is proved by members' signatures on the last page of the constitution.

4. The business plan:

The business plan of the project is written in English. It gives a short historical background as well as the vision, mission and objectives of the project. The role of communication is only implicitly addressed here. The business plan serves as a good external communication tool and can be sent to donors when asking for financial assistance. (See Appendix A).

3.5.4.3. THE RESULTS OF THE INTERVIEWS.

The focus of the interviews was also on the communication practices within the KPDP.

The participants indicated a satisfying transactional communication approach. There is constant consultation and information sharing between participants, Mrs. N.C. Mahubane, the manageress, and the community at large, but also between the participants themselves.

During the interview with Mrs. N.C. Mahubane the following information was elicited:

- During one of the interview when asked why the project uses Pedi as a communication means during meetings while all minutes were written in English as observed, Mrs. N.C. Mahubane explained, that Pedi is used during their meeting because most of the participants speak Pedi. Due to their level of education they do not understand other languages. The minutes are in English so that visitors and donors who do not understand Pedi are able to read the information.

- Mrs. N.C. Mahubane explained how she and other unemployed women had to support their families as well as the project. In discussions and consultations among themselves and with interested members of the community they decided on the project. Some of the Puleng community members participated in the project because they thought it would generate money within a very short space of time. About thirty community members initially were involved in the project. Only ten remained committed to the project until now. This may be attributed to the fact that they were promised training and skills development by the local municipality, but failed to fulfil their promise. This resulted in some participants leaving the project.

- She indicated that the KPDP is marketed in the local newspapers and television programs such as Mopani, a program promoting development in the Limpopo province. On 11th of November 2004 both the SABC and Thobela FM, the Pedi broadcasting radio station were present when the KPDP was officially opened.

When interviewing the workers who participate in the project the following issues emerged:

- They expressed satisfaction with regard to the general relationship between the manageress and themselves: “we always work together and whatever information is received, the manager summons a meeting and we shall together reach consensus about a decision”.

- The participants are mostly not literate and the fact that the minutes are written in English does not bother them. “We seldom read the minutes because they are written in English, only few of us can understand them.”

- The participants in the KPDP prefer oral communication to written form of communication. “When attending a meeting we feel happy, because we can hear, see and understand what we are told, but when we are asked to read from a

document written somewhere it becomes difficult to understand. We prefer meetings and discussions than written documents”

During the interview, with Mr. Mohlala the leader of the Puleng community, the following information was obtained:

When asked how the community is informed about developments in the KPDP he said: “During community meetings a report about the project is usually given. I am also bound to orally report to the chief about the progress made in the project.”

- When asked what influence he had in the progress of the project and its production, he responded “as the only male who frequent the project and with the powers vested on me by the chief, I may say that I always make sure that the community and the chief become informed about the good work done by these women and as such I market the project for the participants.”

- When asked whether men could not be motivated to join the project, he said: “Most men are migrant workers”. Those remaining at home are either too old or are at school. Those who participated have since left for urban areas to look for work.

It can be concluded that participants in KPBP enjoy their work. The good relationships between participants can be attributed to the fact that they are all involved in decision-making. There is proper consultation on all issues pertaining to the advancement of the project. Briefly, it can be said that participants as co-founders of the project participate positively and that the communication is participatory in nature.

3.6. SUMMARY

In this chapter the researcher reported on the investigation of communication practices at the KPDP through the use of a number of research methods. He

An investigation of the Communication Practices of the Kodumela Peanut-Butter Development Project.

observed various situations, studied all available documents about the project and interviewed participants in project.

This process assisted the researcher to understand how the project was initiated, who the main participants in the project are and which communication media and communication channels are used.

The most important thing in this research is that the researcher made personal contact with the participants and facts he got was first hand information from those who are part of the project.

The data analysis was explained and presented

CHAPTER 4

RESEARCH FINDINGS

4.1 INTRODUCTION

The previous chapter dealt mainly with the practical investigation about the communication practice of KPDP. In this chapter the findings of the researcher will be brought to the fore and be discussed in relation to what is regarded in literature as good communication practices in a community development project.

4.2. GENERAL IMPRESSION OF THE COMMUNICATION PRACTICE IN THE KPDP.

From the research conducted, it became clear that communication plays an integral role in development projects. Communication in the KPDP plays an important role in the success of the project. Participants in the KPDP communicate in such a way that no one feels left out. There is little evidence of a top-down communication approach, in which local people are being dictated to and become passive participants and do not participate in decision-making.

The findings show that the KPDP participants are involved in the processes of the decision-making of this development project. Through their participation, as reflected in the use of communication process and media used, participants in the KPDP are empowered in the sense that they have gained confidence and are involved in the decision making process through consultative meetings and forums. Their opinions and suggestions are highly valued regarding the project and its development.

This supports Servaes' (1997: 33) argument that, participation implies a higher level of involvement in communication and management of development projects.

When beneficiaries become involved, participate and are able to make decisions in a project of their own, they become empowered.

4.3. COMMUNICATION PRACTICES IN THE KPDP.

The next section will focus on the media used in the KPDP as well as flow of communication.

4.3.1. MEDIA OF COMMUNICATION USED IN THE KPDP

The findings with regard to the medium of communication used in the KPDP development project can be divided into oral communication and written communication.

4.3.1.1. INTERPERSONAL COMMUNICATION MEDIA.

Mainly verbal communication is used in the KPDP when important messages need to be disseminated amongst members of the project. This form of communication is used in both informal and formal working situations. Oral communication must be seen as interpersonal communication. This verbal form of communication is used frequently at the KPDP.

In the KPDP oral communication includes discussions, one-on-one, meetings and public speaking. During working hours, mostly when roasting and grinding the peanuts, participants interact by talking to each other politely and respectfully. This oral interpersonal communication among the participants shows the good spirit of unity within the KPDP. Participants are able to discuss the progress and improvements they can apply to the project when talking to each other. When individual participants experience problems during the production of peanut butter,

the manageress, Mrs. N.C. Mahubane communicates the necessary information verbally.

Meetings play an important role in delivery of information at the KPDP. During meetings participants become involved in the discussions of important project issues and each member is given an opportunity to ask and comment on issues. The manageress, Mrs. N.C. Mahubane consults with the KPDP participants so that she can get everyone's input.

Participants prefer this type of communication because they are given the opportunity to ask immediately for clarity if they don't understand what the speaker means. Meetings have a formal agenda and have a chairperson. Views and criticism like at the Tswaing project are respected and taken seriously and are always acted upon (Malan, 1998:177).

One other form of oral communication used in the KPDB is public speaking. When the project was officially opened, various prominent speakers communicated important messages by addressing the participants. The Limpopo MEC for agriculture, Dr. Aaron Motswaledi, delivered an important speech to everybody attending and encouraged other community members to support the project. He promised the public that he will make sure that his department will financially assist the project.

Most of the people who attended this function became motivated, and the general feeling was that more projects will be initiated. The local Chief M.M. Matlala able to bind himself that he will allocate more land for the project to produce peanuts. With his powers he encouraged the local people to buy peanut butter from this project initiated by people that they know.

The manageress Mrs. N.C. Mahubane was given a chance to give a background of KPDP, its aims and its future dream.

This was effectively done in the presence of all. Those who were not aware about KPDP's existence became interested.

4.3.1.2. PRINT MEDIA

The findings show that the print media is not a preferred means of communication, as the majority of the people are illiterate. Members of the KPDP seldom read minutes to refer to issues of importance, except during meetings when the secretary is reading minutes, as it is better for them to listen than to read.

The fact that all written documents of the KPDP are written in English creates additional barriers, because the majority of participants of the KPDP do not understand English. Printed documents, such as the minute book, constitution, business plan and circulars from outside the project are, however, rarely requested and read by project members.

The local newspaper written in English was used to market the project locally. Unfortunately, this paper ran out of funds and is no more available. *The Farmer's Weekly* (magazine) also helped to market the project, but the project did not have enough funds to continue advertising in the *Farmers Weekly* and they have stopped using it.

It can therefore be concluded that print media in the KPDP is not a favoured communication tool needed for the project. The print media has, however, some advantages. One of its advantages is that information can be saved for a long period in the minute book and other written documents and the history of the project can be captured for generations to read and for other useful purposes.

