

**THE IMPACT OF POVERTY ALLEVIATION PROJECTS IN GA-MOLEPO
AREA IN POLOKWANE MUNICIPALITY, LIMPOPO PROVINCE**

BY

KGANYAGO MAPHEE STEPHEN

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SUPERVISOR: PROF. M. LESAOANA

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Declaration

I, the undersigned, hereby declare that this mini-dissertation is my own product. It is my original product submitted in July 2008 to the Turfloop Graduate School of Leadership, University of Limpopo. In the case where the study might contain any quoted source that is not acknowledged, it is unintentional.

Signature

Date

Acknowledgements

There is no greater and difficult assignment than the task of extending sincere gratitude to the people who assisted one in life. The choice of appropriate words, how to string together pleasant sentences and a multitude of other concerns, all add to the difficulty of executing a marvelous job: that of extending one's gratitude to the people who really deserve it. Nevertheless, I would like to thank the following precious people: (1) my late mother; Kganyago Maruke Sebolaishi Molelo Matshipi. Mother, I would like to say this to you, "You always did your best for your children! May Kganyago ancestors and God be with you." (2) My wife, Kganyago Nakedi *Taini* Queen, "Without you, I will be nothing". (3) My son, Kganyago Mautla Thabiso, "Mfowethu, your daddy is very proud of you". (4) My sister Molepo (Kganyago) Sejabaledi Maggie, brothers Kganyago Kibi Kererile and Kganyago Mautla, "My siblings, your constant motivation not only gave me strength, but purpose in life." (5) My brother Kganyago Sampepa Jerry, "You could have been a millionaire by now, but you sacrificed your household's income for my education. A million thanks to you will be an understatement of the millennium", and to your cousin, Mr. Seimela Mahlaku Peter whose carefree never say die attitude motivated me a great deal. (6) My sister's second born, Mr. Molepo Makati Stephen, who really sacrificed a lot of his time by typing this document. "Thank you". Not forgetting to mention the support of my sister's other children: Makhudu, Malesela, Pateng and my brother's children: Jim Thole, Tshepisho, Seja, Nakedi, Matshipi and Maphotla. (7) Mrs. Ramoshaba (Molepo) Mogaladi Tryphina, you have fruitfully assisted me a lot-thousands thanks cannot be enough! Thank you.

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ABSTRACT

This study took place in four villages at gaMolepo area. The villages form part of wards three and four of the Polokwane municipality in the Limpopo province, Republic of South Africa. The purpose of the study is to explore factors that might have an impact on the communities' anti-poverty projects. The study focuses on four projects: two agricultural projects and two non-agricultural projects. The study applies both the qualitative and quantitative methodologies to collect and collate data from the projects. The findings of the study largely confirm what other researchers have already discovered, such as: the role played by the educational level of the beneficiaries of these projects on the success of their projects. The best performing project has 70% of its members who attained secondary education, and the worst performing has only 16.7%. Projects in which the beneficiaries show the best level of dedication and commitment as measured by the rate of members' absenteeism succeed, unlike those having the highest rate of absenteeism. The top two best performing projects keep proper accounting records and have appropriate leadership than the bottom two least performing projects (Sehlale Women's project and Bethel Vegetable project). The majority of members of these projects, as in most rural areas, are women. Interestingly, the top best performing project is registered as a Close Corporation. This might suggest that an anti-poverty project, which is accountable to the taxpayer, as in a Close Corporation, is likely to be successful as the law compels it to adhere to strict business practices. The same cannot be said of the Non-Profit Organisations. One noteworthy finding is an observation that the worst performing projects (Sehlale Women's Club and Bethel Vegetable project) comprise largely of pensioners (58% and 57% respectively), and show the highest degree of disunity. However, the researcher suggests further in-depth research on the impact of anti-poverty projects registered as Close Corporations versus Non-Profit Organisations. Furthermore, the findings that the least performing projects tend to have the majority of pensioners and are the most disunited need further research to determine whether they perform poorly because of disunity, or because the members are pensioners, or both.

Table of Contents

	Page
Declaration	2
Acknowledgements	3
Abstract	4
Chapter 1: Introduction and context of research	
1.1. Introduction	11
1.2. Statement of the Problem	12
1.3. Motivation of the study	13
1.4. Aim and objectives of the study	13
1.5. Definition of concepts	14
1.6. Significance of the study	17
1.7. Research questions	17
1.8. Ethical considerations	17
1.9. Conclusion	18
Chapter 2: Literature Review	
2.1. Introduction	19
2.2. Poverty overview & anti poverty strategies	22
2.3. Foreign aid and poverty	26
2.4. Social welfare	28
2.5 Access to resources	29
2.6. Agriculture and poverty alleviation	30
2.7. Community development projects	32
2.8. Poverty alleviation in the Limpopo Province	35
2.9. Conclusion	43

Chapter 3: Research Methodology

3.1. Introduction	45
3.2 Research design	45
3.3. Area of the study	47
3.3.1. Location	47
3.3.2. A brief overview of the projects	49
3.4. Sampling methods	49
3.5. Choice of instruments	49
3.6. Data collection procedures	50
3.7 Conclusion	51

Chapter 4: Results and Analysis

4.1. Introduction	52
4.2. Establishment of poverty alleviation projects in gaMolepo area	52
4.3. Contribution of projects in poverty alleviation in gaMolepo area	55
4.4. Factors affecting the impact of poverty alleviation projects	59
4.4.1. Managerial and leadership skills	60
4.4.2. Acquisition of assets	62
4.4.3. Respondents and dependents per project	63
4.4.4. Social Grants	64
4.4.5. Educational level	65
4.4.6. Confidence in the managerial team, fairness, commitment and community support	67
4.4.7. Human relations	69
4.5. Limitations to the study	70
4.6. Concluding remarks	70

Chapter 5: Summary, Conclusion and Recommendations

5.1. Introduction	71
5.2. Conclusion	72
5.3. Recommendations	73
5.4 Concluding remarks	75
References	76
Appendices	71

Tables

Table 2.1. The population of Limpopo by Census 2001

Table 3.1. Variables and measurements having an impact on poverty alleviation projects

Table 3.2. Population estimates per project

Table 4.1. Initial and additional capita for the four projects

Table 4.2. Employment status of each project

Table 4.3. Range of household income and project income

Table 4.4. Responses by project members and management on corrective measures to sustain the project

Table 4.5. Number of respondents and dependents per project

Table 4.6. Range of human relations

Figures

Figure 2.1. Limpopo's dependency rate by municipal district: Census, 2001

Figure 4.1. Project members with or without assets

Figure 4.2. Percentage of women and men in the projects

Figure 4.3. Social grants received by households

Figure 4.4. Educational levels of project members

Figure 4.5. Fairness, community support, commitment and confidence in their management

ACRONYMS/ ABBREVIATIONS

ABSA	: Amalgamated Banks of South Africa
CBPWP	: Community Based Public Works Programme
CC	: Close Corporation
CMIP	: Consolidated Municipal Infrastructure Programme
CSG	: Child Support Grant
CSIR	: Council of Scientific and Industrial Research
DG	: Disability Grant
DRC	: The Democratic Republic of Congo
EPWP	: Expanded Public Works Programme
FEM	: Food Energy Method
GCIS	: Government Communication and Information System
GEAR	: Growth, Employment and Redistribution Programme
HIV/AIDS	: Human Immune Virus/ Acquired Immune Deficiency Syndrome
ICP	: International Comparison Programme
ILO	: International Labour Organisation
IMF	: International Monetary Fund
KG	: Kilogram
LDHSW	: Limpopo Department of Health and Social Welfare
m	: Meter
ml	: Milliliter
NDA	: National Development Agency
NGOs	: Non-Government Organisations
NPO	: Non- Profit Organisation
NO.	: Number
OAP.	: Old Age Pension
PCP	: Private Consumption Poverty
PPP	: Purchasing Power Parity
PRIIF	: Poverty Relief and Infrastructure Investment Fund
RDP	: Reconstruction and Development Programme
RSA	: Republic of South Africa
Saps	: Structural Adjustment Programmes

Stats SA : Statistics South Africa

UNDP : United Nations Development Programme

CHAPTER 1

Introduction and Context of Research

1.1. Introduction

Although many questions concerning the most effective poverty alleviation strategies remain unresolved, the consensus is that poverty will continue to be a major development concern (Bamberger & Aziz, 1991:5). The problem of poverty has prompted governments and non-governmental organisations to devise strategies to alleviate it. From the 1960s to the 1980s, many poverty alleviation strategies were based on economic growth with emphasis on heavy capital investments and/or an emphasis on human capital investments.

However, these strategies have failed in reaching out to the poor (Bamberger & Aziz, 1991:3). Pearce (2002:62) asserts that economic growth does not guarantee human development. For example, between 1966 and 1980, Botswana's economic growth was 8,3% (due to the discovery of diamonds) but 45% of Botswana's population lived below the poverty line. Between 1989 -1990, 55% of Botswana's population received income below the poverty line. Nevertheless, some poverty alleviating strategies have benefited the poor, for instance, social safety nets and targeted programmes for the poor and the vulnerable in Chile and Costa Rica; the Maharashtra Employment Guarantee Programme that was actually a Public Works Programme for rural population in India; and the FUNDASSAL low cost housing programme in El Salvador (Bamberger & Aziz, 1991: 3, 11, 12).

To successfully implement poverty alleviation programmes in South Africa, the following legislative instrument should be taken into account:

Chapter 2, Article 27 of the South African Constitution (RSA, 1996: 13) states that," everyone has the right to have access to health care services including reproductive health care, sufficient food and water and social security, including, if they are unable to support themselves and their dependents, appropriate social assistance."

The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights. The South African government, therefore, uses various strategies like the Reconstruction and Development Programme (RDP), to break and also reduce the circle of poverty. This is realised by enabling the recipients of poverty alleviation programmes to earn a living.

1.2. Statement of the problem

There is an assumption that poverty alleviation strategies deal much with the consequences and remedies of the problems that affect the sustainability of poverty alleviation projects, because, firstly, local people do not have the accurate knowledge and required skills that are needed in the projects for good management and proper daily operation of the projects in the technical level. Secondly, beneficiaries themselves do not have the financial management and marketing skills that are required to ensure continuous income generation in the projects. Thirdly, there is lack of support from the community in buying local products. The above mentioned problems are identified as challenges facing poverty alleviation projects in South Africa's rural communities.

In his inauguration speech in 1994, former president Nelson Mandela of the Republic of South Africa (RSA) echoed the spirit of Chapter 2, Article 27 of the Constitution, as already stated, by saying: "We pledge ourselves to liberate all our people from the continuing bondage of poverty, deprivation, suffering, gender and other discrimination" (Mandela, 1994:115). It is, therefore not surprising that apart from millions of rands spent annually on various social grants, the National Department of Social Welfare has spent millions of rands on poverty alleviation projects. These projects usually target women, the youth and the vulnerable. Unfortunately, some of these projects are unable to sustain themselves. The South African's government, together with other non-governmental organisations that have embarked on poverty alleviation in the Limpopo Province, have introduced various strategies to ensure sustainable livelihood in the province. It has been proven that the knowledge, skills of the persons and available assets are the core ingredients to the success of poverty alleviation projects (Chambers, 1994).

1.3. Motivation of the study

Polokwane Municipality, as part of Limpopo Province (which is regarded as one of the poorest provinces in South Africa), has, as its primary aim, to give the poor-the poor of the poorest, a better life. It therefore addresses challenges such as lack of housing, unemployment, illiteracy, and accessibility to clean water, supply of electricity, sanitation and others, as a way of breaking the cycle of poverty. The study is triggered by the keen interest the researcher has on factors that affect the sustainability of poverty alleviation projects in gaMolepo area, in Limpopo Province. Little has been done on poverty alleviation projects in the Polokwane Municipality; the study aims to broaden insight and understanding of the factors that affect the success rate of poverty alleviation projects in rural areas.

The researcher is curious to find out the reasons why people who regard themselves as poor, and get funded by the government or non-governmental organisations to alleviate their poverty status through various projects, suddenly or gradually run these projects to the ground or these projects become stagnant. It is also the view of the researcher that the study will reveal answers that may serve as guidelines on how projects could be sustained.

1.4. Aim and objectives of the study

It is the intention of this study to find out the factors that affect the growth of poverty alleviation projects in the Molepo area, with reference to Bethel Vegetable Project, Molepo Bakery Project, Sehlale Women's Cub project and Stimora Horticultural Project.

The objectives of this study are, namely:

- ❖ To investigate the establishment of poverty alleviation projects in Ga-Molepo area;
- ❖ To investigate available assets used in the poverty alleviation projects in Ga-Molepo area;

- ❖ To investigate factors affecting the sustainability of poverty alleviation projects, and
- ❖ To make recommendations on how to modify the establishment procedure of poverty alleviation projects, if necessary.

1.5. Definition of concepts

Poverty

Kambur and Squire (1999:1) and Hall (1999:8) are of the opinion that poverty implies that significant numbers of people are living in intolerable circumstances where starvation is a constant threat, sickness is a familiar companion and oppression is a fact of life. According to them, poverty includes dimensions such as; living standards, longevity, literacy, healthiness and vulnerability to risk, powerlessness and lack of voice, uncertainty, peace and security. This definition encompasses both absolute poverty and Sen's capability approach definition. The former refers to a condition so characterised by malnutrition and disease as to be beneath any reasonable definition of human decency-focusing on dimensions of poverty mentioned above. The latter focuses on the substantive freedoms people enjoy leading the kind of life they have reason to value, such as poverty's dimensions already mentioned. According to Kambur and Squire (1999:23), the death rate is the best instrument for measuring the variations in the physical wellbeing of the people, and it was found that the mortality rate amongst the very poor is more than twice as high as amongst the best paid section of the working class.

Lipton (1997:2003) defines poverty in terms of absolute private consumption poverty (PCP) per person falling below a poverty line such as Z dollars (internationally accepted as \$1a day or \$2 dollars a day at 1985 prices. This poverty line may be set by the food energy method (FEM), that is, where dietary energy intake per adult equivalent has an expected value just enough to meet requirements or by the purchasing-power parity (PPP) method, that is, where Z's value in standardized 1985 dollars and prices just suffices to buy a set amount, for example, \$1 worth a day, of the consumption-bundle of a citizen of "Earthia".

The South African government defines poverty in terms of both the access-based approach (shades of capability approach) and the income-measure approach (Leibbrandt et al, 1995:2). The access-based approaches focuses on the type of dwelling, access to safe water, energy for lighting and cooking, sanitation and refuse removal. Wilkins (1998:3) adds that dimensions such as, nutrition, access to health services and employment are also included in the access-based approach. In addition to the access-based approach, the provincial's Limpopo Department of Health and Social Welfare (LDHWS) regards R1, 500 per month as the minimum level of income required to fulfill subsistence and produce needs. If people are found to fall below this level of income, they are deemed poor (Nkadimeng, 2005:2). Poverty, as viewed by the South African government and its province-Limpopo- is used in this study.

Though the above-mentioned definitions of poverty are regarded as useful instruments in measuring poverty levels, other researchers call for caution on the total reliance on them as a measure of poverty. Reddy and Pogge (2005:15) mention that there is empirical evidence that the use of the existing PPP's within the money-metric approach has indeed resulted in substantial distortions to estimates of the true pattern and extent of absolute poverty in the world. One valuable example is the evidence that the poor pay more for the same commodities than the non-poor, as in semi or peripheral rural areas, and that the differences in the prices paid by the different income groups are greatest in the poorest regions as revealed in Zambia(1999) and South Asia(2000) The example just mentioned therefore suggest that the use of PPPs based on prices observed to be paid by the non-poor may be misleading insofar as the poor tend to pay different prices for these same goods than the non-poor(Reddy and Pogge,2005:26). Lanjouw (2001:21) also maintains that all poverty lines incorporate normative assumptions and elements of arbitrariness, and no poverty line is therefore objective. Lanjouw(2001:1) further states that across different countries ,regions, communities and even families, the identity of the poor, the degree of their poverty ,and its causes will differ. He also cites anomalies in some of the types of poverty(lines), such as; income poverty, which is basically alleviated through the provision of free or subsidised public goods and services as controversial as it could be determined by the availability of government funds, not by deprivation or need. The reality of the relative poverty line is also suspect as it concentrates only to the percentage cut-off point in welfare

distribution such as income or consumption level below, say the bottom 30% of the population. The problem is, there is always a bottom 30% of the population even if living standards improve; and another problem with the headcount measure is that, it is entirely insensitive to the degree of poverty as it does not reveal as to whether a person is just under the poverty line or far below it(Lanjouw, 2001:3)..

Sustainable

According to Growther (1999:1204), sustainable is “that which can be kept going or maintained”. Rooney (1999:1882) defines it as an ability to be maintained or maintaining an ecological balance, exploiting a natural resource without destroying the ecological balance of a particular area. Thompson (1995:1405) regards the concept as development that conserves an ecological balance by avoiding depletion of natural resources. For the purpose of this study, the concept sustainable will entail that, for a project to be kept going, project members should show commitment, in other words, engage themselves in the project with all their senses and dedication; be devoted to the project and show perseverance in persisting in a course of action; and be untiring and steadfast in their job.

Management

Growther (1999:712) defines management as “the control and making of decisions in a business or similar organisations”. Rooney (1999:1476) refers to the concept as “the organising and controlling of the affairs of a business or a particular sector of a business”. Smit and Cronje (1999:11) define management as the process of planning, organising, leading and controlling the resources of the organisation to achieve the stated organisation goals as efficiently as possible. In this study, management will entail the control of a business or similar organisation in such a way that it generates enough returns to sufficiently enable its members to enjoy satisfactory returns on their investments.

Project

Gido and Clements (1999:4) define a project as an endeavour to accomplish a specific objective through a unique set of interrelated tasks and the effective utilisation of resources. Mayor (2003:4) refers to this concept as “a unique set of coordinated

activities, with definite starting and finishing points, undertaken by an individual or organisation to meet specific performance objectives within a defined schedule, cost and performance parameters". The American Project Management Institute (as cited in Heerkens, 2002:2) regards a project as a temporary endeavour undertaken to create a unique product of services. The researcher thus regards a project as an endeavour by a person or group of people to better their lives through a particular task or tasks, by achieving their objectives through showing consistent growth and the consistent generation of benefits to the beneficiaries.