4.3.1.3. RADIO AND TELEVISION.

The other communication medium that is occasionally used at the KPDP is the broadcast media, namely radio and television. Thobela FM, a radio station broadcasting in Pedi did broadcast some of the events or ceremonies at the KPDP. This was effective in marketing the project.

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The official opening of the KPDP was televised in one of the TV programs, then, known as Mopani. The program showed how the project was initiated and who the role players in the project were. Immediately after the broadcast and televising of the KPDP, visitors from other provinces visited the project. Groups of women who wanted to establish similar projects came to see the project. These media are mainly used to communicate to external audience and assist in the marketing of the project to the public.

4.4. THE FLOW OF COMMUNICATION IN THE KPDP

The second question the researcher investigated at the KPDP was the flow of communication. During the investigation of the communication flow, the researcher wanted to ascertain the common communication flow as discussed in literature review.

When the project was initiated, a participatory communication approach was used. The local people who had this idea of KPDP, consulted and involved other community members until an agreement was reached about the KPDP. This participatory communication process continued among participants. There are no decisions taken by the manager without consulting other members. This flow of communication in the KPDP can therefore be called bottom-up because ideas implemented in the project come from local people of Kodumela, not from someone outside the Kodumela community

The manageress is always in contact with the participants. Decisions taken are always collectively taken and in consultation with each other. This is directly related to what was stated in literature that sustainable development is seen as sharing of information, knowledge, trust, commitment, and a right attitude in the development of people and this promote participation (Servaes, 1997:45). Important facts and issues are discussed with all members, assessed by all, and the final decision is made collectively.

The communication flow between donors and participants in the project is also bottom up. The project members usually take the initiative and decide about their needs. The donor agency such as Africare does not decide for the project, but the participants identify their needs on their own and then inform and request their donors for assistance. Machines donated by Africare to the KPDP are designed according to the needs of the project participants.

The success of the project can be attributed to the bottom-up participatory communication flow in the project. The literature reviewed also indicates that bottom-up communication is more conducive to effective development than a top-down approach (Malan, 1998:61). This participatory communication approach in the KPDP has brought a spirit of unity among the participants. They are consulted and involved in this project.

Even though participatory communication dominates in the KPDP, the old top-down approach could not be totally avoided. From the interview findings, it was evident that the local municipality applied the top-down approach by promising participants training without inquiring about the kind of skills that participants require. The municipality failed to fulfil this promise and many disillusioned members disappeared and only few remained in the project.

The second instance of a top-down communication approach became evident during a workshop held at the local municipality when the coordinator requested to relocate the KPDP to a more centralized place that is easily accessible.

Participants agreed that who ever wishes to assist them should help even though they are still at Puleng village. According to the participants in the KPDP they did not want to move the project to another place because disputes over management and ownership of the project could emerge.

4.5 TYPE OF COMMUNICATION PRACTICED IN KPDP.

The literature review has indicated that communication plays a vital role in the sustainability of a development project. Developers should ensure that the media of communication are suitable to the specific project. A bottom- up communication flow can result in a sustainable development project, but if communication flow is a top – down flow the development project often fails (Swanepoel, 1997:58).

Workers at the KPDP participate positively and happily in the daily activities of the KPDP. During meetings every project member is involved and contributes towards the improvement of the project. The bottom-up communication flow makes it possible for the KPDP participants to be always in consultation with each other. Consultation leads to collective decision-making by the KPDP and participants become empowered. Empowerment in this case refers to the fact that participants in the KPDP can answer questions related to the project without fear and they work without supervision. This indicates that they are co-owners of the project. The members of KPDP are regarded as co-owners because of their dedication and their sense of ownership and responsibility that each one of them holds. Benefactors and beneficiaries are regarded as equal partners. Africare as a donor has a say in some of the day-to-day management of the project but it does it in a consultative manner where everyone could be comfortable with the proposals. This has led to self-management, which is the most advanced form of development, because participants can manage their own project (Servaes, 1998:46).

Although the KPDP is still in its infancy stage, the prospects are that the project will be sustainable. Participation and involvement of the project members create sustainability of a project. They do not depend on benefactors for knowledge and decision-making. What is also important in this regard is that benefactors such as Africare did not undermine the beneficiaries' cultural customs. Beneficiaries continued using traditional ways of grinding and roasting. Innovations brought by benefactors like grinding machines were introduced later and were adopted only after consultative communication with beneficiaries.

4.6. COMMUNICATION PROBLEMS IN KPDP

Communication practices in KPDP is predominantly participatory in nature. The researcher has deduced this, during observation and interviews. Participants were involved in all activities, they consulted each other. The manageress Mrs. N.C. Mahubane consulted her co-workers before a decision could be made. Everything is shared and decisions belong to all participants.

The problem found regarding communication was in connection with the language used as a medium of communication.

In the KPDP, meetings are conducted in Pedi, but minutes are translated and written in English by one of the project members whose English is better compared to the others. It has been noted that what is translated and written is sometimes not usually what has been said and agreed upon. This clearly shows that there is a language problem which leads to distortion of information.

The researcher was given the liberty of reading the minutes of the meetings. It was found that the translated minutes are full of grammatical and spelling errors. Some sentences did not make any sense to the researcher. Some of the minutes can be seen in Appendix. The original facts are thus totally lost through these translated minutes from Pedi.

The historical development of development communication approaches as described in the literature review shows that a participatory communication approach can lead to sustainable development. In the KPDP, the impact of a participatory communication approach has proved to be successful in running day to day project to make it where it is today.

4.7 SUMMARY

It can be concluded that participants in the KPDP enjoy their participation in this development project. The communication channel used in this project has a positive bearing on the sustainability of the KPDP. The communication media used suit

members of the KPDP. The participatory communication approach has proved to be the one that outshines the other means of communicating.

Even though the education level of the KPDP members is low, the printed medium do assist them by reserving information for visitors and researchers. It has advantages because it can be kept stored and captured which is difficult to do when using oral communication. The language problems encountered by members do not hinder the progress of the project because they have an alternative language to use. The only problem that the researcher found is the fact that some of the important information is lost when documents are being translated to English. This is evident when examining the low level of English used in the minutes in Appendix C.

The sense of ownership by the participants adds to the sustainability of the project.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION.

Chapter four dealt with the findings of the research. The researcher looked into the flow and channels/tools of communication in the KPDP. The effectiveness of the com was discussed.

In this chapter a summary of the whole research will be given, concluding remarks about research findings in the KPDP will be discussed and some recommendations to improve the sustainability of the project will be given.

The aim of the study was to look at communication practices of the KPDP in relation to the flow of communication, channels /tools of communication used by participants, what and who influences both the flow and channel of communication in the KPDP and the impact of participatory communication on the project

The research findings revealed that the KPDP is made up of all women who had no formal employment prior to KPDP. The majority of these women are illiterate.

Information is gathered and shared on a participatory platform, where individual members are free to comment and ask questions on issues relating to the project. Their meetings are conducted in Pedi so that everyone can communicate freely in the language that they are comfortable in.

5.2. CONCLUSION

In conclusion the researcher will give an overview of how the research question in chapter one has been answered, whether it was successfully done or not.

5.2.1. COMMUNICATION PRACTICES IN THE KPDP.

The main research question in this research project is “How can the communication practice, with specific reference to the communication flow and channels of communication in the KPDP be described?”

5.2.1.1. FLOW OF COMMUNICATION.

Communication Flow in the KPDP is participatory and bottom-up. Participants in the KPDP are the co-founders of the project. This is a local project by local people. The project has adopted a communication approach by which the participants consult each other for day-to –day project operation. Generally all participants are highly involved in the development project. Decisions are made collectively and communication is participatory in nature. Whenever crucial decisions are to be taken, both benefactors (Africare) and beneficiaries consult and involve each other. There is a collective decision making between both parties.

Other stakeholders of the project such as the local municipality have tried using the top-down approach to the members of the KPDP but it clearly did not work. This was due to the fact that the idea was just brought down to the KPDP without consultation with them first.

5.2.1.2. COMMUNICATION MEDIA

Verbal communication is the main communication tool used. It can be assumed that the success of the KPDP is the result of a positive application of participatory communication approach, which promotes shared vision among the participants in this development project. This approach promotes understanding and respect for the dignity and equality of people participating in the project (Servaes, 1998:45).

Findings from the research show how the participants in the project influence the flow of communication. The members treat each other with respect and there is no

one who is given higher respect due to their educational level. All of them consider themselves equal and as co-owners of the project with equal shares in the project.