1.6. Significance of the study

The findings of this study should hopefully, if implemented, enhance the sustainability of the four projects to be studied, maybe including even others. This would ensure that public funds used to finance these projects realise the state's objectives of bettering the lives of the projects' members. Furthermore, the findings of this study would not only add to existing knowledge about poverty alleviation projects, but could form a basis for further research. The Limpopo Department of Health and Social Welfare (LDHSW) might also use the findings to assist various poverty alleviation projects of this and similar nature. The researcher also intends to be a registered community developer.

1.7. Research questions

The study addresses the following research questions:

- ❖ What internal factors contribute to the success rate of poverty alleviation projects?
- ❖ What external factors contribute to the success rate of poverty alleviation projects?
- ❖ How do these factors affect the success rate of poverty alleviation projects in gaMolepo area?

1.8. Ethical consideration

The researcher first sought permission from the project members on allowing their project to serve as the researcher's unit of study. After permission was granted, the respondents were assured of the anonymity and confidentiality on their responses.

There was no form of deception of the respondents. The researcher did not expose the respondents to any possibility of physical or emotional harm. There was an informed consent which ensured projects' members co-operation, while also resolving or at least relieving any possible tension, aggression, resistance or insecurity of the respondents (De Vos:27). The researcher had not violated the privacy of the respondents.

The researcher also undertakes to present a final written report that is objective, clear, and unambiguous and has all essential information.

1.9. Conclusion

This section deals with the underlying motivation for undertaking this study. The motivation is based on the challenges that anti-poverty projects seem to content with. It also outlines the aims, objectives and definitions of key concepts of this study. However, as the study is based mainly on poverty and anti-poverty strategies, it therefore presents an in-depth explanation of the concept of poverty than the other concepts. The researcher also shows how the study will adhere to acceptable ethical standards of research.

Chapter 2

Literature Review

2.1. Introduction

From ancient times, people from different societies considered poverty to be an inescapable fact of life. Most societies regarded it as a form of a curse. Book International Inc.(1996:730) mentions some of the methods that these ancient societies used to fight poverty: Some religions, such as Buddhism, Judaism, Christianity, and Islam included almsgiving (charitable donations to the poor) as an essential part of their code of life. Under medieval feudalism, each lord of the manor was responsible for relief of the needy in his own area. With the end of feudalism, that responsibility passed to the local community where the church or local government usually provided relief. In Britain, a system of “poor law” eventually grew up whereby homeless families lived off the parish through the payment of outdoor relief. In the 1800s, the system was changed so that the homeless were forced to live in workhouses, and those who would not, received no compensation.

As in ancient times, poverty alleviation and its eventual elimination still occupy a central position in the developing countries, particularly in Africa, where poverty remains a pervasive issue (Hall, 1999:6). It is for this reason that various anti-poverty strategies have been implemented by different countries with varying degrees of success (Bamberger & Aziz, 1991:3; and Pearce, 2002:62). The people-centered development emphasises the notion that good development is not to develop things, but to develop man. This statement was actually carried forward by the World Summit for Social Development held in Copenhagen in 1995. This summit stressed that people living in poverty must be empowered through organisation and participation in all aspects of political, economic and social life and in planning and implementing policies that affect them, that the poor be enabled to use their own experiences on livelihood systems and survival strategies (Pearce, 2002: 65).

This latter approach is in direct opposition to early approaches that presumed that too much involvement of the masses in decision-making would impede growth, because

ordinary citizens lacked the foresight and imagination required to plan for the future (Pearce, 2002: 62). The approach led to Botswana's decline in the 1960 - 1990s as only the major ethnic group was involved in decision-making while other subordinate ethnic groups were not given a chance to participate (Pearce, 2002: 69). However, the Botswana government eventually introduced the Participatory Rural Appraisal Model (Pearce, 2002: 69), which constitutes a family of approaches and methods that enable people to share, enhance and analyse their knowledge of life, conditions, and to plan and act.

Governments, together with civil society worldwide, are in a perpetual struggle to combat poverty. Poverty is considered the main evil that must be alleviated. Since 1994, the International Labour Organisation (ILO) still stands by its Philadelphia Declaration that poverty anywhere is a threat to prosperity everywhere (Pearce, 2000:34). Though there is no universal definition of poverty, studies have revealed that the majority of the poor live in rural areas (Wilkins, 1998:33), and while poverty is not a rural issue, the risk of becoming poor remains significantly higher in rural areas than in urban areas (Malefane, 2004:82).

However, there is no consensus among researchers as to whether the world poverty rate has decreased or increased. Dollar (2001:1) however, maintains that globalisation has decreased the world poverty. He maintains that for the period 1993-1998, the number of absolute poor people living on less than \$1 day at PPPs 1995 prices in the globalising developing countries declined by an estimated 120 million, while poverty increased in the non-globalising developing world by 20 million. Dollar (2001:2) maintains that globalisation not only redistributed income among groups, but also decreased inequality as well. Dollar (2001:2) describes globalisation as the growing integration of economies and societies, capital, people and ideas. Even in South Africa, Van der Berg et al (2006:3) and Leibbrandt et al (2005:2) found that there was a considerable decline in poverty particularly, in the period between 1996-2004 due to the massive expansion of the social grant system and possibly job creation.

Their studies also showed that, though household incomes decreased, there was a considerable increase in access to basic services such as housing, electricity, water

sanitation and empowerment on service delivery. The United Nations Development Programme's 2003 report for South Africa (using three poverty measures, that is \$1 and \$2 a day at 1995 prices and a national poverty line set at R354 a month in 1995 prices), suggest that poverty may have stabilised or declined since 1994. However, in contrast to Dollar's(2001:2) findings as mentioned above, both Van der Berg et al (2006:3) and Leibbrandt et al (2005:2) attest that income measures show worsening wellbeing and increases on income poverty and inequality. This finding is also supported by Pearce (2002: 59), who mentions that world poverty still persists and is increasing at an unprecedented rate, particularly in the non- globalising economies(Dollar,2001:2).

Having said that, Lipton (1997:1003)and Reddy and Pogge (2005:4) argue that the use of absolute PCP and FEM as poverty measures to determine the poverty line may be misleading, giving the impression that poverty rates have declined while in effect they have worsened. Lipton(1997:1004) and Reddy and Pogge (2005:2) argue that PPP pricing relies wrongly on the mean consumption of bundle in the national accounts, not the consumptions of poor at survey- this may give the impression of lower poverty rates while they are not. In addition, the use of incidence measure in analysing and comparing poverty levels might mislead policymakers into maximising the reduction of incidence of poverty by concentrating resources on persons below the poverty line, not on the neediest. Reddy and Pogge (2005:8) further state that the World Bank's basket of food used as a benchmark in 1995 by International Comparison Program is questionable. It could have been better if it included only bread and cereals as basic foodstuffs, but it also included items such as eggs, oils and fats, which probably the poor do not regularly buy. Therefore, according to Reddy, Pogge, and Lipton, statements that poverty is decreasing have no evidential justification in light of the uncertainties associated with present and past estimates of poverty.

The above-mentioned arguments do not nullify the use of poverty lines to define, measure poverty levels and devise appropriate anti- poverty measures. Lanjouw (2001:21), who maintains that all poverty lines will retain an element of arbitrariness, supports the preceding argument and states that a convincing poverty analysis of poverty is built on a wide sequence of steps with the poverty line just one of them. The arguments in this study are therefore based on the findings that endeavour to develop

anti-poverty strategies, irrespective of the controversies surrounding anti-poverty measures.

The question is, should we tolerate poverty until it is history? (SABC 2 News, 4 January 2006). Pearce (2000:33) contends that, because of the growing incidence of poverty in Sub-Saharan Africa in the past two decades, two approaches used in the fight against poverty take precedence, namely; growth-promoting policies that serve as a long-term solution, and poverty-focused strategies that constitutes an immediate and direct shot at poverty itself. According to Pearce, these strategies are not mutually exclusive, but they complement each other.

Section 2.2 gives some snippets on past research findings on the successes and shortcomings of several anti-poverty strategies the world over, including the RSA, particularly in its province, Limpopo.

2.2. Poverty overview and anti-poverty strategies

The World Bank Development Report of 1990 champions the Integrated Approach as the best weapon against poverty (Bamberger & Aziz, 1991: 4). This approach focuses on three main endeavours to soften the impact of poverty, namely: promoting sustained economic growth through strategies that provide opportunities for the poor and permit them to participate in growth, encouraging rural and urban employment, giving special attention to resources- poor areas, both public and private investments to meet basic needs, maintain or increase yields and to preserve natural resources and increasing for the poor's access to land, credit, public infrastructure and services.

The World Bank maintains that increasing the poor's access to land, credit, public infrastructure and services could tremendously reduce poverty. However, Bamberger and Aziz (1991:11) report that many of the rural development programmes have had a relatively limited success in reaching out to the poor, despite providing them with credit, basic services and agricultural inputs. To confirm this observation, a survey undertaken by the Asian Development Bank revealed that even though massive soft loans were

given to 2.2 million people in 37,000 villages in Bangladesh, of which 94% were women, the number of poor people continued to grow in the villages (The Independent of Bangladesh, 2000: 4). The study further noted that this escalation in poverty might have been caused, amongst others, by over-concentration of resources in urban areas. However, in certain areas in Bangladesh, poverty levels did decline by 61%.

There have also been successful experiences in using local organisations and NGOs to improve targeting of health, nutrition and credit programmes, such as India's Tamil Nadu Integrated Nutrition Program (Bamberger & Aziz, 1991: 11). Nigeria too, followed in this approach by providing infrastructure and credit facilities to the rural women and the underprivileged. Even though the approach brought some positive results on agricultural productivity and infrastructural development from 1986-1992, it was discovered that rural development and poverty alleviation demanded much more than welfare measures, that the effectiveness and sustainability of these projects depended on the level of education of the target group (Pearce, 2000: 43). They also discovered that the specific programmes targeted to the poor can result in leakages of benefits to the unintended groups; can be expensive to implement and be inefficient.

Kenya also implemented this endeavour to no avail. Immediately after independence, it embarked on the process of villagisation and communal areas (Cole, 1994: 77). This was meant to improve the productivity of rural small-scale farmers. Despite huge government support in terms of having received a large share of soft loans, marketing and transport facilities, these anti-poverty programmes did not solve the problems of poverty among rural households. Eventually, they were abandoned.

Bamberger and Aziz (1991:4) state that the Integrated Approach has the promotion of sustained economic growth as one of its endeavours to reduce poverty levels. It is believed that if the poor are provided opportunities that permit them to participate in growth, they will benefit. This belief is based on the modernisation theory whose proponents believe that there are certain "tricks" to be followed for economic growth to occur (Pearce, 2002: 60; and Hall, 1999:6). According to this theory, solution to poverty is perceived to be in rapid industrialisation and the achievement of growth targets. It is, therefore, believed that economic growth will bring about poverty reduction through

increased investments, which will generate more employment for the poor, and thereby enabling the benefits of economic growth to percolate to the poor (Hall, 1999: 6).

Even though Lipton(1997:1003), Reddy and Pogge(2005:4) maintain that poverty has largely decreased, other researchers such as; Dollar(2001:1), Van der Berg et al(2006:3) and Leibbrandt et al(2005:2) are of the opinion that poverty in most developing countries has worsened despite their positive growth rates. It is for this reason that Pearce (2002: 62) cautions that economic growth does not guarantee human development, which is the key concept in the process of poverty alleviation. Nowadays, development embraces concepts such as: economic growth, human development, environmental conservation, the elimination of poverty and other social ills; the elimination of dependency; national and individual security, popular participation, etc (Pearce, 2002). Though economic growth is not synonymous with economic development, it is unfortunate for most developing countries as the IMF and the World Bank are still inspired by modernisation ideals (Hall, 1999: 6; and Pearce, 2002: 62).

As most developing countries depend mainly on primary and intermediate goods, it is important to indicate that their economies are at the mercy of international markets. Once international prices of these primary products tumble, their economies suffer too. This is what happened to most developing economies, particularly in Africa, in the 1980s – 1990s, which is referred to as the ‘lost decade’ (Pearce, 2002: 82). Because of the near collapse of their economies, countries such as the DRC, Nigeria, Kenya, etc, were advised by the IMF and the World Bank to adopt Structural Adjustment Programmes (SAPs) as a tool for economic management, aiming at restoring efficiency in all sectors of the economy and to increase economic growth (Pearce, 2002: 61). SAPs refers to a process whereby the structure of an economy is changed to allow the nation’s means to grow rapidly based on private ownership, competitive markets and outward-oriented development strategy.

Unfortunately, the SAPs brought more harm than good to most African countries, such as the erosion of social services, especially among the vulnerable groups, families and individuals (Bamberger & Aziz, 1991: 7; Hall, 1999: 10; and Pearce, 2002: 84). Pearce (2002: 84) also mentions that the majority of Sub-Saharan countries agree that SAPs

have brought upon them social, political and economic tensions and conflicts. In the DRC and Nigeria, inter alia, adjustment programmes have accentuated the delegitimisation of the state, leading to political violence, riots and regime takeover and culminating in severe economic dislocation and deterioration. In Kenya, Pearce (2002: 84) asserts that SAPs brought about inflationary pressures and the marginalisation of the poor in the distribution of educational and health benefits, reduction in employment, increased economic stagnation and social problems such as an increase in criminal activities and an increase on the impact of absolute poverty.

These two examples clearly illustrate that, though economic growth is necessary for poverty reduction, its benefits in terms of increased revenue to the state, need a well-thought strategy on how to distribute them to the poor. It should be noted that economic growth could occur even though a large number of the population is unemployed or uninvolved. If it occurs as a result of rampant mechanisation or capitalisation of the economy, the majority of the uneducated and unskilled poor will not benefit. Therefore governments of developing economies should, as a matter of principle, look at labour-intensive methods of production to include even the uneducated poor in their quest for economic growth. Unfortunately, this could not actually take place on a massive scale as developing countries and its elites depend largely on foreign capital. Therefore, multinational companies and not the locals would actually choose their mode of production which will maximise their profits.

Fortunately for the South African public, the South African government is a signatory to the Millennium Declaration and the Millennium Development Goals that compel the international community to fight poverty, accelerate human development and transform the global economy in a way that addresses the interests of developing countries. Furthermore, this declaration commits countries of the world to an internationally agreed target of halving poverty by the year 2015 and to fight disease and poverty (Streamlau, 2005: 23). Though optimism is paramount for patriotism, caution is necessary with regard the fulfillment of Millennium Declaration and the Millennium Development Goals in the RSA. May and Meth (2007:1) state that poverty and inequality have increased in South Africa since 1993; while also suggesting the presence of poverty traps that may

hinder individuals getting ahead despite the dramatic economic and political reforms since 1994. Lipton (1997:1003) is also of the view that countries with initially severe inequality of consumption are worse at reducing poverty because they utilise a smaller percentage of their GDP growth rate into slower poverty reduction programmes, and also a slower economic growth rate. Lipton (1997:1003) further suggest that market-friendly policies be adopted by those countries historically having high and rising ratio of labour to land and capital, as in the RSA. Nevertheless, it should not be readily forgotten that economic growth and liberalisation policies (as cited on page 14 in paragraphs 3 & 4 of this study) do not guarantee human development-the main focus of poverty relief strategies. Therefore, this study stands by the arguments made in the preceding paragraph.

The researcher is, therefore, of the opinion that though development is a national responsibility, the Sepedi proverb that, “Bana ba motho ba ngwathelana hlogwana ya tsie”, (Literal translation: children of the same household share the same head of a locust) should be applied. This Sepedi proverb makes the researcher to believe that, as a matter of moral principle, and as people of the same country and world, the “haves” should assist the “have nots” within the same country, and rich countries should assist those countries that are poor. Maybe the developed countries could sacrifice some of their wealth for developing countries, such as writing-off the huge debts that these countries have with them and/or the International Monetary Fund and the World Bank.

2.3. Foreign aid and poverty

Most developing countries depend on foreign aid as a means of fighting poverty. Neto (2003) investigated links between aid, economic growth and poverty alleviation in Angola and found that economic growth from aid is not sustainable and, therefore, had little impact on poverty alleviation. He contends that aid could benefit the poor only when recipients of the aid have set rules from donors that it be strictly channeled to the poor. However, the reliance on foreign aid as an anti-poverty measure may be self defeating in the sense that the recipient country may lose its control on the levers of the direction of its socio-economic policy to the donors. This may even lead to dissatisfaction among the general population as the interests of donors may not be compatible with the interests of the nation’s interests. Mbeki (2006: 23), the President of

South Africa, is of the view that many African countries are heavily reliant on donor money to meet their budget needs and, therefore, have to save their countries from this stranglehold.

Delivering social services to the poor could be achieved through investments in health, education, nutrition and other basic services that ultimately promote productivity and ultimately economic growth (Bamberger & Aziz, 1991:4). The question is whether or not countries can afford to do this to every poor person (Bamberger & Aziz, 1991:4)? Bamberger and Aziz (1991:4) are of the opinion that the narrowly targeted programmes should be encouraged in the short term for countries that cannot afford this universal franchise. They also caution that not all the poor will benefit from the mentioned policies, as it may take a long time to reach all the poor in remote areas, and the resource-poor areas.

In South Africa, more services that target the poor are nowadays brought through active participation of the target group. On this note, Bamberger and Aziz (1991: 11) assert that the Rural Employment Guarantee Programme has been replicated in many countries. It sought to guarantee employment to the rural population through public works programmes which primarily aim at reducing seasonal unemployment. Its drawback is that, it may not be sustained as it can result in high costs, this becoming a heavy burden to the state and could result in work of poor quality. However, the Mahatma Employment Guarantee Programme in India was able to generate almost 600,000 jobs per day in a single State (Bamberger & Aziz, 1991: 11). They conclude by stating that a well planned and administered programme can have a significant impact on seasonal unemployment. Several economic role-players in South Africa ,such as trade unions, are advocating for the introduction of the Basic Income Grant (BIG).This is meant to cushion the unemployed against the ravages hunger and economic dependency.

Upon attaining economic growth through the SAPs, Zambia, Zimbabwe etc., experienced unpleasant outcomes. Owing to inadequate resources to fund its expanded Social Services such as free primary education and health for the poor, and an economy that was not in great shape, Zimbabwe was advised by the World Bank to

adopt the Economic Structural Adjustment programme towards the end of the 1990s. Initially this had positive results in the improvement of standard of living but ultimately high prices led to more unemployment; even forcing Zimbabwe to stretch its resources by providing Social Safety-nets such as drought relief funds, free food distribution and child supplementary feeding (Hall, 1999:10-11). Even in South Africa, the National Development Agency (NDA) (*Annual Report, 2000-2001: 4*) has as some of its objectives, the funding of poverty alleviation projects and capacity building.

2.4. Social welfare

On providing Social Safety nets and targeted programmes for the poor and vulnerable, Bamberger and Aziz state that, for the infirm, children or culturally under-privileged groups to quickly benefit, income transfers or direct provision of free or subsidised goods and services programmes are recommended, and these programmes could also be needed through short-term stress and calamities. However, these policies need a well-managed health sector to succeed efficiently as in China and Costa Rica (Bamberger and Aziz, 1991:5). Furthermore, the authors continue by stating that these programmes need to be applied in such a way as not to provide a disincentive to work. In Sri-Lanka in 1989, all poor households that enrolled in the Food Stamp Programme were given 1,458 Rupees monthly grants while the monthly rural wage was 1,000 Rupees. This led to many people preferring monthly grants to formal employment. They further state that, as a result of this experience, India's poverty programmes ensure that these grants are equal to or lower than, the market wages so as to encourage people to work. The South African government could follow India's example by giving people social benefits that are below the average wage rate so as to encourage people to work for their living and not be content to depend on social grants that may not be sustainable.

Vink (1995: 579) supports the notion that income transfers are important at ensuring that households lead a reasonable standard of living. Moreover, Vink maintains that social security should aim at helping the poor to help themselves. However, Vink's investigations on whether social security is the best weapon to fight poverty revealed no clear-cut results. In Sweden, social security grants removed over 80% of pre-transfer

poor from poverty but only 26, 6% in the USA. It was also found that, in addition to its huge costs, social security inhibits individual efforts to alleviate self-poverty by creating a society dependent on handouts as in Sri-Lanka (Bamberger & Aziz, 1991:5). Even affluent European countries have come to realise the financial burden that a welfarist state can incur, as exemplified by the European Welfare state that is in crisis because of its desire to be all-inclusive and especially because of lack of actuarial foresight (Vink, 1995: 591). To relieve the state of this burden, it is suggested that NGOs and the private sector should be involved in dispensing social security grants as in Chile (Vink, 1995:591). It is also reported that private sector involvement is now being considered in Argentina, Costa Rica, Columbia, Ecuador, Mexico and Venezuela as their universal social system have landed them in financial crisis (Vink, 1995: 591).

Vink's (1995: 592) standpoint is that people should be encouraged to rely on their own initiative where the state acts as a safety net – a measure of last resort – if all else fail, is a valid point. The issue here is developing countries might find it difficult due to manpower and costs constraints to monitor who should be the real beneficiaries, which may lead to these safety nets benefits leaking to unintended groups (Pearce, 2000: 44).

2.5. Access to resources

Radebe (1998:1) states that it is the view of the majority of social scientists that poverty in South Africa manifests itself differently from other developing countries in the sense that in South Africa, assets ownership and distribution patterns remain those formed by apartheid; in particular, landlessness and overcrowding. Poverty is perceived by poor South Africans themselves to include alienation from the community, food insecurity, crowded homes, usage of unsafe and inefficient forms of energy, lack of jobs that are adequately paid and/or secure and fragmentation of the family (Wilkins,1998:3). Poverty in South Africa is so widespread that Machete (2004: 1) states that 40% - 50% of the population can be classified as living in poverty, 25% of households are ultra poor, and even though South Africa is self-sufficient in food production, 14 million people are said to be vulnerable to food insecurity, while 43% of households suffers from food poverty. He also mentions that “poverty is not only widespread in rural areas but, mostly poverty is rural – even though this problem appears to be neglected” instead of arresting this

problem of rural poverty. Machete (2004: 1) further mentions that there has been a decline in resource flows to the rural areas.

Radebe (1998: 11) is of the view that the success of poverty - fighting programmes will depend on the dedication and hard work of government officials and the project members themselves, through their ingenuity and skills, to use the resources made available to build their own lives. He further states that it is because of the deliberate influence of a colonial and recently apartheid government that the South African government attacks poverty through Public Works Programmes, poultry farming and brick-making projects in the rural areas. This is done because the government is aware that the poverty experienced in the rural areas makes the rural people unlikely to be able to repay loans. Even though the Expanded Public Works Programme, which in addition to reducing seasonal unemployment, provides skills training to the poor, Wilkins (1998: 18) contends that for it to be successful, this programme should be well-targeted as was, for example, the Community Employment Programme, the component of the Community Based Public Works Programme implemented by the Independent Development Trust.

2.6. Agriculture and poverty alleviation

Various studies have shown that poverty is most prevalent in rural areas (Machete, 2004: 1; and Wilkins, 1998: 33), and as the agricultural sector is the largest employer of rural people, particularly smallholder farmers, this sector should be given more attention. Machete (2004: 2) states that smallholder agriculture is simply too important to employment, human welfare, and political stability in sub-Saharan Africa to be either ignored or treated as just another small adjusting sector of the economy. A study conducted in KwaZulu-Natal found that households engaging in agricultural activities tend to be less poor than those not engaging in agricultural activities and that farm income increased with total household income (Machete, 2004: 4). The importance of agricultural activities is also revealed by the World Bank Studies in Malawi, Namibia, Zambia and Zimbabwe, all of which reaffirmed the notion that smallholder agriculture should be promoted alongside large scale commercial farming (Heymans, 1998: 220).

Moreover the success of agriculture as a means to break the poverty cycle depends on the ability of the state to provide comprehensive farmer support services to smallholder farmers such as efficient extension services, credit facilities, secure land tenure, modern technology, marketing infrastructure etc (Heymans, 1998: 406; Vink, 1995: 741; Vink, 1993: 273; Heymans, 1988: 592; and Machete, 2004: 7). The supply of these services to the smallholder farmers in Zimbabwe in the 1980s enabled farmers to double their maize and cotton production. Heymans (1998: 220) also mentions that strong political support for agriculture, a favourable policy environment and strong interregional trade are crucial to the success of smallholder farmers. The importance of quality extension services cannot be over-emphasised. On a study evaluating the potential of small-scale aquaculture in De Doorns in the Western Cape, the University of Stellenbosch provided the project's manager with extensive hands-on approach training in aquaculture production and management, resulting in highly positive results (Heymans, 1998: 110)

Poor performance of smallholder farmers due to lack of comprehensive farmer support services, lack of government support and poor technical support and extension services, inappropriate and often inefficient planning were experienced in Nigeria, Egypt and Mali (Heymans, 1998: 110). Vink (1995: 741) attributes ineffective extension services to the poor linkages between research and technology transfer in most developing countries. Vink also contends that instead of research being geared to the needs of farmers, it is geared to the needs of researchers.

The farmers are sometimes supplied with extension services with irrelevant information and they rarely adopted innovations recommended by researchers. The solution is therefore for farmers to participate in research by doing their own investigations, sharing their knowledge with extension workers, making their own analysis, plans and recommendations. In this way, extension services will be effective and smallholder farming will break the poverty cycle. Machete (2004: 3) asserts that agriculture contributes to poverty alleviation at rural, urban and national levels in various ways, namely, by reducing food prices, creating employment, increasing real wages and improving farm income.

Even though the benefits of smallholder farmers are well-known in fighting poverty, Machete (2004: 8) states that African countries experience high transaction costs due to poor infrastructure such as roads, irrigation, storage, etc. Also indigenous land tenure institutions in Southern Africa are a constraint on agricultural development (Heymans, 1988: 619; Machete, 2004: 7; and Heymans, 1998: 228).

In South Africa, this inadequate physical infrastructure is more prevalent in rural areas, particularly in the former homeland areas which remain a major obstacle to smallholder growth in South Africa. Despite government initiatives to improve quality and quantity of the infrastructure through Community Based Public Works Programme (CBPWP), Consolidated Municipal Infrastructure Programme (CMIP) and Poverty Relief and Infrastructure Investment Fund (PRIIF), the impact on the lives of many rural people have been limited.

Though extension services and farmer support services are essential for smallholder farmers' success, studies have discovered that there is bias in dispensing these services in the agricultural sector. These services are easily and readily given to large-scale farmers, whereas it is difficult for small-scale farmers to access them as it were in Southern Zambia (Heynmans, 1988: 598) and in KwaZulu-Natal for sugar-cane farmers (Heynmans, 1998: 408).

In KwaZulu-Natal and Southern Zambia, the educated and young farmers were favoured in dispensing these services than the uneducated and older farmers. This ultimately impacts negatively on rural agricultural production because mostly older farmers are uneducated and live in rural areas. Maybe if this bias is eradicated, rural agricultural production will be sustainable.

2.7. Community development projects

The above discussion clearly illustrates that if community projects are effectively given government support in terms of training, technology, bookkeeping and constant monitoring, they can greatly break the poverty cycle. However, more personnel will have to be employed to be able to regularly pay visits to various projects so as to nib the

problems that may arise in their infant stage. In this way, governments' funds will be utilised efficiently and rural development, in particular, will be accelerated.

The National Minister of the Department Social Development in South Africa, Mr. Zola Skweyiya, had pledged that, to effectively fight poverty, there has been a shift in approach, from a welfarist to a Social Development Perspective (Davids et al., 2006:1). This shift is based on the notion that people are the masters of their own destiny whereby handouts are substituted by empowering and developing individuals, groups and communities by teaching them to be self-reliant. This approach is an integral part of the Department of Social Development's Service Delivery model. This model has as its outcome: the implementation of a comprehensive, efficient, quality service delivery system that contributes to a self-reliant society. The model is based on two values: an acknowledgement and respect for people potential to develop and change, and recognition of the right of all to participate in their own development and decision-making and to be accountable to their own lives (Davids et al., 2006:10).

As in Botswana and Zimbabwe (Pearce, 2002:63; and Pearce, 2000: 44), South Africa targets certain groups in its fight against poverty, namely: children under the age of 18 who are abused or neglected, orphaned or are living hard. Youth between the ages of 14 to18 who are at risk or in conflict with the law, out of school or unemployed. Single-parent families, child-headed families, the destitute, refugees, women who are victims of violence, poor or unemployed, and older people who are abused, frail or indigent (Davids et al., 2006: 43).

However, Kwaw (2004:8) is of the view that in South Africa, the current literature on income-generation project approach to poverty alleviation is not only scanty but remains unpublished. Therefore, little is known about the programmes, project designs, and their possible impact on the beneficiaries. Consequently, for the rural poor who cannot secure employment in the formal and informal sectors, their major sources of income comprise social grants, agricultural and other income-generating projects and the Expanded Public Works Programme (Wilkins, 1998: 4). This programme enables the poor to receive wages while at the same time gaining skills in projects such as road-building, plumbing through water projects, etc.

Camerer (1997:2) reports that since the new South African government came into being, corruption has burgeoned in both the public and private sector with considerable impact on the poor. Fraud and corruption have also affected the government's Social Security programmes, particularly pensions and other grants that are largely regarded as the state's primary attempt to alleviate poverty, as the state annually dispenses more than R50 billion in social grants to more than nine million people. As if in support of Camerer's assertion of the existence of rampant corruption in the disbursement of social grants, Mahlangu et al., (2006: 5) reported that 12,000 government officials face prosecution in connection with social grants' fraud amounting to millions of rands. Although this fraud cuts across all grants, the most affected is the Child Support Grant (Aens, 2006:1).

Fortunately, the South African government is launching the South African Social Agency to administer all grants, with the aim of rooting out this mounting fraud and corruption (Mahlangu et al., 2006: 13). In spite of this endeavour, Vink (1995: 592) cautions that South Africa cannot afford a too ambitious welfare state in too short a period of time. He further appeals to NGOs and the private sector to come on board to assist with the huge bill of social security.

However, some projects fail not because the general recipients of assistance-financial or in-kind, from the government are incapable of sustaining the project, but fail due to the corruption of government officials who dispense this assistance. A case in point is the failure of the villagisation of Tete Province in Mozambique between 1977 and 1982 (Alexander et al., 1998:61). Though the government pledged to assist residents with seeds, machinery, extension services, soft loans, etc, these came too late or did not reach the intended beneficiaries. Those who controlled the allocation of farm machinery earned huge illegal profits and these practices took too long to detect.

Like the projects under study, various other projects received funding from the government as a means of breaking the poverty cycle. However, results from recent research studies indicate no clear-cut outcomes as to the effectiveness of these kinds of projects. Cohn (2004) studied the Phumani paper, a multi-site craft-making project in

the Western Cape and found out that it only contributed to human development while income generation was less successful. The issue then is, if it cannot generate enough income to increase the participants' disposable income, how would it contribute to poverty alleviation? Manyeli (2003) also studied income-generating projects in Port Elizabeth that revealed 'a significant degree of dissatisfaction (of projects' members) in all areas, as they could still not satisfy their needs, which shows that generally, respondents' poverty status never changed since they joined the projects".

The South African government also enters into public-private partnerships in various schemes to fight poverty. This was confirmed in 2006 by President Thabo Mbeki in Cape Town when he mentioned in his State of the Nation address that the banks have agreed to build houses for low-income earners, subsidised by the state with a once-off Housing subsidy, depending on one's income (Bua News,2006). Also, the South African Housing Ministry announced that together with ABSA, it was about to build 5480 low-cost houses worth R400 million in Centurion, Tshwane metropolitan municipality (Futuse, 2006: 27).

2.8. Poverty alleviation in the Limpopo Province

Stats SA ((2004:3) indicates that Limpopo Province occupies 123,910 km² of the northern part of South Africa, which is 10,2% of the surface area of the country. It is divided into five municipal districts, namely: Mopani and Vhembe in the North, Waterberg in the West, Greater Sekhukhune in the East and Capricorn in the centre. The province is situated 1,312m above sea level. It is hot and warm in summer and generally warm in winter. The average temperature in January is 12,6 degrees Celsius and in July is 12,2 degrees Celsius. It has an average annual rain fall of 577-1000 ml.

According to Census 2001, Limpopo Province reflects the population statistics as indicated in Table 2.1.

Table 2.1: The Population of Limpopo by Census 2001

Population group	Male	Female	Total	Percentage
Black African	2,322,998	2,805,582	5,128,579	97.25%

Coloured	4,767	5,485	10,252	0.20%
Indian or Asian	4,757	3,848	8,605	0.16%
White	62,284	63,920	126,203	2.39%
Total	2,394,806	2,878,833	5,273,639	
Percentage	45,4%	54,6%	100%	

Source: Stats SA, Census 2001

Limpopo had an estimated population of 5,273,639 in 2001 of which 45,4% were males and 54,6% were females. Of the entire population of the province, 97.25% were blacks; 0.2% were coloureds; 0.16% were Indians or Asians and 2.39% were whites. Poverty, as in other provinces, afflicts mainly the females, and mostly Black women, especially in the rural and peri-urban areas.

Hereunder follows some poverty indicators according to Stats SA's 2001 census.

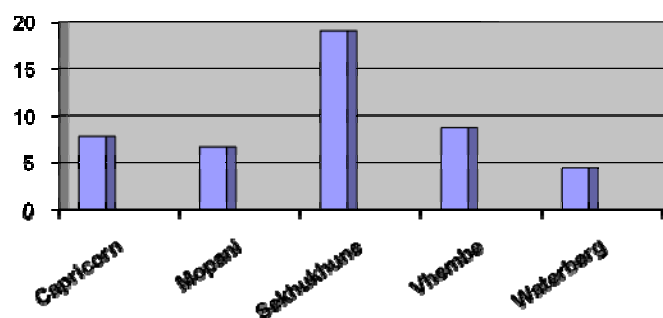
On Housing, 56,930 households were living in informal dwelling or squatter settlements; 21,205 households lived in shacks and 232,502 lived in traditional dwelling. In terms of the provision of water, 110,945 households have piped water in their houses; 342,440 had piped water in their yards; 187,220 have water less than 200m away. 279,523 have water more than 200m away and 63,469 use boreholes. The rest use water from rivers, streams and unspecified sources. Statistics SA's Labor Force Survey (2003:10) indicates that Limpopo Province had the highest unemployment rate of 30,6% after the Eastern Cape Province during September, 2003.

With regard to communication, a total of 330,669 have cell phones or telephones in their dwellings; 47,867 used telephones at their neighbours and 610,026 used nearby public phones.

On sanitation, a total of 205,734 households use flush or chemical toilets; 691,728 use pit latrine with or without ventilation; 7,248 households use bucket latrines; and 275,265 had no toilets at all. With regard to the provision of electricity, 75,261 households use it for lighting; 295,512 use it for cooking; 322,904 use it for heating and the rest use other alternative energy sources such as gas, wood, etc.

SamaYende (2005:4) reports that the Limpopo Province has the highest dependency rate in South Africa. It is so poor that, according to the Limpopo government statistics, one working person in Limpopo supports nineteen (19) other jobless people as against the country's average dependency rate of one (1) to ten (10) people. Figure 2.1 illustrates the number of people who were economically supported per family in the five municipal districts of the Limpopo Province.