The final question which speaks about the influence of the communication practice can be answered by the fact that research findings has shown that there are no conflicts among project members and the project is running smoothly.

The interpersonal communication brings project members closer to each other and they are able to share information during meetings and informal discussions in their work place. Print media is used in minute writing and circulars, while the radio was used when the project was officially opened and on the Mopani program that was never broadcasted again.

With regard to the sub-question of how major decisions are communicated between the community and project management, it has been indicated that during community meetings information about the project is communicated to the members of the community. The KPDP also holds regular meetings during which important issues regarding the project are discussed and appropriate decisions are taken together.

The KPDP is not a one man's project, the manageress, the executive and other participants have a say in what takes place within the project. One can say there is co-ownership because donors are also involved in the well fare of KPDP. Problems are discussed in meetings during which all participants become involved until a final solution is reached.

The project uses public meetings as a channel to communicate information. This has been found to be the most effective medium by KPDP development project. Participants of KPDP development project are able to participate and contribute when meetings are conducted. In KPDP development project has found that participatory communication has empowered its participants. They are contributing to their economic development and investment.

5.2.1.3. GENERAL CHARACTERISTICS OF COMMUNICATION PRACTICE IN KPDP.

It can therefore be concluded that communication practices KPDP are predominantly participatory. This can be ascribed to the fact that participants were able to use their cultural implements such as grinding stones as part of their cultural identity. In all instances as observed participants consulted each other in matters pertaining to the project, and can manage their project efficiently. The project belongs to all participants and they are therefore co-owners, and highly involved in their project.

In the KPDP participants are proud of this project and they are informed and empowered people. They are capacitated to make choices and decisions about their project

The KPDP is a community initiated development project. As a grass root project it is characterised by the following features of a community-based project:

- It is a project, which involves the local people, and they are all active in every activity of the project.
- Members consult each other through meetings and group discussions, communicate to each other interpersonally.
- They participate positively in the project and everyone listen to what the other one say, both the benefactors and beneficiaries act as co-owners of the project.
- Members consult each other in case a problem arises.

5.3. RECOMMENDATIONS

5.3.1. PARTICIPATORY FLOW OF COMMUNICATION.

The researcher recommends that the flow of communication should remain participatory as it is happening at present. It is further recommended that Development Support Communication (DSC) professionals be available to co-ordinate project activities. The DSC professionals will assist in skills development

because they are experts in their fields. When the DSC professionals are available, they can assist in literacy improvement of the KPDP.

5.3.2. CHANNELS OF COMMUNICATION USED.

The KPDP uses mostly verbal communication internally. Radio and television is should be used to communicate to their customers and to their other stakeholders. The researcher recommends the use of a variety of communication channels such as the print in all its forms, such as pamphlets, brochures, newspapers, etc for training. Watching videos of other projects that are starting and those that are already sustainable can serve as motivation (Fernandes, 2003:67).

5.3.3. RECOMMENDATIONS FOR FURTHER RESEARCH IN PROJECTS SIMILAR TO THE KPDP.

The researcher recommends that research be conducted in similar projects to the KPDP, to study their different communication practices that help to make their projects sustainable.

Further research in the KPDP is recommended in the following:

- The role played by the Chief in the KPDP.
- The involvement of the Puleng community in the project.
- The possibility of other projects to develop along the KPDP such as a literacy education project.

5.4. VALIDITY AND RELIABILITY OF THE RESEARCH PROJECT

The researcher investigated through observations, meetings, and document study by personal contact with the participants and interviews to ensure the validity and reliability of the findings. Various research methods were used to verify certain

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findings. After observing, the researcher went further to triangulate the information gathered through document analysis and interviews.

5.5. SUMMARY

In this chapter the final conclusions were presented and recommendations were made. Issues of validity and reliability were also discussed.

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APPENDIX A
BUSINESS PLAN

Appendix A

BUSINESS PLAN OF KODUMELA PEANUTBUTTER DEVELOPMENT PROJECT.

MISSION STATEMENT

The mission of the project is to eradicate poverty in our rural community and create employment for the unemployed potential labour force in the rural areas of Limpopo Province.

HISTORY OF ORGANISATION

The project of producing Peanut Butter started as a small thing when seven founding members gathered to discuss the idea of making Peanut Butter. This eventually led the project attracting other 23 members into the project. This happens last year September 1998. In all the project is consists of 30 members headed by Executive Committee. The members drawn into the project are from the village and other neighbouring communities.

The project make use of natural traditional resource in the process of making or producing Peanut Butter. The traditional knowledge of using grinding stones is proudly applied in the process of producing this product (Peanut Butter). All the members including the Executive Committee are involved in the process of manufacturing the product (roasting ,grinding, husking, bottling and selling to the customers in and outside the community).

The project is only able to afford two 10kg for a week production, it is difficult for it to afford a mere bag (80kg) of raw peanut for production. Some other days are not working because they do not have money for raw peanuts.

The name Kodumela derives from Nothern Sotho proverb which states that " Kodumela moepa thutse ga gona lehumo le tswago gauswi" (it means nothing is worthwhile or wealthy if hardworking is not given, further it recognizes that hardworking is rewarding").

This principle is central to the project. The project is still in infancy level, thus it does not have any projects or programmes that it runs.

PROJECT DESCRIPTION

The project is engaged in producing or manufacturing peanut butter for individuals, schools, hospitals, prisons and retailers.

Objectives :

- (a). To alleviate poverty in our community.
- (b). To create employment.
- (c). To equip youth with working skills than focusing on crime related activities.
- (d). To equip women and youth with working skills.
- (e). To enhance women skills on rural economic development.
- (f). To rectify the perception that valuable jobs are only created in a highly industrialized cities.
- (g). To retain and utilize rural labour force to its effectiveness.

Needs :

- (a). To bring more income in to the project so that they start earning.
- (b). To have a building for a project.
- (c). To have a site and fields for the project.
- (d). To have a grinding machine that will complement the traditional grinding stones.
- (e). To develop the project into a company in future.
- (g). To be trained in marketing related courses so that we are able to sell our product.
- (h). To have money for initial stock (maybe 10 bags of 80kg).

PROJECT BENEFICATION

Kodumela Peanut Butter primarily aims to benefit the unemployed women, men and youth.

TIME SCHEDULE

The life cycle of the project is projected over five phases.

PHASE ONE

The first phase involves the early discussion on the idea of the project. It involve brainstorming on the project and how far can we take project into the near future. It took three months to complete this planning process of Peanut Butter production.

PHASE TWO

The second stage of the project involves the organization and mobilization of resources (Grinding stone, Firewood, Roasting pan, Workshop and Bottles). It also involves setting up Executive Committee, the structure which ensure that all the necessary materials and resources are in place in time.

PHASE THREE

This is the stage that involves the production of Peanut Butter (Roasting, Husking, Grinding and Bottling) manufacturing stage.

PHASE FOUR

The stage involves gathering of information on financial assistance (funds needed for building, equipment's, raw material, administration and furniture's. We are still in this stage of the project. Relative progress have been made as we submitted applications for funding to both Transitional National Development Trust and Development Agency in Spain. This stage is about looking for funds to support this initiative.

PHASE FIVE

This is the last stage of the project which will determine the self-sustainability of the project. It is about the marketing of the product. It is about the identification of the market (who will be our customers).

DECISION MAKING PROCESS AND HIERARCHY

The matters are discussed by members and then taken up to the Executive Committee for further refinement, and if agreement is not reached for a certain matter, that matter will be voted by the majority vote by all members. All the members have the equal opportunity to participate in decision making process.

GEOGRAPHY

- PIETERSBURG
 - JANE FURSE
 - NEBO
- MARBLE HALL
 - GROBLERSDAL

Kodumela Peanut Butter Project is geographically located in Limpopo Province. It fall within the juristiction of Hlogotlou-Lepelle/Nebo District North. It is under of His Majesty M.M Matlala in Rakgoadi area. The inflow and outflow of materials amd moneys are monitored by the following :

Chairperson : Mrs N.C Mahubane
Secretary : Mrs L.R Thokoane
Vice Secretary : Mr T.J. Makuwa
Treasurer : Mr M.P. Mahubane

SOCIO- ECONOMIC

The level of socio services is so regrettable. The project is situated at Puleng Village. The village is made up to 69 households of which approximately 87% is not employed. The village has one Primary School. Both project and village use the school post for their communication with the outside world.

There is a water reservoir which does not operate because there is no money from the community to pay upfront payment. Kodumela Peanut Butter Project will be the only income provider if it becomes a success in this village. All members in the project are presently not earning. But they all have a hope that one day they will earn something for their families.

TARGET GROUP

The project has targeted the unemployed, disadvantaged and poor rural women and youth. It also targeted the who did not finish up the secondary level due to their financial constraints.

IMPLEMENTATION AND MONITORING

The project has already started some of its action plans. They already gathered more grinding stones and more bottles from neighboring communities and private institutions. The process of selling the product to the communities and other institutions has already started.

The product was also taken to local shows for taste. The progress is slow so far due small quantity of peanuts that we grind a week. There is a monthly check on income and expenditure books. The sides of each month are evaluated to check the progress of the project.

CO-OPERATING ORGANISATIONS

1. Environment Development Agency TRUST (EDAT)
2. ROMAN CATHOLIC CHURCH

QUALIFICATION

EXPERIENCE

- | | |
|------------------------|---|
| 1. C.N Mahubane Std 8 | Weaving |
| 2. J.T Makua Std 10 | Shoe Repair |
| 3. S.A Ntshoane Std 10 | Sewing |
| 4. R.M Mahubane Std 10 | Member of village water committee, election officer |
| 5. D.M Makaba Std 6 | Driving |

- 6. R.L Thokoane Std 10 Sewing and a member of School Governing Body
- 7. M.P Mahubane Std 10 Traditional Healer

PERFORMANCE INDICATORS (WORK MEASUREMENT)

This is done through the checking of work books (income, stock, expenditure and books). The work that is done is recorded in these books for reference. The members who are responsible for taking records on stock, income expenditure usually meet on Fridays to check and balance the records. They do also evaluate the work that was performed during the week.

SKILLS DEVELOPMENT FOR THE TARGET GROUP

As the project is constituted by the people who never had the opportunity to acquire tertiary qualifications, thus this project becomes a place where member had the opportunity to expand and explore their writing skills. The members becomes able to form their own company in the rural environment. The project will significantly enhance their marketing skills. The youth will acquire report writing and organizational development skills from the project.

FINANCIAL REQUIREMENTS

This part will detail all the material that are necessary for the project and estimated amount per each item.

Materials/ Item	Amount
Grinding Machine	R58000
20 * 200 Pan	R4000
36 * 575 Cooling Racks	R20700
2 * Doors Zinc	R3000
300 * 20L Buckets	R6000
169 * 15 Buckets	R2535
300 * 5L Buckets	R1500
200 * 10L Buckets	R2000

245 *700ml Bottle	R3850
275 * Ronde Bottle(Koelie)	R4680.25
189 * Viekant Bottle	R3500
10 *210L Plastic Tank (for mixing)	R2100
15 * 60cm Spoons	R900
269 * 50kg Peanuts	R13450
150 *20L Cooking Oil	R300
65 *1kg Fine Salt	R38
30 *750ml Sunlight Liquid	R310

The project started in September 1998, therefore it had its first annual report in September 1999.

Executive Committee

Chairperson	Mrs N.C Mahubane
Vice Chairperson	Mr M.R Mahubane
General Secretary	Mrs L.R Thokoane
Deputy Secretary	Mr T.J Makua
Treasurer	Mr M.P Mahubane
Additional Members	Mr. N.D Makaba Mrs. S.A Ntshoane

APPENDIX B

CONSTITUTION

Appendix B

Wet/Kodumela-st

KODUMELA TRADING CO-OPERATIVE LIMITED

1. This is the statute of an undertaking formed as a primary trading co-operative with limited liability in terms of the provisions of the Co-operatives Act, 1981 (Act 91 of 1981).

INTERPRETATION OF TERMS

2. In this statute, unless the context indicates otherwise, a word or expression to which a meaning is attached in the Co-operatives Act, 1981 (Act 91 of 1981) shall have a similar meaning and -

"the Act"	means the Co-operatives Act, 1981 (Act 91 of 1981);
"co-operative"	means KODUMELA TRADING CO-OPERATIVE LIMITED which is incorporated in terms of the Act;
"board"	means the board of directors referred to in clause 23;
"gender"	a reference in this statute to the masculine gender shall also include the feminine gender and <u>vice versa</u> ; and
"patronage proportion"	means the proportion in which the value of the trans-actions conducted by a member during any particular period with or through his co-operative bears to the value of the transactions conducted by all the members during the same period with or through the co-operative.

NAME

3. The name of the co-operative is **KODUMELA TRADING CO-OPERATIVE LIMITED**.

PLACES OF BUSINESS

4. The main place of business of the co-operative is situated at Puleng, Northern Province.
5. The co-operative may not establish branches.

OBJECTS

6. The objects of the co-operative are to undertake the following types of business according to co-operative practice -

- [a] to carry on farming and industrial operations and to dispose of the products thereof, or to process such products or to manufacture articles there from and to dispose of the products into which they were converted or the articles which were so manufactured;
- [b] to better the lives of members and their families and those of the community at large through generation of income for household management;
- [c] to produce and sell peanut butter and peanuts related products to the local community.;
- [d] to produce fresh products in order to better the lives of the community at large ;
- [e] to render services to members jointly in order to reduce costs, e.g. transportation of produce, etc.;
- [f] to obtain professional assistance and/or advice for members, e.g. modern farming methods and systems;
- [g] to obtain or arrange credit facilities for the production needs of its members;
- [h] to take any other measures to promote the interests and standards of living of its members as may be agreed upon and as may be approved by the Registrar of Co-operatives;
- [i] to create jobs and entrepreneurship;
- [j] to combat poverty and hunger;
- [k] to provide services to the contracted clients;
- [l] to provide a skills training base; and
- [m] to propagate other co-operatives for the benefit of the community.

POWERS

7. [1] The board shall, subject to the provisions of the Act and this statute, exercise, for and on behalf of the co-operative, the following powers set out in section 49(1) of the Act subject to the qualifications mentioned -
- [a] employ persons to perform work for the co-operative on such conditions it may determine;
 - [b] acquire or hire and to let, sell movable or immovable property: Provided that such transactions will not be carried out unless they have been approved by special resolution of members;
 - [c] open accounts with financial institutions registered under the Banks Act;
 - [d] raise loans or overdraw a banking account: Provided that a special resolution of members has been obtained in terms of clause 61 of this statute;
 - [e] invest money in financial institutions registered in terms of the Banks Act;
 - [f] make or accept donations;
 - [g] become a member of another co-operative, or of any association or organisation which promotes any matter in which the co-operative has an interest;
 - [h] act as agent of its members in connection with any pension fund, pension scheme, provident fund or medical scheme;
 - [i] act as agent of its members in connection with insurance business within the meaning of the insurance act; and
 - [j] give information and guidance to its members.
- [2] Apart from the powers mentioned in sub-clause [1] but subject to the provisions of the Act and the provisions of this statute the co-operative has unlimited powers to do anything which is not repugnant to the carrying out of its objects and to which the Registrar and/or Minister has given his prior approval in writing.

MEMBERSHIP

8. Any person, individual or juristic, who is over the age of 18 years and carries on farming may, on application to the board, become a member of the co-operative.

APPLICATION FOR MEMBERSHIP

9. [1] Application for membership shall be made on the form provided for that purpose and shall be accompanied by the membership fee or part thereof.
- [2] The board shall consider every application for membership and has the right to accept or reject an application without assigning any reason for doing so.
- [3] The board shall, within three months after receipt of an application for membership, cause the applicant to be notified of its decision and, in the event of an application for membership being rejected, any amount paid by the applicant to the co-operative shall be refunded to him.

COMMENCEMENT OF MEMBERSHIP

10. Subject to the provisions of section 28(c) of the Act, a person becomes a member of the co-operative when the board has accepted his application for membership.

MEMBERSHIP AND SUBSCRIPTION FEE

11. [1] A membership fee of R300-00 shall be paid on application for membership: Provided that an applicant may pay off the membership fee in equal monthly instalments within a period of one year from the date of application. Such fee shall not be refunded on termination of membership.
- [2] A subscription fee of R50-00 shall be paid yearly: Provided that a member may pay off the subscription fee in equal monthly instalments. Such fee shall not be refunded on termination of membership.