Figure 2.1: Limpopo's dependency rate by municipal district: Census, 2001



Source: Provincial Growth and Development Strategy, 2004-2014

Figure 2.1 shows that the Greater Sekhukhune Municipality had the highest dependency rate (19.0%), followed by Vhembe (8.7%), Capricorn (7.8%), Mopani (6.7%) and lastly Waterberg (4.4%), in that order. Considering that the Province is mostly rural with the accompanying high employment rate as in most rural areas, statistics in figure 2.1 are frightening. It is, therefore not surprising to know that the Limpopo Department of Health and Social Welfare (LDHSW) dispenses millions of rands yearly to fight the scourge of poverty. The provision of poverty alleviation projects throughout the province should therefore, not only be treated as an obligation by powers that be, but a right for the poor masses.

The poverty alleviation programme in Limpopo Province indicates a holistic approach to human development in fighting poverty. This development is defined as “the process by which the effort of the people themselves are united with those of government authorities to improve the economic, social, and cultural conditions of communities, to

integrate these communities into the life of the nation and to enable them to contribute fully to national congress (Nkadimeng, 2005: 6). These improvements can take many forms, such as the need for literacy, health, agriculture, water, housing, welfare and jobs. The Department of Health and Social Welfare (Nkadimeng,2005: 11) concentrates on several aspects of development and poverty alleviation, such as raising the people's living levels, that is, their incomes and consumption levels of food, medical services, education, etc, through relevant economic growth process, creating conditions conducive to the growth of the people's self-esteem through the establishment of social, political and economic system and institutions that promote human dignity, respect and increasing people's freedom to choose by enlarging the range of their choice variables, such as increasing varieties of consumer goods and services.

Like the Social Delivery Model of South Africa's Department of Social Development and the Participatory Rural Appraisal Model utilised by Botswana's government, the Limpopo Poverty Relief Programme aims at bringing a paradigm shift from handouts, passive recipients' mentality to development orientation. This implies that both the clientele and the department have to realise that even the destitute have the capacity and desire to participate in the main economic stream.

To achieve this paradigm shift, and to ensure the sustainability of projects, the LDHSW emphasised the following: Community participation from the outset of the project, capacity building for projects members and the department's personnel, monitoring tool such as implementation, financial management, entity beneficiaries, and entity sustainability, which have been developed and projects are being assisted in marketing strategies (Nkadimeng, 2005:18).

The LDHSW contends that though it has a responsibility to mobilise communities to start projects, it cannot claim to have expertise in other fields (Nkadimeng, 2005:40). It also tries to ensure that communities can be involved in food production for their food security, to assist HIV/AIDS support groups; skill the youth; support women's production companies/cooperatives in rural as well as peri-urban areas and poverty pockets. Following in the direction of the National Department of Social Development (Wilkins, 1998: 2), the LDHSW regards social grants as the primary weapon for poverty

alleviation. It therefore offers various social grants in its fight against poverty such as; an Old Age Grant; a Disability Grant; War Veterans Grant; a Care Dependency Grant; a Foster Grant; Child Support Grant; grant in aid and social relief of distress for applicants who meet the department's criteria for bonafide recipients.

On income-generating projects, agricultural activities are mostly preferred among women and community areas in Limpopo. Since the inception of poverty relief programme in 1995 and up to year 2007, the LDHSW had already established 148 community-organised agricultural projects and mixed projects (Kwaw, 2004:11). However, those projects did not progress well despite the introduction and maintenance of low and intermediate level technology due to the level of knowledge, skills and competency of project members. Kwaw (2004:12) found instead, that major constraints of these projects were, namely: misuse of funds, lack of water and technical problems related to water. He concluded that the effect of funding on projects could not be conclusively made, as projects that were inadequately funded faced the same constraints as those adequately funded.

Kwaw (2004:12) further discovered that community workers became frustrated by project members because, though their level of capacity had been improved, they did not keep sound business records, did not operate on sound business practices, budgeted improperly and operated outside business plans designed for their projects. Though these projects received large sums of funds, information gathered from the project members was that there were no improvements in their households. Because many of these projects' lives were terminal, the LDHSW released funds to strengthen them. Kwaw (2004:18) is concerned about this strengthening of projects as it implies a waste of scarce sources on the same projects that could have been utilised on new projects investments in other areas. Lack of markets was also identified as a limitation to these projects and Kwaw (2004:19) suggests that a marketing body from different projects members be established to attract customers.

Kwaw's observations that it is difficult to state whether anti-poverty projects in Limpopo are successful or not appears to be true. Several studies on poverty alleviation projects reveal mixed results. For example, on a study of income-generating projects in the

Capricorn District of Limpopo Province, Ramatjowe and Sekakene projects at gaMolepo, Netshirembe (2003) found out that the lives of project members did not improve. He attributed the poor performance of these projects to lack of extension services from the government, such as credit facilities, training, marketing infrastructure, management skills and technology transfer. He discovered that members did not wish to improve the land because of uncertainty with land tenure, as the land was held in trust by area's traditional leadership.

Again, a study on small-scale mango farming in the Vhembe District revealed that it was unsuccessful and this led to a lack of role model for newcomers or groups (Heymans, 1998:472). However, another study involving 138 smallholder irrigation farmers in Limpopo province found out that farming is the greatest contributor to household income as it contributed more than 40% of household income followed by pensions. Musitha (2003) too revealed that the lives of project members of Mapila Hydroponics project changed for the better as it generated income and empowered the women by enabling them to make decisions on matters concerning the project. However, the larger community of Mapila was not satisfied with the number of jobs created (i.e.,35 jobs), considering the R4 million that was pumped into the project.

The inconsistencies in the success of these projects may not only be due to lack or availability of comprehensive farmer extension services. Though others may disagree with this, there are many successful Spaza shops and other projects such as brick-making that are owned by supposedly illiterate people-both in the rural and urban areas. The researcher believes that, though extension services for these projects are essential, the attitude and harmonious relations of projects members may be the key ingredients for the success of anti-poverty projects. At Mapila Hydroponics project, lack of transparency in all matters pertaining to the project by the project's executive members; such as financial matters, may demotivate some committed members of the project.

The Lack of title deeds in the rural areas also hampers development as projects cannot raise funds through mortgaging of their assets, particularly land, as it is in the hands of traditional leaders. Malefane's observation (2004:85) that local municipalities are more advantaged to respond positively to the needs of their communities could be the best

remedy for anti-poverty projects. He further stated that linkages as suggested by the local government Municipal Systems Act (2000) are aimed at facilitating coordinated effort between different levels of service providers to communities (Malefane 2004:304). Maybe if local councilors are given powers, they could coordinate a pool of extension services to various anti-poverty projects. Most of these projects will then hopefully serve the purpose they were established for-breaking the poverty cycle.

Although the researcher agrees with Kwaw's (2004:17) assertion that project members' level of capacity are improved by the Social Development's community extension workers, it appears that these services are not extended to all the projects of Limpopo. Titus Raholane, the founder of Maruru-Maebana Poultry Project in Sasekeni village in the Mopani District, 20km from Tzaneen, received R100 000 in 2004 for the project from the Limpopo Premier Office. He states that everything they learned in their project was self-taught even though some lessons came at a huge cost. Apparently, they had lost 2,168 chickens during the winter of 2004, because they did not realise how sensitive the birds were to extreme temperature (Aens, 2006:7). This shows lack of basic training in poultry farming. It is not known why LDHSW did not follow up the Premier's commendable effort by advising the project members of training requirements for the project. The researcher's deduction is that maybe there could be lack of proper coordination between government departments.

Land reform is another strategy that all provinces in the Republic of South Africa use to give the landless an opportunity to break out from the poverty cycle. This strategy is meant to allow Blacks to productively utilise land which was previously dispossessed from them. Between 1994 and 2002, the Limpopo's Settlement Land Acquisition Grant awarded land beneficiaries farms worth over R100 million. Unfortunately, some of these funds were embezzled by managers by overpaying themselves, and other individuals using these farms as collateral for their private businesses. Now, these farms are nearing collapse. To remedy this situation, the Limpopo's Department of Agriculture embarked on a process to deregister all lazy or corrupt beneficiaries, thereby losing their ownership rights as of March 2006, and restructure these projects so that they become profitable (Aens, 2006:17).

Apart from social grants and income-generating projects, the government also has public-private partnerships to help the poor acquire assets, such as the government's partnership with Anglo-Platinum to build 200 low cost houses in the Waterberg, Sekhukhune and Capricorn Districts, worth R120 million for Anglo-platinum's unskilled workers earning R1,500 or less a month. This is in line with the state's aim of having a shack-free South Africa by the year 2014.

The researcher hopes that the quality of these houses will be of a high standard compared to the ones that the researcher witnessed at Nobody's RDP section, where early in the year 2006, because of poor workmanship, some houses were reduced to rubble and some had huge cracks that would require more funds to be rebuilt. Interestingly though, is that the storms that wrecked these RDP houses did little damage to even mud houses built by some villagers. The researcher wonders as to how the Province's building inspectors approved the work of the contractors who built these houses.

To counter the high level of illiteracy in the province, Limpopo's current Premier, Sello Moloto, in his State of the Province Address at Lebowakgomo, in 2006, announced that the central government has exempted 23,000 schools-mostly rural, from charging school fees to their learners. He indicated that this will result in a huge relief to poor households from the burden of paying school fees (Senyatsi, 2006: 15). The researcher believes that when this plan is finally implemented, it could raise poor households' disposable income by an average of R200, as school fees in most rural areas range between R150 and R250.

The researcher wishes to indicate that the *Constitution of the Republic of South Africa* (Act No. 108 of 1996) contains the Bill of Rights, that provides not only for basic human rights, but also for social and economic rights. Section (1) (c) also provides for the right of access to appropriate social assistance for those unable to support themselves and their dependents. This makes South Africa one of the few countries where the constitution enshrines a duty to alleviate poverty. Therefore the South African government is obliged to meet basic human needs and accords these needs the status of basic human rights.

2.9. Conclusion

The previous section has revealed many interesting facts about the anti-poverty strategies and their results. It has been shown that anti-poverty measures have been implemented by various countries and civilisations, with varying degrees of success since time immemorial. It has also been revealed that the majority of poor people live in the rural areas. This, therefore, suggests that concerted efforts should be made to direct poverty intervention strategies to the rural areas.

Poverty alleviation projects should not be imposed on people, but people themselves should initiate them as they would suit their situation and experiences. It was shown that both long term growth-mounting policies and poverty-focused strategies are needed to fight poverty by delivering social services to the poor. This could be seen in the RSA where the government has a multi-pronged strategy to better the lives of the poor, such as Growth, employment and Redistribution (GEAR), the Expanded Public Works Programme (EPWP), the provision of various social grants, the provision of free primary and secondary education for some schools, the provision of free housing, water, and basic electricity, etc. However, it was cautioned that economic growth without a well-planned anti-poverty strategy could not reduce poverty levels.

Section 2 revealed that for poverty alleviation projects to remain sustainable, all role-players should be dedicated. These include government officials, NGOs and project members who should show total commitment to the projects. However, poverty alleviation programmes should be tailored in such a way that people are not discouraged to work. This is achieved by paying project members a wage which is not higher than the ongoing market wage. This fact recognises the reality that many people have the capacity to earn an honest living by working, and, therefore, should be afforded these opportunities.

This study has further revealed that it is not guaranteed that the majority of well-funded projects will always succeed, due to various limitations of the role-players as in the level of education of project members. In this province, it was found that there was no clear

effect of funding of projects, because well-funded projects faced the same constraints as poorly funded projects (Kwaw, 2004:12).

The RSA government has embarked on the land redistribution programme to increase access of land to the poor. This actually tallies with the notion that the agricultural sector could be the key to combating rural poverty if coupled with a comprehensive quality farmer support services and government support for smallholder farmers. However, it was established that corruption and fraud pose the biggest stumbling block in poverty alleviation endeavours.

Chapter 3

Research Methodology

3.1. Introduction

This section explains the following: the research design, area of the study, four projects in gaMolepo Area, sampling methods choice of research instruments and data collection procedures.

3.2. Research design

Both qualitative and quantitative methods were used to explore the factors affecting the performance of poverty alleviation projects. This was done by gathering data through largely structured interviews with members of the projects under study. The researcher has chosen the qualitative method because it enabled the interviewer to interact with interviewees in the project. It also gave the interviewees the best opportunity to interpret their situation, express how they felt about their projects and to clearly articulate their feelings and interests on how their projects affected them. Neumann (2003:146) maintains that the qualitative method allows the researcher to interact with people involved in a project, record what they say (namely, their words, gestures and tone), observe specific behaviours within the context in which they appear and study the project's documents, which are all concrete aspects of the world.

Qualitative research is also flexible and enables the researcher to be open to the unexpected, thus enabling the researcher to change the direction and to focus on a certain aspect of a research project (Neumann, 2003:146). Furthermore, Ritchie and Lewis (2003:27) content that the qualitative method of research offers the researcher an opportunity to “unpack” issues, to see what they are about or what lies inside, and to explore how they are understood by those connected with them. This method therefore provided the interviewers with a unique tool (Ritchie & Lewis,2003:27) to study the factors behind the stagnation or success of the projects.However, the quantitative method was also used to analyse responses from the interview schedules. In addition to the qualitative method, the quantitative method was used because it enabled the

interviewers to emphasise the production of precise and generalisable statistical findings and to verify whether a cause produces an effect (Rubin & Babbie, 1997:26).

A Case Study of the four poverty alleviation projects was undertaken. The researcher explored these poverty alleviation projects because these kinds of projects could greatly alleviate poverty in rural areas. Neumann (2003:33) contends that in a Case Study research, a researcher examines in depth many features of a few cases over duration of time. Cases can be individuals, groups, organisations, movements, events or geographic units. The data are usually detailed, varied and extensive. Neumann (2003:33) further states that the logic of the Case Study is to demonstrate a casual argument about how general social forces shape and produce results in particular settings. Though a Case Study can enable the researcher to accurately specify the casual process within the case, generalising is difficult (Neumann, 2003:16).

Table 3.1: Variables and measurements having an impact on poverty alleviation projects

NUMBER	VARIABLE	MEASURE
X1	Household income	Average income per month
X2	Income from project	Commission/wages from the project
X3	Education	Highest educational level
X4	Assets	Acquired assets since the project's inception and their value.
X5	Dependants	Number of people depending on the project members' income
X6	Human relations	State of relations in the project
X7	community support	The degree of community support
X8	Working hours	Hours worked per week
X9	Working days	Days worked per week
X10	Commitment	Level of absenteeism
X11	Disciplinary measures	Steps taken against absenteeism
X12	Record keeping	Number of times that the treasurer informs members about the position of their income and expenditure
X13	Participation	Discussion of monthly bank financial statement
X14	Corrective measure(s)	Change to be made to make the project productive.
X15	Job creation	Quantity of jobs created by project.
X16	Project management	Degree of confidence on people managing the project
X17	Sales	Average monthly sales of the products
X18	Marketing	Marketing strategies to enlarge their market
X19	Production target	Average quantity of products produced monthly since the project inception
X20	Business document	To gauge their knowledge of business documents
X21	Creditors	Credit control
X22	Outstanding deliveries	Project's debts
X23	Project members	Reasons that make members to retire or withdraw from the project
X24	Delivery time span	Time span between placing an order and delivery

X25	Social grants	To determine whether members' households receive monthly income in the form of social grants and whether or not they depend solely on the project.
X26	Fairness	Members benefiting more than others

The study opted to use a Case Study design because it enabled the researcher to interpret data by finding out how the people who were studied saw their project, how they defined their situation or what it meant to them (Neumann, 2003:33). It had further enabled the researcher to use diverse forms of data collections, such as direct observation, formal and informal interviews, census statistics, photos and official project's records (Neumann, 2003:33).

To be able to sufficiently ascertain the impact of poverty alleviation on projects' members, the researcher had based the study on the variables defined in Table 3.1. These variables had, therefore, formed the core of the questionnaire. The responses of projects' members as regard the said variables are on appendices 1 to 4 of this study.

3.3. Area of study

3.3.1. Location

Ga-Molepo area is located in Polokwane Local Municipality in Limpopo Province; the area is about 50 Km from the city of Polokwane, on the south of the provincial road R71 between Polokwane and Tzaneen.

This area is a typical rural place where the majority of its inhabitants eke a living by engaging in small scale farming activities such as cattle, goats, donkeys, sheep, pigs, chicken and maize (seasonally). Although not all households have domestic animals, almost all families plough maize on their plots measuring 50m by 100m. During good rains, the villagers realise good harvest of between 8 to 40 (80 kilograms) maize bags that are stored in Polokwane city. However, all the land is held in trust by tribal authority, which indicates that the villagers do not have title deeds. It is interesting to note that all four villages, namely, gaMamatsha, gaRampheri, Bethel and Tshebela in which the projects are found, are not an exception from other villages of gaMolepo. In all the villages, there are formal struggling sole trader businesses dealing in essentials like food, clothes, hardware materials, taxies etc as well as many struggling informal businesses such as Spaza shops, vegetable and fruit hawkers, etc.

According to Stats SA's population estimates for the year 2006, the four villages have a combined population of 15,031 as shown in Table 3.2.

Table 3.2: Population estimates per project

Name of project	Number	Percentage
gaMogano	3,874	25.8%
Tshebela	1,159	7.7%
gaMamatsha	5,552	36.9%
gaRampheri	4,446	29.6%
Total	15,031	100%

Source: Stats SA, 2006

Table 3.2 indicates that at 25%, gaMamatsha Village had the highest population rate followed by gaRampheri at 29.6% and then gaMogano (which includes Bethel village) 25.8%, and lastly Tshebela at 7.7%. Out of the villages' population of 15,031, 6,794 people were the unemployed, pensioners, housewives, disabled, students or learners (Stats SA, 2006).

The majority of households in the four villages had an average monthly income of between R1 and R800, and an RDP standard tap water supply for rural areas of not more than a distance of 200m. Furthermore, they lived in houses of between two to three rooms build from mud, though a sprinkling of brick houses could be seen. In the year 2001, a total of 960 (i.e.6, 37% of the four villages population) school-going children did not attend school, distributed as follows: gaMamatsha had 386 children representing 6, 95% of its population, gaMogano (203, i.e. 5, 24%); gaRampheri (364, i.e.8, 19%) and Tshebela (8, i.e. 0, 69%). It is only gaMamatsha Village that is 99% electrified while in other three villages various sources of energy were used, such as electricity, gas, paraffin, candles, solar and wood.

3.3.2. A brief overview of the projects

3.3.2.1. Bethel Vegetable Project

Bethel is part of gaMogano Village south of Molepo dam. The project was established in 1993 on the banks of Mphogodiba River, just a stone throw downstream of Molepo dam. The ten hactors on which the project was established were donated to them by the gaMolepo traditional leader. However, this land was subdivided into fourteen small plots for the 14 members (out of 20 founder members) who were able to contribute R100 each as starting capital.

3.3.2.2. Molepo Central Bakery Project

The bakery is found at Tshebela Village southwest of Molepo dam. The village is named after a nearby well-known high school called Tshebela. The project was initiated in the year 2000 by thirty five members who contributed R10 each as initial capital. Only 14 members remained with the project at the time of this study.

3.3.2.3. Sehlale Women's Club Project

The project operates at Sehlale Village, also known as gaMamatsha Village. The village is situated northwest of Molepo dam. The project was established in 1998 by thirty members. Out of twenty one members who contributed R120 as initial capital, only 13 remained in the project when this study was undertaken.

3.3.2.4. Stimora Horticultural Project

The project is found at gaRampheri Village, on the west of Molepo dam. The project was founded in 1999 by two members, one of whom contributed R10, 000 as a commencing capital. The project attracted additional 8 members.

3.4. Sampling methods

There was no sampling of the projects' members because their population was small. Therefore, all the project members were interviewed.

3.5. Choice of instruments

The following data collection methods were used to gather data from the respondents of all the four projects:

(a) Structured interview schedules

Structured interview schedules were utilised as a guide to gather data. Mouton (1996:143) contends that structured interviews help to reduce the effect of error due to reactivity-that is deliberately misinforming the researcher. Questions asked were related to facts (biographical), interviewees' feelings about the project, present and past behaviours and the interviewees' standard of behaviours; that is, what they think should be done in certain situations. The researcher had trained a group of five university students to conduct the interviews in one of the projects, namely, Sehlale Women's Club Project. This was done to minimise the chance of hostility/ subjectivity towards the researcher as the researcher is a resident of the same village, in which the project operates.

The questionnaire contained mainly close-ended questions because they had the potential to provide the researcher with a greater uniformity of responses. These responses were more easily processed and easily transferred to a computer for analysis (Rubin & Babbie, 1997:192). This, therefore, made data analysis easier and faster. Moreover, the lists of answers to questions on the questionnaire were relatively exhaustive.

(b) Review of projects' documents

The researcher sought permission to review the projects' documents from the projects' management team. Mouton (1996:143) states that, though documents are the products of human activities, they cannot react to the fact that they are being researched. The researcher had, therefore, used projects documents to reduce reactivity, as a limitation of social research.

3.6. Data collection procedures

After permission had been granted by the project management teams to use their project for this study, the following were done: firstly, a pilot study was undertaken from three members of each project. This was done in order to pre-test the interview's schedule for precision, objectivity and relevancy. After the researcher was satisfied that the interview schedule was ready for the sample, an oral agreement was reached with the management teams for interviews to proceed, and which were duly done.

Arrangements were orally made with projects' management teams for their preferred suitable venue, date, and time for the interviews. All the projects' team members agreed that they be interviewed any time between 08h00 and 16h00 at their projects on any day except during weekends. The management teams of these projects were informed about the confidentiality of the process and promised that they will remain anonymous. They were then informed that the results of the research will be made known to them. The researcher further sought permission to review the project documents, such as financial reports, etc; a request that was accepted. The interviews were conducted in a way that other members of the project could not listen to other interviewees' answers. Lastly, but not least, the study adhered to ethical considerations.

3.7. Conclusion

The study used qualitative and quantitative methodologies to collect and collate data from four anti-poverty projects, in gaMolepo area, Polokwane municipality in the Republic of South Africa. The projects are agricultural (Bethel Vegetable project and STIMORA Horticulture project) and non-agricultural (Sehlale Women's Club and Molepo Bakery Project). This section shows dimensions or variables (Table 3.1) likely to have an impact on poverty alleviation projects. The aggregate population of the villages in which the projects operate is presented on Table 3.2.

Chapter 4

Results and Analysis

4.1. Introduction

It has been shown in Chapter 2 that the factors that affect the sustainability of poverty alleviation projects

are as multifaceted as the aspect of sustainability itself. The qualities of the project members themselves and the external factors all have an impact on the success of poverty alleviation projects in gaMolepo area. The main aim of this chapter is to present the findings of the study with regard to the factors affecting the sustainability of the poverty alleviation projects in gaMolepo area. There are issues that this chapter sets out to discuss.

In Section 4.2, the establishment procedure of poverty alleviation projects in gaMolepo area is described, followed by the contribution of the projects towards poverty alleviation in the area. Thirdly, factors affecting the success of poverty alleviation projects are discussed. Fourthly, the conclusion to this chapter highlights the important points drawn from the rest of the discussion and finally the researcher will make recommendations on how the projects under study could be sustained.

4.2. Establishment of poverty alleviation projects in gaMolepo area

In addition to the government and NGO's initiatives on poverty alleviation projects, communities have the right to initiate the nature of projects or interventions which could improve their standard of living for the current population and future generation. As in the case of this study, four communities in gaMolepo area initiated four projects, the Stimora horticulture project in gaRampheri Village, Bethel Vegetable Project at gaMogano Village, Molepo Central Bakery Project at Tshebela Village and Sehlale Women's Club at gaMamatsha Village. Stimora Horticulture Project is a close corporation registered under the close Corporation Act (Section 19) and the other three projects are non-profit making projects. These projects were established by community members with assistance from the LDHSW. The establishment processes in the above-mentioned four projects are the same. Members of the projects contributed some

money to kick start the projects, and invested their skills, knowledge and efforts to the success of these projects.

Apart from financial contributions, skills, knowledge and efforts invested by members in these poverty alleviation projects in gaMolepo area, the government and parastatals provided training in marketing, bookkeeping and crop production skills for agricultural projects (Stimora Horticulture Project and Bethel Vegetable Project), brick-making skills for Sehlale Women's Club and bakery production skills for Molepo Central Bakery Project. The Council for Scientific and Industrial Research(CSIR) provided crop production skills for planting generium tree and lemon grass to Stimora Horticulture Project. The Limpopo Department of Agriculture provided the crop production skills to Bethel Vegetable Project for planting a variety of vegetables. The Department of Labour provided brick production skills to Sehlale Women's Club and Bakery production skills to Molepo Central Bakery Project.

There is an assumption that the above-mentioned skills provided to the members of the four poverty alleviation projects in gaMolepo area might not be sufficient to ensure the success of these poverty alleviation projects. Almost all these projects are more labour-intensive at the operational level, and project members have not yet been well equipped with human resource skills necessary to enhance their management competence in ensuring targeted production on a day-to-day basis. Project members seem to lack leadership skills that could empower the project leaders to eventually achieve their objective and vision. They also seem to lack financial management skills to ensure good management of their finances in the projects in order to ensure proper spending and profitability. These factors could impact negatively on the success of these poverty alleviation projects.

In addition to the institutional support that the four projects in gaMolepo area received, the government and NGOs funded these four projects for the purchase of assets and equipment so as to ensure the ongoing operation of the projects. Table 4.1 shows the initial and additional capital pumped towards each project. The initial capital is the money contributed by the project members to kick start the projects and the additional capital is the money funded by government departments, parastatals and NGOs.

Table 4.1: Initial and additional capital for the four projects

Projects	Initial capital	Additional capital	
		Amount	Percentage
Bethel Vegetable Project	R1,400	R60,000	3.0
Molepo Bakery Project	R350	R271,000	13.3
Stimora Horticulture Project	R10,000	R1,255,000	61.6
Sehlale Women's Club	R2,520	R450,000	22.1
Total	R14,270	R2,036,000	100.0

Table 4.1 shows that the money contributed to poverty alleviation projects by project members and the additional capital differ from one project to another. Stimora Horticulture Project has high a proportion of the money contributed by the founder members to kick start the project as well as the largest contribution by the CSIR, NGOs and private business (61.6%, with the next government contribution towards the Sehlale project standing at only 22.1%). Sehlale Women's Club records the second largest initial capital, followed by Bethel Vegetable Project and Molepo Central Bakery, in that order. It is noted, however, that the initial capital of R10,000 towards the Stimora Horticulture Project far exceeds that contributed towards the rest of the other three projects since Sehlale Women's Club Project, that ranks second, shows an initial capital of only R2,520.

With reference to the additional capital, it has already been noted that the Stimora Horticulture Project again has the highest proportion contributed, for which CSIR had funded it with R1,2m, NEDBANK R35,000 and Irish Founders R20,000. Once more Sehlale Women's Club Project comes second with R450,000, followed by Molepo Central Bakery Project with R271,000, and lastly Bethel Vegetable Project with R60,000. All these projects, but Stimora, were funded by the LDHSW.

It is assumed that the scale and nature of the projects draw an important fact regarding the different levels of scale of initial and additional capital. The Stimora Horticulture Project deals with lemon grass and generium flower that are respectively utilised to produce lemon oil and perfume. The production of the generium flower and lemon grass

from the cultivation, irrigation, pest control and harvesting are more expensive. For example, in the irrigation system, the irrigation scheme, drilling of groundwater, water pump and water tank required more than R203,000. Other monies were spent in the fencing of the yard, buying of seeds, payment of labour, and on communication and traveling costs.

Molepo Bakery Project was established with the least cost of all the four projects, but the additional capital that was made available by the LDHSW ranked second lowest of all four projects. Bethel Vegetable Project ranks third on the initial capital, and last on additional capital. As with all the four projects, members of the Bethel Vegetable Project indicated that the land was given to them free of charge by the area traditional authority. So, their own financial contribution was spent on installing electricity and buying water pipes, since the LDHSW donated seeds, drilling of water, water stand and tank, hoes and fence.

Sehlale Women's club Project contributed R2,520 as initial capital to kick start its project. The LDHSW topped it up with R450,000 to enable members of the project to purchase equipment such as a tractor, brick making machinery, drilling of water, and water pump for the smooth operation of the project.

However, Kwaw's (2004:12) assertion that it is difficult to conclusively measure the impact that the level of funding have on poverty alleviation projects appears to be true. Though Sehlale women's Club Project ranks second in terms of additional capital (R450,000 or 22.1% of the total additional capital), it appears to be struggling to survive. Even Bethel Vegetable Project, which ranks last in terms of additional capital (R60,000 or 3.0%), seems to be holding well despite its disjointed management structure.

4.3. Contribution of projects towards poverty alleviation in gaMolepo Area

The extent to which the poverty alleviation projects in this study differ from one another depends much on the scale, nature and availability of the market. The project that is considered big in terms of output and a large number of customers employs more people. The projects with less output and a small number of customers in the market

have a small number of employees. Table 4.2 shows the labourers employed per project, either temporarily or permanently.

Table 4.2: Employment status of each project

Project	Temporary employment	Permanent employment
Sehlale women's club	0	12
Stimora horticulture project	30-35	10
Bethel vegetable project	0	14
Molepo bakery project	0	14
Total	30-35	52

Table 4.2 seems to indicate that a project with access to a viable market creates more job opportunities for the poor. In the initial phase, Stimora Horticulture Project had only two members but eventually attracted an additional 8 members to make a total of 10 permanent employees (members). As the project progressed, the number of temporary employees increased to 30-35 during the harvesting time, (which happens after every three months). To make their work more attractive and rewarding, these people were well paid by local standards (35 rand per day).

What is surprising is that, at the time of the study, in the initial phase, the number of employees in the other projects declined from 35 to 14 in Molepo Central Bakery project, from 20 to 14 in Bethel Vegetable Project, and from 30 to 13 in Sehlale Women's Club. Initially the above three projects aimed to create more job opportunities for the poor. Probably lack of commitment and passion contributed to the decline in the number of employees in these poverty alleviation projects. The extent to which these projects alleviate poverty is not convincing since the number of employees have declined. Bethel Vegetable Project is faced with a high challenge of lack of unity amongst its members as already alluded to earlier. Members of this project subdivided their land into smaller plots which resemble household gardens, and only those having their own transport are the ones who generate more income, which may be the reason why other members decided to leave their plots because they were working at a loss.

During the time of establishment of the projects and presently, most of the Molepo Bakery Project's members and some of the young members at Sehlale Women's Club Project had migrated to urban areas, such as Gauteng Province and Polokwane city, to look for jobs as the projects did not generate enough income to make a decent living. From their responses, the members of the projects were not guaranteed a monthly fixed income accruing from their projects as that depended on their monthly returns. Sometimes they were used to take close from to six months (Sehlale Women's Club) without getting any income from their projects. This could have impacted negatively on their households' disposable income and thereby increasing the rate of poverty in most families.

The level of income generated by the project and monthly household income draw an important fact regarding an increase in the number of employees (Stimora) and decline of employees (in the other three poverty alleviation projects). Table 4.3 depicts the range of the monthly income for the member's household, and of that generated by each of the four projects.

Table 4.3: Range of household income and project income

Project's name	Household's income	Project's income
Bethel Vegetable Project	R90 - R1,840	R60 - R1,000
Molepo Bakery Project	R0 - R1,820	R100 - R250
Sehlale Women's club	R190 - R1,580	R350 - R650
Stimora Horticulture Project	R190 - R2,071	R800 - R1,200

Table 4.3 shows that almost all people who are working in Stimora Horticulture Project are getting both relatively higher income from the project and monthly income from their families, that maybe the reason why the number of employees increased from 2 to 8 for permanent staff, and from 10 to 30/35 temporary employees. The average family income range from R190 to R2,071 and the average income from the project ranges from R800 to R1,200. Compared to the standard of living in that area, the amount of money generated from the project might not force people to leave their projects and their families to go and seek employment in urban areas. The problem arises in the other three projects where we find that the number of employees has declined.

Since there is a belief that income also plays an important fact in this regard, let us look at the balance between the income generated in the project and family with relation to decline of labour in the projects. The family income of people working in Molepo Bakery range from R0 to R1,820 and the project income range from R100 to R250 depending on the number of days the person worked or whether the project has generated enough income for disbursement. Even if the standard of living in gaMolepo area is still relatively low, the amount of money generated may not adequately support their households, as evidenced by their number of dependents (Table 4.5). Firstly, the education of their children needs more money; secondly the cost of food is too high, since they is no available access to the bigger hypermarkets in the vicinity and, therefore, they are forced to travel long distances to Polokwane city or Sovenga (Mankweng) township to buy essentials-an exercise that also weakens their already weakened finances.

The family income of people working in Bethel Vegetable Project ranges from R90 to R1.800 and the project income ranges from R60 to R1,000. As already stated, in this project there is no unity, since each individual cultivates his/her own plot. The income generated depends much on the access to the market and availability of transport to travel from one place to another. Most people in these projects are forced to leave the project because of competition and unequal advantages from other project members who have access to the market and available transport.

The family income of people working in Sehlale Women's Club Project range from R190 to R1,580 and the project income range from R0 to R650. This statement outlines an important aspect in this regard in terms of family income, because the researcher's observation shows that over 50% of the respondents at Sehlale Women's Club Project were pensioners and that almost all members who have left the project from the initial phase up to the present were women in their reproductive age group - those that have the ability to work. This statement draws an important fact regarding the victims of poverty, because, in most cases, it is presumed that women are the ones burdened by poverty and that is the case. It could be said that some poverty alleviation projects have

not done enough to alleviate poverty in gaMolepo area, hence other members have decided to leave for greener pastures in the cities and elsewhere.

It may seem like a coincidence, but it looks like the range of member's income from the project correlates with their level of education, community support, and commitment of members to the project; as depicted by the level of absenteeism, and confidence of members in their management personnel. The above-mentioned variables are more evident in projects that have the highest range of income from the project as in Molepo Central Bakery and Stimora, whose income range from R100 to R250 and from R800 to R1.200, respectively (Table 4.3). These projects have the highest percentages of members who: completed secondary education, are committed to community support, and have confidence in their management and have recorded minimal (Molepo Central Bakery) or no absenteeism (Stimora) as shown in *Figure 4.5*.

Though Bethel Vegetable Project registered 100% confidence in the project, it should be noted that this confidence had nothing to do with productivity as each member was answerable to none other than himself or herself because each member was the boss of his/her own plot and could do as he/she wished. There was no concentrated uniform direction as to what they did. Again, it should be remembered that with Sehlale Women's Club Project, at the time of this research, its members did not receive any income since January 2006. Therefore, in reality, income generated from their project was zero.

4.4. Factors affecting poverty alleviation projects

The study has managed to outline various factors that have an impact on the success of poverty alleviation projects in gaMolepo area. Three projects, Sehlale Women's Club, Molepo Bakery Project and Bethel Vegetable Project lack financial management skills. This have been proven in the study, because Sehlale Women's Club Project has build the storeroom-cum-office and toilet and only considered the cost for the builder and not for the materials used, that is, cement, water, bricks and corrugated iron etc., as they maintained that as they owned them, and thus they cannot attribute costs for them. In Bethel Vegetable Project, the study shows that the project members do not have a proper recording of cost and income. Each member sells his/her products and do not

see any need to record their expenditure and income. In Molepo Bakery Project and Stimora Horticulture Project, the management and recording of transactions appeared good.

The study shows that all projects have inappropriate production targets. For instance, in the case of STIMORA Horticulture Project, during the winter season the production suffers because of the environmental effects caused by frost which wilt the geranium flower and lemon grass. Sehlale Women's Club had a serious problem in the production phase. At the time of this research, the project was owing customers 2,650 bricks, which translates to R6,625 (at R250 per 100 bricks). Molepo Bakery Project was almost always experiencing insufficient supply of buns although they knew that it was the product that was in high demand. Surprisingly, Bethel Vegetable Project had enough supply of vegetable without customers. These facts reveal a lack of marketing skills by project members.