REGISTER OF MEMBERS

12. A register of members of the co-operative shall be kept at the registered office of the co-operative and the following minimum particulars entered therein -

- [a] the full name and address of each member;
- [b] the amount paid in respect of membership fees by each member;
- [c] the date on which a person became a member;
- [d] the date on which a member ceased to be a member.

MEMBERSHIP CARDS

13. Membership cards shall be issued on request of the member and under authority of the board and shall be in such form as the board shall determine. Every card shall bear the signature of a director and of an officer empowered thereto by the board as well as the signature of the member concerned.

LIABILITY OF MEMBERS

14. The liability of a member by virtue of his membership shall be limited to the payment of any amount owing by him to the co-operative.

TRANSFER OF MEMBERSHIP

15. [1] Membership may be transferred only with the approval and on the authority of the board which shall satisfy itself that the proposed transferee is qualified to be a member of the co-operative.
- [2] The board may at any time and without assigning reasons therefore refuse to approve and register a proposed transfer.
- [3] The transfer of any membership shall be in writing in such form and signed in such manner as the board from time to time may stipulate.
- [4] When such transfer has taken place the board shall issue to the transferee a membership card.

CANCELLATION OF MEMBERSHIP

Cancellation on death

16. [1] The membership of a member who has died may in terms of clause 15 be transferred to a member of that deceased member's family or another person appointed by the executor of the deceased member's estate subject to the approval by the board of the proposed transferee. In the event of such transfer not taking place, the membership of the deceased member shall be cancelled by resolution of the board and the membership fees concerned shall be forfeited and the amount paid in respect thereof credited to the general reserve of the co-operative.

Cancellation on change of place of residence

17. [1] The membership of a member who no longer resides in the area served by the co-operative may, on application of the member and on recommendation by the board, be cancelled by resolution of members in general meeting.
- [2] Upon such cancellation, the membership fees of the member concerned shall be forfeited to the co-operative and the amount thereof shall be credited to the general reserve of the co-operative.

Cancellation when a member is non-active

18. [1] Whenever a member does not actively participate in the activities of the co-operative for a period of one year or has neglected to notify the co-operative of any change in his address, whereby the co-operative is prevented from contacting him, his membership may, on recommendation of the board, be cancelled by resolution of members in general meeting.
- [2] Upon such cancellation, the membership fees of the member concerned shall be forfeited to the co-operative and the amount thereof shall be credited to the general reserve of the co-operative.

RESIGNATION

19. [1] The resignation of a member comes into operation at the first meeting of the board held after the written resignation of the member has been received by the co-operative.
- [2] The membership of a member who has resigned, shall be cancelled by resolution of the board. The amount paid in respect of membership fees shall be forfeited to the co-operatives and credited to the general reserve.

Suspension and Expulsion

20. [1] A member who repeatedly contravenes a provision of this statute or who refuses to comply with such provision or to meet an obligation imposed on him by the co-operative under the Act or in terms of this statute or which he agreed to meet, may -
- [a] by resolution of the board, be suspended as a member for a period to be determined by the board but which shall not be longer than the date of the next annual general meeting;

- [b] by special resolution be suspended as a member for a period not longer than 12 (twelve) months from the date on which he is suspended;
 - [c] by special resolution be expelled from the co-operative.
- [2] The suspension of a member may be revoked by resolution of the board at any time.
21. [1] A member shall not in terms of clause 20 be suspended or expelled from the co-operative unless he has been given prior written notice of the board's intention to suspend him or to recommend to members that he be suspended or expelled.
- [2] The notice to such member shall contain the following particulars -
- [a] the reasons for the proposed suspension or expulsion; and
 - [b] a time when, and place where the member may appear in person, with or without witnesses, before the board or to which he may send a written statement signed by himself setting out his objections to the proposed suspension or expulsion.
- [3] The board shall, if it is decided to suspend or expel a member, notify him in writing of -
- [a] the date on which his suspension or expulsion comes into effect;
 - [b] the period of time during which the suspension will apply; and
 - [c] the disciplinary measures which will be taken.

Disciplinary measures

22. [1] While under suspension a member forfeits his right to attend general meetings.
- [2] The members by special resolution or the board may furthermore stipulate that certain or all transactions with a member shall be suspended for the period of his suspension.
- [3] The membership of an expelled member shall be cancelled by resolution of the board and upon such cancellation the member shall forfeit his membership fees and the amount paid in respect thereof shall be credited to the general reserve of the co-operative.

BOARD OF DIRECTORS

Management of co-operative

23. [1] The affairs of the co-operative shall be managed and controlled by a board consisting of a minimum of 4 and a maximum of 7 directors which number shall include the directors referred to in sub-clause [3] hereof. The directors shall, subject to the provisions of the Act and this statute, exercise the powers and duties of the co-operative.
- [2] The number of directors shall subject to the approval of members at the next general meeting, be determined by the board from time to time. If, however, the members do not approve the decision of the board and a vacancy arises as a result thereof, such vacancy shall be regarded as a casual vacancy to be filled in terms of clause 32.
- [3] The board may appoint non-members to the board in order to obtain expertise on the board: Provided that the total number of directors appointed by the board from non-members shall not exceed the number of directors elected from members.
24. Without prejudice to the provisions of clauses 32 and 34 of this statute, directors shall be elected at the annual general meeting.
25. Retiring directors are eligible for re-election.

Persons not qualified to be director

26. Without prejudice to the provisions of section 108 of the Act, no person shall hold the office of director if he -
- [a] carries on or manages any business or organisation, other than that in respect of co-operative undertakings, of which the nature of the activities undertaken are such that, in the opinion of the board, they take place in competition with the activities of the co-operative;
- [b] is a director of a non-co-operative undertaking which, in the opinion of the board, trades in competition with the co-operative.

Term of office

27. [1] The term of office of the directors of the co-operative shall be two years.
- [2] The directors to retire each year shall be those who have been longest in office since their last election at the annual general meeting but as between members who became directors on the same day, those to retire shall, unless they otherwise agree among themselves, be determined by ballot.

Nomination of directors

28. [1] Candidates for the position of director shall be nominated openly at the annual general meeting held for the purpose electing one or more directors.
- [2] Without prejudice to the provisions of clauses 32 and 34 a member, including a retiring director, qualifies for election as director only if he is nominated in terms of subclause [1].
- [3] [a] If the number of candidates nominated does not exceed the number of vacancies on the board to be filled such candidate or candidates shall be declared elected at the annual general meeting.
- [b] If the number of candidates nominated exceeds the number of vacancies on the board, as many directors as there are vacancies shall be elected from the nominees at the annual general meeting.
- [c] If insufficient or no candidates are nominated to fill the vacancies on the board, such vacancies shall be regarded as casual vacancies to be filled in accordance with clause 32.
29. Subject to the provisions of this statute and the Act the method to be followed in electing directors shall be as determined by the chairman of the meeting.

Voting of members for directors

30. At the election of directors a member shall vote for as many candidates as there are vacancies to be filled on the board and those candidates receiving the highest number of votes shall be declared elected.

Register of directors

31. A register of directors shall be kept at the registered office of the co-operative in which the following particulars in respect of each director shall be entered -
- [a] his full name and address;
- [b] the date of his election;
- [c] the term of office; and
- [d] the name and address of each co-operative or company of which he is director.

Casual vacancy on the board

32. Any casual vacancy occurring on the board during the year shall be filled until the next annual general meeting by a member appointed, by the remaining directors, subject to the provisions of clause 26. At the said annual general meeting a member shall, subject to the provisions of this statute, be elected to fill the casual vacancy. Any director elected at such annual general meeting shall not hold office for a period longer than the unexpired portion of the period of office of the director whose office became vacant.

Vacation of office

33. A director shall vacate his office -
- [a] if he becomes incompetent in terms of clause 26 of this statute to hold the office of director; or
 - [b] if he absents himself from more than three consecutive ordinary meetings of the board without its leave (and such leave shall not be granted for a period covering more than six consecutive ordinary meetings, unless the absence be on the business of the co-operative); or
 - [c] upon the expiry of 30 (thirty) days, or such shorter period as may be approved by the board, after he has resigned as a director of the co-operative; or
 - [d] if he is relieved of his office in terms of clause 34.

Director may be relieved of office

34. A director may, after due notice, be relieved of his office by resolution of a general meeting before the expiration of his term of office and another qualified member may be elected in his place at that meeting. Nominations for the election of such a director shall be made at the meeting. If that meeting does not fill the vacancy it shall be regarded as a casual vacancy. A director so elected shall not hold office for a period longer than the unexpired portion of the term of office of the vacating director.

Chairman and vice-chairman of board

35. [1] At the first meeting of the board held after the formation meeting and thereafter at the first meeting of the board held after every annual general meeting of members or when the necessity arises, the directors shall elect from among themselves a chairman and vice-chairman.

- [2] The vice-chairman shall act as chairman whenever last-named is absent or unable to act as chairman, and if both the chairman and vice-chairman are absent or unable to carry out the functions of the chairman, the board shall elect another director to act as chairman during such absence or incapacity.

Vacation of office by chairman and vice-chairman

36. [1] The chairman of the board of the co-operative shall vacate the office of chairman if he -
- [a] ceases to be a director of the co-operative; or
 - [b] resigns as chairman; or
 - [c] is relieved of the office of chairman by the board.
- [2] The provisions of sub-clause [1] shall be applicable mutatis mutandis to the vice-chairman of the board.

Board meeting

37. [1] A meeting of the board shall be convened by the board or the chairman of the board or any two directors of the co-operative and shall take place at least twice in a month and at least six members of the board will form a quorum.
- [2] The majority of directors shall constitute a quorum of a meeting of the board.
- [3] Questions arising at a meeting of the board shall be determined by a majority of the directors present at the meeting and in the case of an equality of votes, the chairman of the board or the person acting as chairman shall have a casting vote in addition to his deliberative vote.

Interests in contracts

38. A director of a co-operative who in a capacity other than that of director, member, affiliated member or duly authorised agent of the co-operative is interested in a proposed contract which the co-operative considers entering into or becomes interested in a contract after it has been entered into by the co-operative, shall disclose to the co-operative full particulars relating to the nature and extent of his interest in accordance with the provisions of section 117(2) or (3) of the Act, and may not vote in respect of such contract or proposed contract with the co-operative or any matter resulting there from, and if he does so vote, his vote shall not be counted.

Register of interests in contracts

39. The co-operative shall keep at its registered office, a register of interests of directors of the co-operative in contracts and shall cause to be entered therein particulars of every disclosure of interests in terms of clause 38 of this statute.

Minutes of meetings

40. [1] The board shall, subject to the provisions of section 113 of the Act, cause to be kept minutes of all proceedings of meetings of the board or a committee thereof and, within two months of the date of such meeting cause the said minutes to be entered in one or more books kept for that purpose at the registered office of the co-operative.
- [2] Minutes of a meeting of the board drawn up in accordance with sub-clause [1] shall be submitted at a board meeting as soon as possible, but not later than at the first board meeting held after the expiry of two months, reckoned from the date on which the meeting to which the minutes refer, was held.

Attendance register

41. Every director present at a meeting of the board or committee thereof shall sign his name under the date of the meeting in a register, with permanently bound pages, which shall be kept for that purpose. Such register shall be kept at the registered office of the co-operative.

Remuneration

42. All necessary and actual out-of-pocket expenses incurred by directors by reason of their attending meetings of the board or being engaged on the business of the co-operative may be refunded to them and the co-operative may also at the annual general meeting vote to the directors remuneration for their services during the previous financial year.

By-laws and fines

43. Without prejudice to the powers conferred by clause 23 of this statute it is hereby expressly declared that the board shall have power to make by-laws provided they are not repugnant to this statute.

Delegation of powers to a committee

44. [1] The board may delegate one or more of its powers to a director or to a committee, the members of which are directors of the co-operative or empower such director or committee to perform a duty of the co-operative or to act as its representative or agent.
- [2] Any director or committee of directors so appointed shall in the exercise of the powers so delegated, abide by such rules as may be made and follow such instructions as may be issued, in regard thereto, by the board.
- [3] The provisions of clause 40 shall mutatis mutandis apply to such a committee.

Insurance

45. The board shall provide for insurance of the assets of the co-operative, including cash, against loss or damage, and in respect of liability of the co-operative in regard to ordinary business risks and shall also provide for such insurance in respect of products and other goods whilst under the care and control of the co-operative.

MEETINGS OF MEMBERS

46. An annual general meeting of members shall be held within 120 days after the end of each financial year of the co-operative for the purpose of -
- [a] considering the financial state of affairs of the co-operative and dealing with the annual financial statements relating to the preceding financial year;
 - [b] electing directors and if necessary appointing an auditor;
 - [c] disposing of other matters which in terms of the Act or this statute can or should be disposed of at that meeting; and
 - [d] dealing with any general business, including any complaints that may be made by members.
47. Subject to the provisions of section 123(1) of the Act, the co-operative may from time to time in addition to its annual general meeting hold extraordinary general meetings of its members to dispose of any matter relating to its affairs specifically set out in the notice convening the meeting.
48. [1] An annual general meeting shall be convened on authority of the board.
- [2] An extraordinary general meeting shall be convened -

- [a] by the board; or
 - [b] by at least two directors of the co-operative; or
 - [c] by five or more members of the co-operative constituting in number at least 10% (ten percent) of all the members of the co-operative: Provided that such members shall not be entitled to convene an extraordinary general meeting unless they have beforehand in writing petitioned the directors to convene such a meeting and the meeting is not convened within 21 (twenty one) days reckoned from the date the petition was lodged, or unless for any reason there are no directors to whom such a petition can be addressed.
- [3] Any meeting convened in terms of sub-clause [2][c] by the requisitionists shall, as far as possible, be convened and held in the same manner as is prescribed for meetings convened and held by the board and any reasonable expense incurred by the requisitions in securing the names and addresses of members, in sending notices of the meeting to them and hiring accommodation for the holding of the meeting, if so resolved by such meeting, be refunded to the requisitions by the co-operative.

Notice of general meeting

49. [1] A general meeting shall be convened by at least 21 (twenty-one) days notice in writing to each member of the co-operative and these meetings shall be held at least twice in a month. The notice shall be exclusive of the day on which it is served or deemed to be served and of the day for which it is given.
- [2] The notice convening the meeting shall in addition to the time and place of the meeting state the purpose for which it is convened.
- [3] A notice may be delivered personally or be forwarded by post to the member at his registered address.
- [4] A notice forwarded by post shall be deemed to be delivered at the time when the letter containing the notice is posted and proof that the letter containing the notice has been correctly addressed and posted shall be sufficient proof that the notice has been delivered by post.
- [5] Non-receipt by a member of a notice of a general meeting of the co-operative does not render such meeting invalid.
- [6] If a notice of a meeting is returned to the co-operative because the member to whom it was sent is no longer resident at the registered address, the co-operative shall be relieved of its obligation to send further notices of meetings to the member concerned unless the member makes an appearance and requests that such notices be sent to his new address.

Quorum

50. [1] A quorum for a general meeting shall be constituted -
- [a] by at least five members, if the number of members of the co-operative is not more than fifty;
 - [b] by at least one tenth of the members of the co-operative, if the number of members of the co-operative is more than fifty but not more than two hundred;
 - [c] by twenty members plus at least one percent of the members of the co-operative in excess of two hundred, if the number of members of the co-operative is more than two hundred.
- [2] Notwithstanding the provisions of sub-clause [1], a quorum at a general meeting shall under no circumstances be constituted by less than five members, who are present in person.
51. No item of business shall be transacted at any general meeting unless a quorum of members is present during the time when the meeting is considering that item.
52. [1] If within one hour from the time appointed for the meeting a quorum is not present, the meeting -
- [a] if convened by members or in consequence of a petition of members, shall be deemed to be cancelled;
 - [b] if otherwise convened, shall be adjourned to the same day in the next week at the same time and place, or if that day is a public holiday, to the next day following which is not a public holiday.
- [2] If the same hall or building is not available for an adjourned meeting it may be held at another venue within convenient distance if members are advised of the change of venue either by notice posted at the original venue or by some other means.
- [3] If a quorum is not present within one hour after the time fixed for an adjourned meeting, the members present, provided they are not less than five in number, shall be deemed to constitute a quorum: Provided that a special resolution may not be passed by such a meeting.

Chairman of general meetings

53. [1] The chairman of the board or in his absence the vice-chairman or in the absence of both, another director elected by the meeting shall act as chairman of an

annual general meeting or an extraordinary general meeting with the exception of a meeting convened in terms of subclause [2] hereof.