The study assumes that marketing skills and the size of the market impacts on the success of poverty alleviation projects in gaMolepo area. The total population of Bethel village is 5,080 people and the project produces more than is required simply because many households in the village had vegetable gardens in their own yards. Sehlale Women's Club Project produces less bricks than those demanded by the market. As a result customers had to wait for up to 5 days before delivery. These potential customers could easily move to other competitors in the vicinity of the project. The only marketing endeavour done by these projects was to inform the tribal authority, who in turn, had to relate the information to his villages' headpersons during the *kgoro* (a gathering of different villages' headpersons which usually takes place every Tuesday), who had to relate the information to their subjects in various villages about their products. However, there was no evidence if the information had filtered through to the general population of these villages. It could turn out that few people know of the existence of their projects.

4.4.1. Managerial and leadership skills

It is generally assumed that the sustainability of organisations depends much on the quality of managers and leaders in the organisation. It is the leaders and managers

who, through meetings with their project members, *inter alia*, forge a common goal, a path, a set of priorities for their projects.

Table 4.4 sets out what the respondents of various projects maintain should be done in order for their projects to be sustainable.

Table 4.4 shows that the entire membership of Stimora Horticulture Project had a clear and common priority on what is needed to strengthen their project - a need to acquire a distillation machine, while the other three projects' members reveal different priorities, a manifestation of lack of communication and unity, and that might be a reflection of inadequate management and leadership.

Table 4.4: Responses by project members and management on corrective measures to sustain their projects

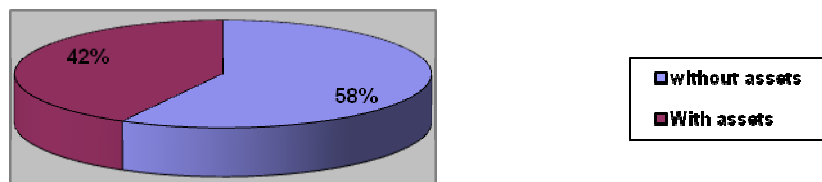
Project	Project Members' responses	Management responses
Stimora Horticulture Project	All the project members hoped to expand the project by acquiring a distillation machine to extract their product.	All the four management personnel also hoped to acquire a distillation machine in order to expand their project.
Molepo Bakery Project	Five respondents needed more funding to buy a panel van to deliver their products. Eight needed the project to diversify.	Three had nothing to add or subtract. Two discouraged buying stock on credit.
Sehlale Women's Club	Three respondents needed the project to diversify. Four respondents needed a lorry to transport bricks. Four respondents needed more finance. One respondent wanted to reduce creditors.	All five management members came with different suggestions: Truck to be bought to replace the tractor. Proper Management of funds. Stop shouting at others and encourage strict adherence to the project's constitution. Stop absenting oneself from work.
Bethel Vegetable Project	Four respondents wanted a ready made market. Five respondents wanted enough supply of water. Three respondents wanted to plough one type of vegetable One wanted plots to increase. One wanted more funding	All five management team members had different views: Plough one type of vegetable. Add more members. Two members needed a water reservoir. Have reliable electricity.

A striking feature of Sehlale Women's Club Project is that some of the management personnel reveal human relations' frailties. This might be a pointer to unsound human relations despite the fact that they maintain that their relations are good (Appendix 3) - a manifestation of inappropriate leadership and managerial skills.

4.4.2. Acquisition of assets

The researcher believes that the impact on poverty alleviation projects may also be detected through the ability of project members to acquire assets, movable or immovable, from the income they earn on the projects. Figure 4.1, illustrates the proportion of project members who were able or unable to purchase assets using income earned from their various projects.

Figure 4.1: Project members with or without assets



Although 58% (or 29 project members) was not yet able to acquire assets from the income earned on their projects' income at the time of this study. These might suggest that, these poverty alleviation projects have contributed immensely in uplifting the welfare of 42% (21 members) of the project members in terms of enabling them to acquire assets such as bedrooms, bricks, household utensils etcetera. It should however be noted that, the Sehlale Women's Club members acquired these assets up to December 2005, because during the year 2006 they had not received any monthly income. For the other projects, members were still receiving monthly income. This could well enable more members to garner assets or increase the value of their assets. However, the study call for caution this finding as it cannot properly ascertain if income from other sources, such as; working children, social grants etcetera, did not augment the project income to acquire these assets.

4.4.3. Respondents and dependents per project

It is the researcher's believe that the impact of poverty alleviation projects could be ascertained by the number of people dependent on the project, particularly the immediate beneficiaries, such as project members and their dependents. This view does not overlook the importance of poverty alleviation projects to the general population of villages in which these projects are situated, and other neighbouring villages. Table 4.5 depicts the number of respondents and their dependents, per project.

Table 4.5: number of respondents and dependents per project

Description	Bethel	Molepo	Sehlale	Stimora	Total
No of respondents	14	14	12	10	50
No of dependants	25	50	57	33	165
Average no. of dependants	1.8	3.6	4.8	3.3	3.3
Range	1-5	1-6	1-9	1-8	1-9
Percentage	15.2	30.3	34.5	20.0	100.0

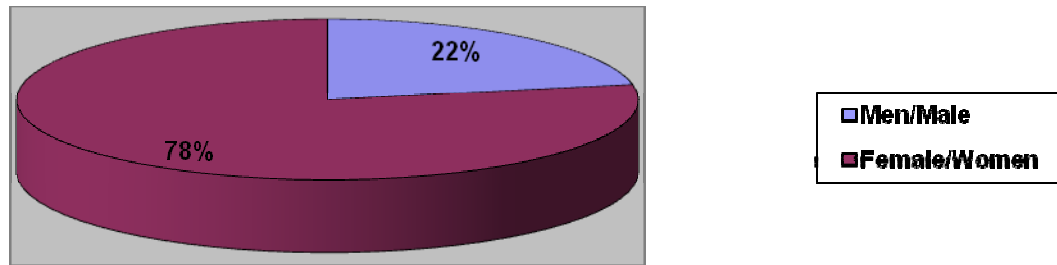
The projects had a direct positive impact on the economic welfare of 215 people, that is, 50 respondents and 165 dependents, excluding the general public who benefit by purchasing their products without incurring (much) transport costs. The 14 respondents by Bethel Vegetable Project have a total of 25 dependents, which represent an average of 1-2 dependents per household (family) ranging from 1 to 5. Molepo Central Bakery also had 14 respondents with 50 dependents ranging from 1 to 6 per household. Sehlale Women's Club Project had 12 respondents with 57 dependants which represented an average of 4-5 dependents per household and ranged from 1 to 9. Stimora had 10 respondents with a total of 33 dependants making an average of 3 dependents per family and ranged from 1 to 8. Statistics in Table 4.5 show that these projects play a huge role in combating poverty by supporting a sizeable number of people.

Although the question on gender of the respondents. The majority of the project's members was women (78% representing 39 female members), as Sehlale Women's Club had only one male (tractor driver), Molepo Central Bakery had no male members,

and both Stimora Horticulture Project and Bethel Vegetable Project had five male members each. This information is represented graphically in Figure 4.2.

Figure 4.2 supports the notion that it is mostly women who are engaged in the struggle against poverty in the area in which the projects are undertaken, which is rural in nature.

Figure 4.2: Percentage of women and men in the projects

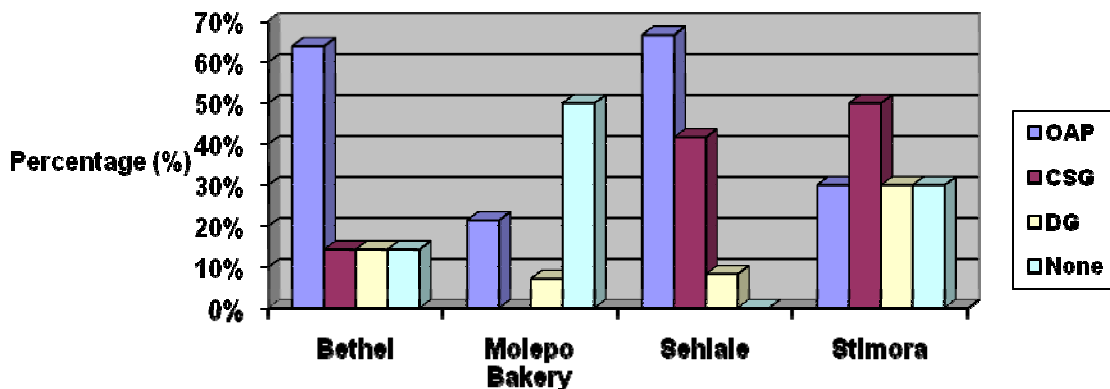


4.4. Social grants

Appendices 1-4 give the number of respondents who have either parents, husbands, grandparents or children, who receive various types of social grants. It is therefore worth noting that a single member (respondent) in the project may have more than one member of his/her family who receive some form of a social grant (see Appendices 1 & 4 on respondents 6 & 9, respectively).

Figure 4.3 illustrates various kinds of social grants received by household members of respondents per project.

Figure 4.3: Social grants received by households



It is observed from Figure 4.3 that Sehlale Women's Club and Bethel Vegetable Project have the majority of respondents having household members who receive old age pension (OAP), 66.7% and 64.0%, respectively. The researcher observed that most of the respondents were elderly people (women, in particular). Molepo Central Bakery and Stimora, are however composed of few elderly pensioners, hence relatively low percentages of this type of grants (21.4% for Molepo Central Bakery and 30% for Stimora Horticulture Project). These two projects seem to be mostly composed of members who do not reside with their parents, but have their own separate families. It is, therefore not surprising that Molepo Bakery (50%) and Stimora (33%) have the highest percentages of respondents who do not have household members who receive any social grants at all.

These social grants, it would seem, due to the high number of dependents, need to be augmented by these projects in order for the respondents to meet their daily needs. The importance of these projects cannot be over-emphasised.

However, it is of great concern to the researcher that though these projects' members have more dependents (Table 4.5), the number of social grants received appears to be fewer than expected. This might suggest that the majority of these dependents are older than 14 years but not old enough to qualify for old age pension. This statistics therefore not only allude to a high unemployment rate at these villages, but also signifies the vital role that these poverty alleviation projects have on these villages. It appears though, that the bottom two least performing projects have the majority of pensioners (elderly people) than the top two best performing projects. This might suggest that age plays a role in the performance of anti-poverty projects.

4.4.5. Educational level

The standard of education attained by project members could play a major role in the success of poverty alleviation projects. It could be argued that members with better education may easily be able to grasp and implement whatever skills providers empowered them with. Figure 4.4 displays the educational level of project members.

Figure 4.4: Educational level of project members

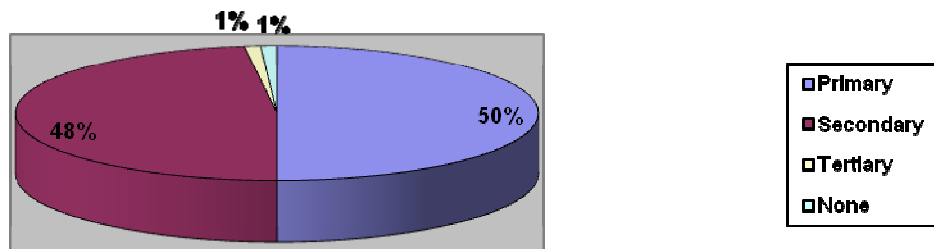


Figure 4.4 shows that a slight majority of 50% of the projects' members (i.e., 25 members) acquired primary education, whereas 48% (i.e., 24 members) have secondary education. One percent (1%) for each of the remaining members could be regarded as outliers, because only one who had completed Form 3 (now called Grade 10), had tertiary education (teaching diploma) and one did not attend school at all (see Appendix 1, respondent no. 4).

Members of each project had received training in one skill or the other (Section 4.2). It would however, seem that these respondents were unable to be absorbed in the formal job market because of lack of employable skills. This suggests that they were unable to obtain these skills at tertiary institutions, which could in turn be due to lack of funds - a symptom of poverty. Therefore, these projects could then serve as their only escape from their lives of poverty, and they, in addition, enable them to acquire various skills for survival.

However two projects had the majority of members with a Grade 12 certificate as in Molepo Bakery that had 28.6 % (2 of the 12 respondents) (see Appendices 2 and 4). While the majority of the respondents engaged in the projects under study attained primary education (i.e., 50%) as already indicated, there is a reasonable number of

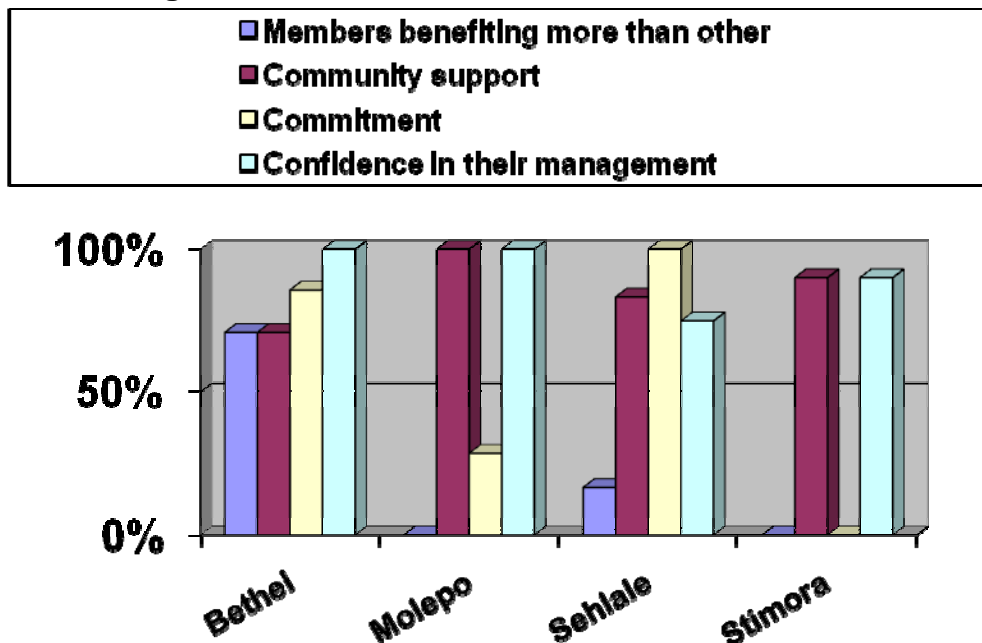
respondents with secondary education (i.e., 48%, Figure 4.4). Furthermore, it should be noted that the best performing project- STIMORA Horticulture Project- had the highest percentage of members(70%), who had secondary school education while the worst performing project(Sehlale Women’s Club), had the lowest percentage at 16.7%. This confirms earlier assertions (section 2.2.), that education plays a vital role in the success of anti-poverty projects.

4.4.6. Confidence in the management team, fairness, commitment and community support

The researcher further studied the respondents’ perceptions towards their projects. Indicators identified in this regard included the level of respondents’ confidence in their management; commitment towards their projects; and fairness and community support as having a bearing on the success of poverty alleviation projects and the positive influence they could make on alleviating poverty. If all these variables are available in a project, chances are that they will positively impact on the sustainability of the project and consequently reduce poverty levels.

These variables (see Appendices 1-4) are graphically represented in Figure 4.5.

Figure 4.5: Fairness, community support, commitment and confidence in their management



From Figure 4.5 both Bethel Vegetable Project and Sehlale Women's Club Project have the majority of members who do not regularly report to work, (i.e., 85,7% and 100%, respectively). They also have the highest percentage of members who believe that there is no fairness in the distribution of income as some of their other colleagues in the project benefit more than themselves, with Bethel at 71% and Sehlale at 16.7%. All the members of Molepo Central Bakery and Stimora, however, believe that there is fairness in the distribution of benefits and they do not regularly absent themselves from work. These two projects also show the highest percentages of members who believe that their projects enjoy community support, and members have confidence in the management personnel of their projects. This realisation is reflected by Molepo Central Bakery at 100%, Stimora at 90% and Bethel Vegetable Project at 100%.

It remains to be established why members would absent themselves from work knowing very well that they will lose all or part of their wages (see Appendices 1-4, column 20). Several answers to this question may be possible. The researcher, however, believes that with Bethel Vegetable Project, the level of absenteeism may be due to the inability of management personnel to forge a common goal for the project, hence each project member is responsible for his/her own plot, that is he/she is his/her own boss. Even though the members themselves admitted it was difficult to enforce, Bethel Vegetable Project's members' fines were only applicable to those who did not attend project meetings. Though minimal absenteeism did exist at Molepo Bakery, the reason may lie in their age. They can still create their own jobs or get employment elsewhere as indicated in Appendix 5.

From the researcher's observation, Sehlale Women's Club consists of mainly elderly people who may be sickly as some retired due to illness or old age though some of the members ascribe this retirement to laziness (Appendix 5, column 5). It is also the view of the researcher that absenteeism is a manifestation of lack of commitment and dedication to one's work. It is not surprising that 71% of Bethel Project members believe that other members are benefiting more than others because they have stated that those who possess cars can reach customers in other villages or places while some members at Sehlale Women's Club believe that other members of the management are enriching themselves with the project's funds (Appendices 1 and 3, row 12 in each

case). StTIMORA's members show total dedication to their project as no member indicated that there is any presence of regular absenteeism.

Both projects' members for Bethel and Sehlale felt that they do not have enough community support because members from their immediate communities did not buy their products as much as they could have expected. Another reason for this perception of lack of community support may be due to their poor marketing strategies as espoused in section 4.4. Only 10% (1 member) of the respondents at Stimora, namely, the founder of the project felt, that the project is not enjoying sufficient backing from the local traditional headperson of the village.

4.4.7. Human relations

The researcher believes that interpersonal relations in any organisation play a major role in its success or failure. Better interpersonal relations may be the basis for the variables espoused in Figure 4.5, namely, commitment, confidence, fairness and a magnet for community support.

Table 4.6 shows the range of human relations in each of the four projects.

Table 4.6: Range of human relations per project

Project	Very good	Good	Bad	Very bad	Total
Bethel Vegetable Project	4	10	0	0	14
Molepo Bakery Project	4	10	0	0	14
Sehlale Women's Club Project	5	4	1	2	12
Stimora Horticulture Project	7	3	0	0	10
Total	20	27	1	2	50

As with the variables in Figure 4.5, Molepo Central Bakery and Stimora Projects' relations among project members are encouraging as they range from very good to good. However it is not surprising for Bethel Vegetable Project to have the same rank as Molepo Central Bakery because, in reality, each member has his/her own plot within the project and as a result arguments will be minimal. It is only Sehlale Women's Club,

which ranges from very good to very bad, which puts a question mark on their chances for continued survival. Like Bethel, Sehlale Women Club's poor team work might be its undoing.

4.5. Limitations of the study

Some limitations were noted in the process of this study. The aim of this section is to address these short-comings. The researcher acknowledges that because only four projects were studied, results might not be generalised to other similar projects until supported by other studies.

As the management teams of these projects had insisted on knowing the general picture of the study before hand, the problem of reactivity may not be ruled out. Mouton (1996:141) states that reactivity in the Social Sciences research becomes the largest single threat to the validity of research findings when human behaviour or characteristics are the sources of data or information. Reactivity refers to a phenomenon that human beings react to the fact that they are participants in a research. This reaction manifests itself in various ways, for example, resistance to being interviewed, supplying inaccurate information as a result of apathy, willfulness, modifying behaviour or information to create a better impression or deliberately misinforming the researcher.

Despite the above-mentioned challenges, the researcher is of the opinion that the findings of this study could enhance the impact of the researched poverty alleviation projects.

4.6. Conclusion

This chapter has revealed a variety of factors that affect the sustainability of poverty alleviation projects. The extent to which these factors affect the poverty alleviation projects under study differs from one project to another. Firstly, all these four projects, but Stimora Horticulture Project, lacked the managerial leadership and human resources skills to realise good daily production in their projects. Stimora Horticulture Project was the only project that had more employees than the other three projects in the gaMolepo area. It had employed 10 permanent employees and 30-35 temporary employees during its harvesting period. Its employees are also relatively well paid. The

management of the project had appropriate control and influence on the running of the project. In the other three projects, the number of employees declined and even their level of productivity declined.

Secondly, the extent to which poverty alleviation projects alleviate poverty differs. The Stimora Horticulture Project performed satisfactorily in alleviating poverty on the basis of the number of jobs created and scale of payment. As already stated, the number of employees in the other three projects declined and they were not well paid. These three projects, i.e., Sehlale Women's Club, Molepo Bakery, and Bethel Vegetable Project, lacked financial management skills, and this factor affected their production and cash flow.

There seems to be a need for the Department of Labour and other government departments, as well as parastatals, to provide marketing, management leadership and human resources skills to the three projects Bethel, Molepo, and Sehlale to increase the level of production and good management of employees in the project. In this way, the projects will be expected to increase the level of production targeted to the appropriate market. If access to the market is too vast, these projects are likely to create more job opportunities to the poor at a reasonable reward in terms of income earnings.

Chapter 5

Conclusion and Recommendations

5.1. Introduction

The analysis carried out in the previous chapters indicate factors which affect the sustainability of poverty alleviation projects have an effect on the degree to which community alleviation projects can reduce poverty. The main aim of this chapter is to provide a conclusion and recommendation to the entire study.

5.2. Conclusion

The research has covered broad aspects related to the factors that affect the impact of poverty alleviation projects in gaMolepo area (a rural area) in the Polokwane Municipality. It revealed the internal factors that are the capabilities of the project members and the external factors such as the environment, and access to the market, among others. Chapter 1 provided an introduction and problem statement underlying this research. The extent to which poverty alleviation projects alleviate poverty differs from one project to another. The number of employees per project and the income generated indicate an important factor regarding poverty alleviation projects in rural areas.

It is important for planners to assess the degree to which the internal and external factors influence poverty alleviation projects. The study has revealed that internal factors have high influence on the success of poverty alleviation projects in gaMolepo area. A project requires appropriate managerial leadership skills, marketing skills, human resource skills and financial management skills to ensure good production and its smooth operation. Evidently, two projects, namely, Sehlale women's club, and Bethel Vegetable Project lack financial management skills. This have been proven in the study, firstly, Sehlale Women's Club did not take into consideration the cost of the materials that were used in some of their buildings, and in Bethel Vegetable Project the study shows that the project members did not have a proper recording of cost and income. The problem in Bethel Vegetable Project is because of lack of unity amongst the project

members. Other two projects do have a good financial management and recording skills.

The theoretical framework in this research focused on concepts such as sustainability and poverty alleviation projects. The research is based on the investigation of factors that affect the sustainability and the impact of these factors in the success of poverty alleviation strategy in gaMolepo area.

Furthermore, the research focused on the history and background of the poverty alleviation projects in gaMolepo area. Factors affecting the sustainability of poverty alleviation projects are discussed in both Chapter 2 and Chapter 4. The relevance and significance of discussing the factors affecting sustainability help to broaden the insight and understanding of factors affecting the sustainability of poverty alleviation projects.

The research findings, drawn from the questionnaire, verbal interaction and observation by the researcher, show that both the capabilities of project members themselves and external factors have high effect on the success rate of poverty alleviation projects.

5.3. Recommendations

5.3.1. Given the historical background of poverty alleviation projects, it is evident that the victims of poverty should be the important sources and resources of the project and they should continue to participate to ensure the success of poverty alleviation projects. Thus, the study recommends that both men and women should continue to actively take part. This simply implies that the beneficiaries of poverty alleviation projects should continue to strengthen the involvement of communities in poverty alleviation projects.

5.3.2. It is recommended that intensive training on business management be given to all project members with special emphasis on:

- Budgeting;
- Costing;
- Managing and Leading;
- Marketing; and

- Bookkeeping.

5.3.3. The training should involve assessment tasks, such as tests, in order to determine proper person(s) who could be treasurer/ financial officer, or be part of the financial committee of the project. This is meant to empower all project members to acquire at least basic knowledge of how finances of their project should be handled. It could as well prevent projects from being run by cliques to the detriment of other members. This will also ensure targeted daily production, proper financial management and management leadership skills that determine acceptable standards of budgeting, costing, and related issues.

5.3.4. It is recommended that funding agencies should have a joined ownership of the project with project members. This is meant to instill in the members of the project an understanding that they cannot just do as they wish. They have to do almost everything in consultation with the funding agencies. This will further ensure that projects are constantly under the supervision of funding agencies. On the other hand, a project that proves to be a success could easily attract more funding from donors if the latter take part in the progress monitoring. The funding agencies should ensure that there is no subdivision of assets, for example land in agricultural projects. This would ensure unity of purpose, equality and profitability of the projects.

5.3.5. Apart from internal inputs and skills provided to the poverty alleviation projects in gaMolepo area to sustain the production and good daily operation of projects, it is recommended that project members should also be provided with the marketing and customer relations skills. This will ensure regular availability of customers for their products and good relations between the project members and customers.

5.3.6. It is recommended that the type and/or nature of poverty alleviation projects be carefully studied before commencement. Some of these projects experience sustained competition in the communities in which they have been established. Therefore, the environment, time-period and marketability of a project are extremely important.

5.3.7. It is recommended that projects should have their books audited annually. This will ensure that project members are accountable to the donor and taxpayer, and if any

cases of misuse or abuse of funds or extravagance are detected; those involved should be brought before the court of law.

5.4. Concluding Statement

The study revealed some interesting facts that perhaps need further research to confirm them. It showed that projects which had a majority of elderly people do not perform well, and display the highest degree of disunity among their members. It is not clear whether anti-poverty projects perform poorly because of the age of its members, especially pensioners, or because of their poor relations. Furthermore, it could also be debated as to whether projects that have the majority of its members as pensioners will usually show a high degree of disunity. Furthermore, other studies may be needed to explore or investigate the effectiveness of poverty alleviation projects registered as Non-Profit Organisations versus Close Corporations. In this study, a Close Corporation clearly outperformed Non-Profit Organisations.

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APPENDICES

Schematic representations of project members' responses

Key : OAP = Old age pension
 : CSG = Child support grant
 : DG = Disability grant

Appendix 1: Bethel Vegetable Project

Question	1	2	3	4	5
Respondent	Monthly average household income	No of social grants per household	Type of social grant	Any other source of income	How much money is the income in (4)?
1	R1,600	2	OAP & DG	No	N/A
2	R690	1	DG	Yes	R500
3	R820	1	OAP	No	N/A
4	R820	1	OAP	No	N/A
5	R820	1	OAP	No	N/A
6	R1,640	2	OAP	No	N/A
7	R90	None	N/A	No	N/A
8	R1,640	2	OAP	No	N/A
9	R1,840	2	OAP	No	N/A
10	R570	3	DG	No	N/A
11	R820	1	DG	No	N/A
12	R820	1	OAP	No	N/A
13	R1,200	None	N/A	Yes	R1,200
14	R1,420	1	OAP	Yes	R600

Appendix 1: Bethel Vegetable Project (continued)

Question	6	7	8	9	10
Respondent	Highest level of education	Assets acquired due to project.	Estimated assets value?	No. of dependents per respondent	State of relation in the project
1	Gr. 7	None	N/A	2	Good
2	Gr. 9	None	N/A	1	Good
3	Gr. 10	None	N/A	3	Good
4	None	None	N/A	5	Good
5	Gr. 4	None	N/A	None	Good
6	Gr. 8	None	N/A	2	Good
7	Gr. 7	None	N/A	3	Good
8	Gr. 9	None	N/A	1	Good
9	Gr. 10 & bricklaying course	Car parts	R1,000	None	Good
10	Gr. 6	None	N/A	None	Good
11	Gr. 1	Tables and coffee mugs	R370	None	Good
12	Gr. 10 & JC teaching	TV	R890	None	Good
13	Gr. 11	None	N/A	5	Good
	Gr. 5	Bricks	R600	3	Good

Appendix 1: Bethel Vegetable Project (continued)

Question	11	12	13	14	15
Respondent	Are other members benefiting more than others?	If yes, motivate	Do you have confidence in the management team.	Ave. income PM from the project	Does the project enjoy community support
1	No	N/A	Yes	R150	Yes
2	Yes	Those with cars earn more	Yes	R200	Yes
3	Yes	Those with cars earn more	Yes	R400	Yes
4	Yes	Those with cars earn more	Yes	R200	No
5	No	N/A	Yes	R100	Yes
6	Yes	Those with cars earn more	Yes	R150	No
7	Yes	Those with cars earn more	Yes	R90	No
8	Yes	Those with cars earn more	Yes	R200	Yes
9	Yes	Those with cars earn more	Yes	R1,000	Yes
10	Yes	Those with cars earn more	Yes	60	No
11	No	N/A	Yes	R300	Yes
12	No	N/A	Yes	R150	Yes
13	Yes	Those with cars earn more	Yes	R400	Yes
14	Yes	Those with cars earn more	Yes	R500	Yes

Appendix 1: Bethel Vegetable Project (continued)

Question	16	17	18	19	20
Respondent	If yes, motivate	If no, motivate	Working hours per DAY	Days per week	Any often absenteeism
1	They buy.	N/A	5.5	3	Yes
2	They buy	N/A	5.5	3	No
3	They buy	N/A	5.5	3	Yes
4	N/A	They don't buy	4.0	3	Yes
5	They buy	N/A	7.0	3	Yes
6	N/A	They don't buy	5.5	4	Yes
7	N/A	They don't buy	5.5	4	Yes
8	They buy	N/A	5.5	4	No
9	They buy	N/A	5.5	3	Yes
10	N/A	They don't buy	5.5	3	Yes
11	They buy	N/A	7.0	3	Yes
12	They buy	N/A	7.0	3	Yes
13	They buy & ask for donations	N/A	5.5	3	Yes

14	They buy	N/A	5.5	3	Yes
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Appendix 1: Bethel Vegetable Project (continued)

Question	21	22	23	24
Respondent	Disciplinary measures against absenteeism?	No. of times financial records are reported?	Does every member discuss monthly financial bank statement?	Suggested corrective measure(s) for the project to be productive.
1	Nothing	Daily	Yes	To get a market for the products.
2	Nothing	Monthly	Yes	Increase plots.
3	R20 fine	Monthly	Yes	Have a large market.
4	R20 fine	Monthly	Yes	A dam is needed.
5	Fine	Monthly	Yes	Water supply must be improved.
6	Fine	Monthly	Yes	More market needed.
7	Fine	Monthly	Yes	Plough same vegetables
8	Have a word with them	Monthly	Yes	Plough same vegetables
9	Fine	Monthly	Yes	Work as a team
10	Fine	Monthly	Yes	Have a market
11	Fine	Monthly	Yes	Enough water
12	Have a word with them	Daily	Yes	More funding.

Appendix 2: Molepo Bakery Project

Question	1	2	3	4	5
Respondent	Household income per month	No. of social grants household	Type of social grants	Any other source of income?	How much is the Income in (4)?
1	R800	None	N/A	Yes	R800
2	R500	None	N/A	Yes	R500
3	R1,000	None	N/A	Yes	R1,000
4	R1,000	None	N/A	Yes	R1,000
5	R300	None	N/A	Yes	R300
6	R1,220	1	OAP	Yes	R400
7	R1,180	3	Disability + CSG	No	N/A
8	R1,820	1	OAP	Yes	R1,000
9	R700	None	N/A	Yes	R700
10	R1,620	1	CSG	Yes	R800
11	None	None	N/A	No	N/A
12	R1,420	1	OAP	Yes	R600
13	R1,720	1	OAP	Yes	R900
14	R380	2	CSG	No	N/A

Appendix 2: Molepo Bakery Project (continued)

Question	6	7	8	9	10	11
Respondent	Highest level of education	Assets acquired due to the project	Estimated assets value?	No. of dependants per respondent	State of relations in the project	Are other members benefiting more than others
1	Gr. 12	Saucepan Stand	R120	3	Good	No
2	Gr. 7	Tea set	R89	4	Good	No
3	Gr. 8	Cooking pots	R110	6	Good	No
4	Gr. 10	None	N/A	5	V.good	No
5	Gr. 7	None	N/A	4	Good	No
6	Gr. 6	None	N/A	2	Good	No
7	Gr. 7	None	N/A	5	V. good	No
8	Gr. 12	None	N/A	4	Good	No
9	Gr. 7	Fridge	R5,000-00	4	Good	No
10	Gr. 7	None	N/A	5	Good	No
11	Gr. 4	None	N/A	1	Good	No
12	Gr. 12	None	N/A	1	Good	No
13	Gr. 12	None	N/A	4	V. good	No
14	Gr. 8	None	N/A	2	V. good	No

Appendix 2: Molepo Bakery Project (continued)

Question	12	13	14	15	16
Respondent	If yes, motivate	Do you have confidence in the Management team?	Average income per month from the project	Does the project enjoy community support?	If yes, motivate
1	N/A	Yes	R200 (depending)	Yes	Buying their products
2	N/A	Yes	R200	Yes	Buying their products
3	N/A	Yes	R200	Yes	Buy nearly everyday
4	N/A	Yes	R200	Yes	Buying too much from us
5	N/A	Yes	R100	Yes	They buy
6	N/A	Yes	R250 (if worked well)	Yes	They buy
7	N/A	Yes	R200 (Jan-Apr)	Yes	They buy
8	N/A	Yes	R200 (sometimes nothing)	Yes	They buy
9	N/A	Yes	R200	Yes	They buy
10	N/A	Yes	R250	Yes	They buy
11	N/A	Yes	R100 (depending)	Yes	They buy
12	N/A	Yes	R200	Yes	They buy
13	N/A	Yes	R200	Yes	They buy
14	N/A	Yes	R200	Yes	They buy

Appendix 2: Molepo Bakery Project (continued)

Question	17	18	19	20	21
Respondent	If no, Motivate	Working hours per day	Working days per week	Any often Absenteeism?	Disciplinary measure against absenteeism
1	N/A	9 hours and 30 min	6	No	No work, no pay.
2	N/A	9 hours and 30 min	6	No	No work, no pay.
3	N/A	9 hours and 30 min	6	No	No work, no pay.
4	N/A	9 hours and 30 min	6	Yes	No work, no pay.
5	N/A	9 hours and 30 min	6	No	No work, no pay.
6	N/A	9 hours and 30 min	6	No	No work, no pay.
7	N/A	9 hours and 30 min	6	No	No work, no pay.
8	N/A	9 hours and 30 min	6	No	No work, no pay.
9	N/A	9 hours and 30 min	6	No	No work, no pay.
10	N/A	9 hours and 30 min	6	No	No work, no pay.
11	N/A	9 hours and 30 min	6	No	No work, no pay.
12	N/A	9 hours and 30 min	6	Yes	No work, no pay.
13	N/A	9 hours and 30 min	6	Yes	No work, no pay.
14	N/A	9 hours and 30 min	6	Yes	No work, no pay.

Appendix 2: Molepo Bakery Project (continued)

Question	22	23	24
Respondent	No: of times financial records are reported?	Does every member discuss Monthly financial bank statement?	Suggested Corrective measure(s) for the project to be productive.
1	Monthly	Yes	Buy a bakkie to transport their products.
2	Monthly	Yes	Extra funding for gardening.
3	Monthly	Yes	Funding for a bakkie and more stock.
4	Monthly	Yes	Money to extend premises and get more stock.
5	Monthly	Yes	Diversify, e.g. vegetable garden.
6	Monthly	Yes	Diversify - sell vegetables, chickens, juice, Cool drinks, etc.
7	Monthly	Yes	Costing is important.
8	Monthly	Yes	Funding needed.
9	Monthly	Yes	Diversify - sell vegetables, bread rolls, etc.
10	Monthly	Yes	Need funding. Diversify - e.g. vegetables, cool drinks, pies, etc
11	Monthly	Yes	Need more funding.
12	Monthly	Yes	Transport needed. Diversification, e.g. sell cool drinks.
13	Monthly	Yes	A bakkie is needed.
14	Monthly	Yes	Extension of building. More machines, enough stock, quality electricity.