- [2] A person elected by the meeting shall act as the chairman of an extraordinary general meeting convened by petition of members.

Voting by members

54. Subject to the provisions of section 128 of the Act, each member shall have one vote.

55. [1] Any matter for decision by a general meeting shall be decided by means of a vote on a show of hands or by ballot.

[2] A vote by ballot shall not be held unless it is demanded by at least five members present at the meeting.

[3] A vote by ballot shall be held in such manner as the chairman stipulates. Scrutineers shall be nominated to determine the result of the vote by ballot which shall be declared by the chairman of the meeting as the resolution of the meeting at which the vote was demanded.

[4] A declaration by the chairman that a resolution has, on a show of hands or by ballot, been carried, or carried unanimously or by a particular majority, or lost, and an entry to that effect in the minutes of the proceedings of the meeting, shall be conclusive proof thereof, without evidence as to the number or proportion of votes recorded for or against such resolution.

56. If no objection is raised in terms of the provisions of this statute against the validity of any vote cast at the meeting, whether on a show of hands or by ballot, every vote cast at the meeting, which has not been disallowed, should for all purposes whatsoever be deemed to be valid.

57. In the case of an equality of votes, whether on a show of hands or in a vote by ballot, the chairman of the meeting shall have a casting vote in addition to his deliberative vote.

58. Every matter submitted to a general meeting for decision, except for a matter requiring a special resolution, in terms of this statute and/or the Act shall be determined by a majority of votes recorded at the meeting.

Special resolution

59. A resolution by a general meeting of the co-operative shall, in terms of the provisions of section 130(1) of the Act, constitute a special resolution if -

- [a] the notice by which the general meeting was convened specified particulars of the proposed resolution and stated the intention to propose same as a special resolution; and
- [b] the resolution has been passed -
 - [i] in the case of a vote on a show of hands, by not less than two-thirds of the persons present at the meeting and entitled to vote in a vote on a show of hands; or
 - [ii] in the case of a vote by ballot, by not less than two-thirds of the votes of the persons present at the meeting and entitled to vote in a vote by ballot;
- [c] the resolution relates to -
 - [i] the conversion of a co-operative into a company or a close corporation; or
 - [ii] the winding-up of the co-operative; and was passed by at least 75% (seventy five percent) of the votes of all the members of the co-operative, both in a vote on the show of hands and a vote by ballot.

Minutes of general meetings

60. Subject to the provisions of section 131 of the Act, the co-operative shall cause minutes to be kept of the proceedings at general meetings and shall cause same to be entered within two months after the meeting in one or more books kept for that purpose at the registered office of the co-operative.

BORROWING POWERS

61. In terms of the provisions of section 53 of the Act, the co-operative shall not borrow or raise money or overdraw a banking account except on authority of a special resolution: Provided that the co-operative may borrow or raise money or overdraw a banking account without the said authority up to an amount not exceeding one half of the aggregate of its share capital and general reserve.

RESTRICTIONS RELATING TO UNSECURED LOANS

62. The board, if so authorized by members in terms of clause 61 of this statute, may, in addition to the loans secured by some or all of the assets of the co-operative, the issue of secured debentures and loans obtained from the commercial banks or any other financial institution, further raise loans from members subject to the following conditions:

- [i] No loan from any individual member shall amount to less than R1 000 (one thousand rand) and, for the purpose of this paragraph, every successive loan from any particular member shall be regarded as a separate loan;
- [ii] No loan shall be repaid within 12 (twelve) months after receipt;
- [iii] Interest shall be paid on loans at a rate per annum to be determined by the board from time to time;
- [iv] An acknowledgement of debt shall be issued in respect of each loan.
- [v] The acknowledgement of debt shall be freely transferable by means of a cession duly registered by the co-operative.
- [vi] Receipt of each loan shall be acknowledged by the following acknowledgment of debt, which shall incorporate either of the conditions [ii] or [iii] mentioned below -

"ACKNOWLEDGEMENT OF DEBT

We, the undersigned, director and secretary of the (name of co-operative) hereinafter called the co-operative, hereby acknowledge having received the sum of R..... (.....Rand) from (name) of(address) hereinafter called the owner, subject to the conditions -

[i] Interest at the rate of% (..... percent) per annum or such rate as the board may determine from time to time, shall be payable to the owner on or at the date of repayment.

[ii] The owner shall not have the right to demand repayment, but the co-operative, after having had the loan for not less than 12 (twelve) months, may repay such loan at any time after having given not less than 30 (thirty) days notice of its intention to repay such loan.

OR

[iii] The loan shall be repayable on the day of 20..... (which may not be less than 12 (twelve) months from the date of this acknowledgement of debt): Provided that the board of the co-operative may defer the repayment if the circumstances of the co-operative at the date of repayment of the loan, render such deferment necessary: Provided further that the board of the co-operative shall submit for confirmation to the first succeeding general meeting of members its resolution to defer repayment of a loan and if the resolution of the board is not confirmed by that meeting of the co-operative, the loan shall be repaid within 7 (seven) days of the date of such meeting.

Dated at this day of 20.....

DIRECTOR

SECRETARY"

ACCEPTANCE AS LOANS OF AMOUNTS OWING TO MEMBERS

63. Notwithstanding the restrictions imposed by the preceding clause, the co-operative may, upon the written request of any member, hold on his behalf, at or without interest, any moneys which have bona fide become payable by the co-operative as bonus on business done with the co-operative on condition that such member gives his agreement in writing that such moneys shall be repayable exclusively at the discretion of the board.

BANKING ACCOUNT

64. [1] The co-operative shall open a banking account in the name of the co-operative in which all moneys received shall be deposited as soon as possible after receipt thereof.
- [2] Cheques drawn on the banking account shall be signed by two of the directors or a director and the manager or another senior officer of the co-operative authorized thereto by the board and shall be countersigned by the secretary or other senior officer authorized thereto by the board: Provided that a cheque shall not be signed and countersigned by the same person and that adequate security shall be furnished for all officers who are authorized to sign or countersign cheques.

FINANCIAL YEAR

65. The financial year of the co-operative shall end on the last day of **February** of each year.

FINANCIAL RECORDS

66. [1] The co-operative shall cause to be kept, such accounting records as are necessary fairly to reflect the state of affairs and business of the co-operative and to explain the transactions and financial position of the business of the co-operative including at least the records, registers and statements of account stipulated in section 134 of the Act.
- [2] The accounting records shall be kept at the registered office of the co-operative and shall be available at all times for examination by the directors.

Annual financial statements

67. [1] The co-operative shall, in terms of the provisions of section 135 of the Act, in respect of each financial year of the co-operative cause annual financial statements to be drawn up.

- [2] The provisions of sections 135 to 142 of the Act are applicable to the annual financial statements of the co-operative.

AUDIT

68. An auditor shall be appointed, his duties regulated and his remuneration fixed in accordance with the provisions of sections 143 to 156 of the Act.

SURPLUS

69. The surplus resulting from the operations of the co-operative during any financial year shall be applied by resolution of the annual general meeting for that year: Provided that -

- [a] the amount which is set aside out of the surplus as a reserve shall not be less than the amount determined by the board;
- [b] the amount which is available out of the surplus for distribution to members shall be applied to pay bonuses to members in accordance with the provisions of clause 70.

PAYMENT OF BONUS

70. The amount mentioned in clause 69[b] shall, subject to the provisions of sections 80 and 84 of the Act, be allocated to members according to the patronage proportion and the amount allocated to a member shall, by resolution of members at the annual general meeting mentioned in clause 69, be applied by paying it out in cash.

71. Any bonus declared payable to members shall not earn interest from the co-operative.

72. Any bonus remaining unclaimed for a period of 3 (three) years from the date on which such bonus was declared payable may, by resolution of the board, be declared forfeit and added to the general reserve of the co-operative.

BUSINESS

73. The business of the co-operative shall be the carrying out of all or any of the objects mentioned in clause 6 of this statute on such terms and conditions as may from time to time be decided on by the board: Provided that the board may not purchase or sell any land unless such transaction has been approved by special resolution of a general meeting of the co-operative.

NON-MEMBER BUSINESS

74. The value of non-member business undertaken by the co-operative in any financial year shall not exceed the value of member business conducted by the co-operative during that financial year.

AMENDMENT OF STATUTE

75. The statute of the co-operative may be amended by special resolution only.

APPOINTMENT OF COMMITTEE BY MEMBERS

76. [1] By resolution of a general meeting of members or of a meeting of the board, a committee may be appointed to carry out any special task that may be deemed desirable.
- [2] A committee so appointed shall, in carrying out the special task with which it has been charged, abide by the rules made and follow the instructions issued by the members and/or the board.

COPY OF CERTIFICATE OF INCORPORATION AND OF STATUTE

76. At the registered office of the co-operative shall be kept the certificate of incorporation and a true copy of this statute.

GENERAL

78. The co-operative shall sue and be sued in the name of the co-operative and all powers of attorney and documents in connection therewith shall be signed by the chairman of the board, or any director lawfully acting in that capacity, and by the secretary.
79. Any immovable property acquired and held by the co-operative shall be registered in the name of the co-operative

LIQUIDATION

80. In case of liquidation the patronage proportion mentioned in section 224(4) and (5) of the Act, shall be determined for either the fifteen years which preceded the commencement of the winding-up of the co-operative or the period for which the co-operative has existed, whichever period is the shorter.

APPLICANTS FOR MEMBERSHIP

(Signature of each applicant)

WITNESS(ES)

(Signature(s))

1. C.N. Mahubane

1.

[Signature] aten

2. R.M. matlala

2.

[Signature] aten

3. L.R. maiope

3.

[Signature] aten

4. M. MaMaita

4.

[Signature] aten

5. M.e Mqkaba

5.

[Signature] aten

6. MAMONYAME

6.

[Signature] aten

7. M.N. Mariki

7.

[Signature] aten

8. S.g Moropane

8.

[Signature] aten

9. I.M. Mqkaba

9.

[Signature] aten

10. Gm. Mahubane

10.

[Signature] aten

11. S.E MAHUBANE

11.

[Signature] aten

No. 1916	
REGISTERED IN THE REGISTER OF CO-OPERATIVES.	
BOOK CS	FOLIO 1026
THIS 24	DAY OF OCTOBER 2006
AT PRETORIA.	
<i>[Signature]</i>	
REGISTRAR OF CO-OPERATIVES	

APPENDIX C

MINUTES

12 MAR 2003

MEMBERS MEETING

OPENING : M. Mamaila
 WELCOMS : C.N. Malubane
 REPORT BACK : From Nebo Steering Committee.
 STATEMENT REPORT; S.S Ntswane
 CLOSURE

3. Report from Nebo Steering Committee.
 The election of other committee from members of steering committee, Africare, D. of Agriculture and others. They are chosen to follow the project things if they didn't work properly. They elect eight members as follows:

- i) From Africare (Mr. Kock, Mr. N. Modatla & Mr. H. Mabea).
- ii) STEERING COMMITTEE (Mrs. Malubane and Mrs. Morareng / Mrs. Melape).
- iii) S.F.A.I. (Mpho Molaba)
- iv) D. of Agriculture (Mr. R. Marisane)
- v) Municipality (not done)

CLOSURE by L. Malope.

-And those who pay by less prices they can have ~~and~~ other dividends according to our money. We can sell every thing to increase our co-op excepte alcohol. We are allowed to lighted other members permanent according to the business.

ii) Authorizing > Mr. Matlala and Mr. Machika they authorizing book where the co-op have the shotes of money.

iii) Who is responsible to look inside our books,
- Those who help us are allowed to see our book
- If someone ask to see the books, we have right to ask him/her what he what to know about our book.

- National dep. of Agric (Matlala and Machika)

iv) Training of planting groundnuts.

- Machika said he will take the responsible to find some ~~someone~~ who can help us.

15. CLOSURE.

11 MARCH 2003

AGENDA

- ① OPENING : Prayer
- ② WELCOMING : C.M. Mahubane
- ③ APOLOGY : B. Kock (he will be late)
- ④ PURPOSE OF THE MEETING
 - (i) MEMBERS FEE
 - (ii) LIMIT OF MEMBERS
 - (iii) BUYING BOOKS
 - (iv) WHO IS RESPONSIBLE TO LOOK INSIDE OUR BOOKS
 - (v) TO KNOW HOW TO PLANT GROUNDNUTS

(i) LIMIT OF MEMBERS FEE

The members who stated project they have no right to join with by joining fee.

- They must write their name and the total money they donate and that they work by their hands. Collected kind contribution

- On the coming years co-op can change the joining fees according to board, after their meeting.

(ii) LIMIT MEMBERS > We are allowed to have other member who are not inside working everyday.

> He/she joins by joining fee and pay at by less price. Other members are the one who plant, selling and shop owner.

04 March 2003

MEETING OF MEMBERS

- 1) OPENING ; M. Mamalla
- 2) WELCOME ; C. M. Mahubane
- 3) MOOPANE AND PROBLEM OF (Matlala and Machika)
- 4) FINANCIAL REPORT: We have R226,51 of our profit
- 5) BO-HOLE
- 6) VOTE OF THANKS
- 7) CLOSURE

MOOPANE → We fill so excited to hear the name kodumela on the radio and seen our self on T.V, we are so happy, thanks to Africare to invite those unkind of visitors. And thanks to God to gave us the ^{opportunities} to stay even if we don't have anything inside our pocket.

We have a problem of the visitors called Machika and Matlala. First visit kodumela last secer one tolled us that they can't go dip in side our books without Africare. But on the 24th of february ask to see our book we try to stop them but we didn't stop them.

28 NOVEMBER 2002Reportback

- 1) OPENING > C. N. Makubane
- 2) WELCOME! M. Madibiso
- 3) APOLOGY > one of us is out for marketing
- 4) QUOTATIONS
- 5) REPORT BACK FROM steering committee
- 6) BO-HOLE

4. We have two quotations. One from Mrs. Mokwena

- It ~~have~~ no limit days
- Deposit needed
- For one person R150,00.

Other from Lafeta knitting

- It have limit days (25 days)
- No deposited needed
- For one person R150,00

5. Reportback from steering committee

- Report about landbank (people borrow money from landbank there after they destroy their projects.
- Backpackhouse > Members of steering committee are no longer involve, only backpackhouse committee.
- Tendering > one of member report to steering committee about Bosele tender. They tell us to write a letter to Bosele to stop tender with them.

> Computer training (10 computers)

6. Bo-hole > 1000 litres ^{can} came from our bo-hole

Next meeting 09 April 2003

CLOSURE! Prayer C. N. Makubane

24 June 2002

MEMBERS MEETING

AGENDA

1. PRAYER (C.N. Malubane)
2. WELCOME (C.N. Malubane)
3. APOLOGY: L.R. Malope
4. MINUTES OF LAST MEETING
5. REMARKS!
6. REPORTS FROM LOBETHAL (C.N. Malubane & S.S. Mtsuwa)
7. GENERAL REPORT!
8. CLOSURE

4. a) On the 28 of June, we must phone Mr. B. Kock to let him about the structure.

b) Bosote > Because is the first time for us our diverting. We need to talk face to face ^{to} ~~so the~~ crew big. On August we will phone them to here about the situation.

f) Our year started at March end at February. We must fine the outposts for our books.

d) Way-forward -> to buy and to sale.

e) We were written a letter to Marble-hall Municipal for extension pipe to kodumela.

b. Reportback from Lobethal -> Sophy and C.N. Malubane gave the members all things we do at Lobethal

We must be one thing, Caring to geter.

Closure!

27 May 2002MEMBERS MEETINGAGENDA

1. Opening / Modibelo Mamaila
2. Welcome / C. M. Makubane
3. Reportback (from Africare strategic plan presentation)
4. Preparation for visitors from U.S.A
5. Reportback from Bosele
6. Reportback from Janefusa and Nebo
7. Finance
8. Way forward
9. Closure

3. About money -> Africare divide their money in ^{to} two pieces (Phase one and phase two). Building is for Kolumela and Backhouse.

- For Kolumela (money)

i. R200,000,00 -> for building

ii. R63,500,00 -> for feasibility study (3 months)

TOTAL R263,500,00

CAPACITY -> is divided into two pieces

> one is for building and water dipping

> two -> R30,000,00 for trainings to each project.

14/15 Preparation of visitors -> Mawing Shatter

> Foods for our visitors

15. Reportback from Bosele -> they meter an aquimant paper to show us how many buckets of parmutbutter they needed (20x20kg) every month.