Appendix 3: Sehlale Women's Club Project

Question	1	2	3	4	5
Respondent	Household Income per month	No. of social grants per household	Type of social grants	Any other source of income?	How much is the income in (4) ?
1	R820	1	OAP	No	N/A
2	R1,300	1	OAP	Yes	R500
3	R820	1	OAP	No	N/A
4	R1,580	5	CSG & disability grant	No	N/A
5	R380	2	CSG	No	N/A
6	R820	1	OAP	No	N/A
7	R820	1	OAP	No	N/A
8	R890	1	CSG	Yes	R190
9	R190	2	CSG	No	N/A
10	R360	1	CSG	No	N/A
11	R820	1	OAP	No	N/A
12	R820	1	OAP	No	N/A

Appendix 3: Sehlale Women's Club Project (continued)

Question	6	7	8	9	10	11
Respondent	Highest level of education	Assets Acquired due to the project	Estimated assets value?	No. of dependants per respondent	State of relations in the project	Are other members benefiting more than others
1	Gr. 4	Bedroom suite	R800	1	v. good	Yes
2	Gr. 5	TV	R500	8	good	No
3	Gr. 2	Fridge	R6,000	5	good	No
4	Gr. 7	None	N/A	4	good	No
5	Gr. 6	None	N/A	4	v. good	No
6	Gr. 7	None	N/A	4	v. good	No
7	Gr. 8	Cell phone	R600	4	bad	No
8	Gr. 7	Bed	R1,300	7	good	No
9	Gr. 10	Bricks	R900	6	v. good	No
10	Gr. 4	Bath	R150	9	bad	Yes
11	Gr. 4	None	N/A	1	v. bad	No
12	Gr 10 & Level 4 ABET	None	N/A	4	v. good	No

Appendix 3: Sehlaie Women's Club Project (continued)

Question	12	13	14	15
Respondent	If yes, motivate	Do you have confidence in the management team?	Ave. income PM from the project	Does the project Enjoy Community Support?
1	Fraudulent use of funds by management	Yes	R400	Yes
2	Money theft by management	No	R400	Yes
3	N/A	Yes	R450	Yes
4	N/A	Yes	R350	Yes
5	N/A	Yes	R150	No
6	N/A	Yes	R650	No
7	N/A	No	R450	Yes
8	N/A	Yes	R450	Yes
9	N/A	Yes	None	Yes
10	Unequal payment	No	R400	Yes
11	N/A	Yes	R400	Yes
12	N/A	Yes	R400	Yes

Appendix 3: Sehlaie Women's Club Project (continued)

Question	16	17	18	19	20	21
Respondent	If yes, motivate	If no, motivate	Working hours per day	Working days per week	Any often absenteeism?	Disciplinary Measure against Absenteeism
1	Buy bricks	N/A	8	5	Yes	R10 fine pd
2	Give them advice	N/A	8	5	Yes	R10 fine pd
3	Buy bricks	N/A	9	5	Yes	R10 fine pd
4	Buy bricks	N/A	8	5	Yes	R10 fine pd
5	N/A	No longer buy as before	8	5	Yes	Invalid reasons R10 fine pd
6	N/A	Jealous to Project members	9	5	Yes	Just ignore her
7	Buy bricks	N/A	9	5	Yes	R10 fine pd
8	Buy bricks	N/A	9	5	Yes	Invalid reasons R10 fine pd.
9	Buy our products	N/A	8	5	Yes	R10 fine pd
10	Civic support, buy bricks	N/A	8	5	Yes	R10 fine pd
11	Buy our products	N/A	8	5	Yes	R10 fine pd
12	Buy our products	N/A	8	5	Yes	R10 fine pd

Appendix 3: Sehlale Women's Club Project (continued)

Question	22	23	24
Respondent	No: of times financial records are Reported?	Does every member discuss monthly financial bank statement?	Suggested Corrective measure(s) for the project to be productive.
1	Weekly	Yes	Buy cheap cement, a lorry and another tractor.
2	Weekly	Yes	Buy a lorry and another tractor.
3	Weekly	Yes	Stop focusing on bricks- should introduce a range of other products.
4	Weekly	Yes	Buy a truck and a cement mixing machine.
5	Weekly	Yes	Sell chicken to supplement bricks.
6	Weekly	Yes	There's just a shortage of money to buy inputs.
7	Weekly	Yes	Need financial support to buy cement and other Inputs.
8	Weekly	Yes	Reduce creditors- need sponsors to increase Inputs.
9	Weekly	Yes	Need transport for delivery and enough money.
10	Weekly	Yes	More funding – government must send a person To coordinate its finances.
11	Weekly	Yes	Cheap cements and training on chicken and vegetable farming.
12	Weekly	Yes	More funding and management training.

Appendix 4: Stimora Horticulture Project

Question	1	2	3	4	5	6
Respondent	Household income PM	No. of social grants per household	Type of social grants	Any other source of income?	How much is the income in (4) ?	Highest level of education
1	R880	2	CSG	Yes	R500	Gr. 7
2	R700	1	CSG	Yes	R510	Gr. 12
3	R840	None	N/A	Yes	R840	Gr. 7
4	R820	None	N/A	Yes	R820	Gr. 9
5	R2,000	None	N/A	Yes	R2000	Gr. 11
6	R1,920	1	OAP	Yes	R1,100	Gr. 11
7	R190	1	CSG	No	N/A	Gr. 10
8	R1,500	1	OAP	Yes	R700	Gr. 12
9	R2,071	3	OAP+2 CSG	Yes	R1,500	Gr. 11
10	R190	1	CSG	No	N/A	Gr. 7

Appendix 4: Stimora Horticulture Project (continued)

Question	7	8	9	10	11
Respondent	Assets acquired due to the project	Estimated assets value?	No: of dependants per respondent	State of relations in the project	Are other members benefiting more than others
1	Bedroom suite	R800	1	v. good	No
2	Blankets & duvets	R2,000	1	V. good	No
3	Bedroom suite	R8,000	8	V. good	No
4	None	N/A	None	V. good	No
5	Bedroom suite	R5,074	4	v. good	No
6	None	N/A	1	good	No
7	None (financing children's education)	N/A	3	V. good	No
8	Bricks	R1,000	4	good	No
9	Bedroom Suite & Sofas	R11,000	6	v. good	No
10	24 corrugated iron	R4,104	5	good	No

Appendix 4: Stimora Horticulture Project (continued)

Question	12	13	14	15	16
Respondent	If yes, motivate	Do you have confidence in the management team?	Ave. income PM from the project	Does the project enjoy community support?	If yes, motivate
1	N/A	Yes	R800	Yes	Give moral support
2	N/A	Yes	R800	Yes	Give moral support
3	N/A	Yes	-	Yes	Give moral support
4	N/A	Yes	R820	Yes	Give moral support
5	N/A	Yes	R800	Yes	Give moral support
6	N/A	Yes	R840	Yes	Give moral support (should grow to help their grandchildren)
7	N/A	Yes	R1,200	Yes	Give moral support (except the village Induna and his followers)
8	N/A	Yes	R800	Yes	Give moral support
9	N/A	Yes	R800	Yes	Morally, temporary workers flock

10	N/A	No	R800	No	N/A
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Appendix 4: Stimora Horticulture Project (continued)

Question	17	18	19	20	21
Respondent	If no, motivate	Working hours per day	Working days per week	Any often Absenteeism?	Disciplinary measure against absentism
1	N/A	9	6	No	No work, no pay.
2	N/A	9	6	No	No work, no pay.
3	-	9	6	No	No work, no pay.
4	N/A	9	5	No	No work, no pay.
5	N/A	9	5	No	No work, no pay.
6	N/A	9	5	No	No work, no pay.
7	N/A	9	5	No	No work, no pay.
8	N/A	9	6	No	No work, no pay.
9	N/A	9	5	No	No work, no pay.
10	No visits from them	9	6	No	No work, no pay.

Appendix 4: Stimora Horticulture Project (continued)

Question	22	23	24
Respondent	No. of times financial records are reported?	Does every member discuss monthly financial bank statement?	Suggested Corrective measure(s) for the project to be productive.
1	Monthly	Yes	Expanded
2	Monthly	Yes	Expanded
3	Monthly	Yes	Funding for distillation machine.
4	Monthly	Yes	Funding for distillation machine.
5	Monthly	Yes	Funding for distillation machine.
6	Monthly	Yes	Funding for distillation machine.
7	Monthly	Yes	Expand additional hectares to hire 50 people, buy distillation machine.
8	Monthly	Yes	Funding for distillation machine.
9	Monthly	Yes	Funding for distillation machine.
10	Monthly	Yes	Funding for distillation machine.

Appendix 5: Responses from management personnel of the four projects

Project Name	Year started	Initial members	Present members	Reason for the difference between 2 & 3	Initial capital	Source of initial capital	Additional capital
Stimora	1999	2	10	In order to get land from Moshate	R10,000	Initiators' money	R1,255,000 R35,000 R2,000 R1, 2m
Molepo Bakery	2000	35	14	Some got jobs somewhere, some lost hope because of working without pay	R10 x 35 = R350	Collection from Founder members	R271,000
Bethel Vegetable Project	1993	20	14	Some were lazy Some just retired/ left	R100 x 14 = R1,400	Collection by founder members	R60,000
Sehlale Women's Club	1998	30	13	Members were reluctant to contribute to initial capital	R120 x 21 = R2,520	Members' contribution	R300,000 R150,000

Appendix 5: Responses from management personnel of the four projects (continued)

Project Name	Source of additional capital	Year given	Fixed assets	Value of fixed assets	Movable assets	Value of movable assets
Stimora	Irish funders Nedbank CSIR	2000 2001 2002	Electricity installation Fence Tank, Stand & Water Pump Irrigation system Toilet One room	R94,000 R20,000 R20,000 R183,000 R1,500 R3,000	Tractor	R90,000
Molepo Bakery	National Social Development department	2001	Building Baking Equipment Fence Tank & Stand Shack Toilet Electricity Sewage system	R41,000 R120,000 R16,000 R10,000 R 4,000 R 2,000 R 2,700 R 5,000	Pans, Spoons Etc.	R6,000
Bethel Vegetable Project	Social Welfare	1998	Tank & stand Fence Water-Pump Irrigation Equipment	Total cost is R70,000	pipes	R2,000
Sehlale Women's Club	Social Welfare	2000 2002	Fence Borehole Electric Pump, Water Tank & Stand Dam Building (LC only) Store Room (LC only) Toilet (LC only) Slab New borehole	R50,000 R21,000 R450 R1,000 R400 R0 R6,000	Tractor & accessories 3 brick-laying machines 4 chairs 1 computer	R20,000 R18,000 R200 donation

Appendix 5: Responses from management personnel of the four projects (continued)

Name of Project	Operating Costs PM	Monthly sales	Monthly net profit	Marketing strategy	Monthly Production Quantity	Absenteeism	Disciplinary measure
Stimora	R12,000	R20, 000	R8,000	American Market- sells through CSIR	R20, 000	No	No work No pay
Molepo Bakery	R11, 000	R11,000	None	Gave samples to neighboring schools – announced at Moshate	12 trays of scones a week	No	No work No pay
Bethel Vegetable Project	R3,360	unknown	Unknown	Only informed Moshate at gaMolepo to tell Indunas	R5,600	Yes	Impose a fine without a valid reason
Sehlale Women 's Club	R12,700	R36,000	R23,300profit up to Dec 2005	None- Known by the community -told the king -is on the main road	10 000 bricks	Yes	R10 fine

Appendix 5: Responses from management personnel of the four projects (continued)

Name of Project	Registration status	Important Business document	Preparation of monthly income statement	Value of creditors	Outstanding deliveries	Time span for deliveries	Corrective measures
Stimora	Section 21 company	Income & Payment Statement	Yes	None	None	Immediately After every 4 months	1. None-but I would like to create another project especially for the youth, women and disabled - distillation machine needed. 2. Expanded 3.Expanded 4.Distillationmachine needed.
Molepo Bakery	N P O	Income & Payment Statement	Yes	R12,000	None	Immediately	1. Not to buy on credit. 2. None 3. None 4. Not to buy on credit. 5.No change.
Bethel vegetable Project	N P O	Minute book	Yes	None	None	Immediately	1. Plough one type of vegetable. 2.Add more people. 3.Have a reservoir - so everybody can water at own time. 4.Have a dam / reliable electricity.
	N P O						

**AN ADMINISTERED QUESTIONNAIRE FOR PROJECTS ON
POVERTY ALLEVIATION**

VENUE: _____

DATE: _____

TIME: _____

QUESTIONNAIRE FOR PROJECT MEMBERS

Household's income

1. On average, what is the income (excluding income from the project) for your household per month?

Other sources of income

2. How many people in your household receive a social grant?

3. State the type of grant in 2 above.

4. Do you have children or relatives or husband who send you money monthly?

yes no

5. If yes, how much do you get from people mentioned in 4 above?

Educational level

6. What is your highest level of education?

Assets

7. Since the inception of the project, which assets have you acquired?

Assets by value

8. What is the estimated value of the assets in 7 above?

Dependents

9. How many members of your household (excluding those working) are you financially supporting at present?

Human relations

10. What is the state of your relations in the project?

Equal share

11. Do you think that there are other members who are benefiting more from the project than you?

12. If yes, motivate your answer.

Management procedure

13. Do you have confidence in the people managing the project?

Income

14. On average, how much money do you get from the project per month?

Community support

15. Do you feel the local community is supporting your project?

16. If yes, motivate your answer.

17. If no, motivate your answer.

Working hours

18. How many hours do you work per day?

Working days

19. How many days do you work per week?

Commitment

20. Do you have members who often do not report for work?

 yes no

21. If yes, how do you deal with such members?

Record keeping

22. How often does the treasurer inform you about money received and payments made?

 daily weekly fortnightly monthly

Participation

23. Does every member take part in the discussion of the monthly bank financial statement?

 yes no

Corrective measure(s)

24. To make the project productive, what is the most important change(s) do you think should be made?

ADMINISTERED QUESTIONNAIRE FOR MEMBERS OF THE MANAGEMENT TEAM

VENUE: _____

DATE: _____

TIME: _____

Origin

1. When was the project established?

Original members

2. How many members did the project have at its inception?

Current members

3. How many members does the project have at present?

4. If the answers for question 2 and 3 above are not the same, what had caused the difference?

Starting capital

5. How much capital was injected in the project when it started?

Source of capital

6. What was the source of the capital?

Additional capital

7. How much additional funding has been given to the project?

8. When was the funding given?

Source of additional capital

9. What was the source of the capital?

10. Does the project own fixed assets?

11. What is the estimated current value of the fixed assets?

12. Which movable assets do the project own?

13. What is the estimated current value of the movable assets?

Operating costs

14. What has been the monthly operating cost of the project since its operation?

Sales

15. What has been the monthly sales?

16. What has been the monthly net profit of the project since its inception?

Marketing

17. What do you do to make your products known to other communities?

Production target

18. What has been the average monthly production of bricks since the project's inception?

Commitment

19. Do you have members who often do not report for work?

Disciplinary measure(s)

20. If yes, what disciplinary measure(s) do you take against them?

Business documents

21. Which business document do you think is very important to your project?

Corrective measures

22. If the project was to start afresh today, what are the things that you have done which you will change?

Regulation status

23. What is the registration status of your project?

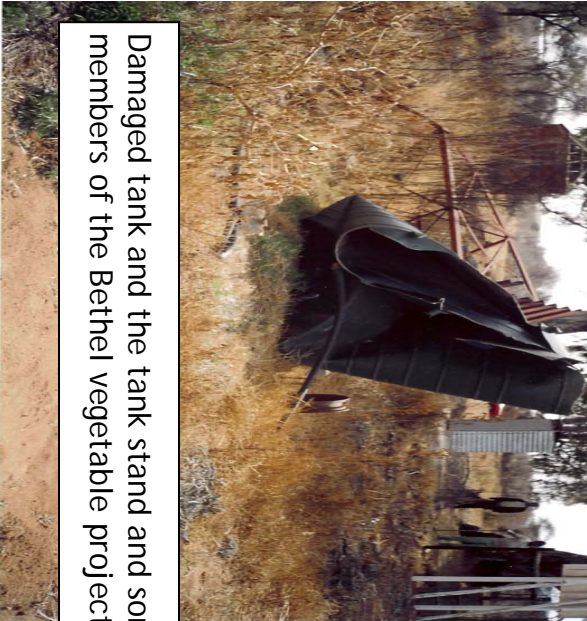
Income and expenditure statement

24. Do you prepare a monthly income statement?

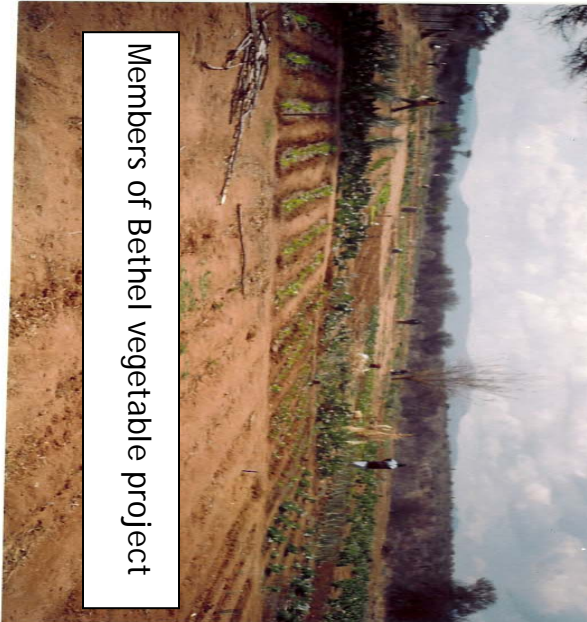
yes	no
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Creditors

25. On average, how much are you owed by your creditors?



Damaged tank and the tank stand and some members of the Bethel vegetable project



Members of Bethel vegetable project



Damaged tank and the tank stand and some members of the Bethel vegetable project



Storeroom of Bethel vegetable project



Part of 10 hectors of Bethel vegetable projects



Storeroom of Bethel vegetable project



Sehlale women's club storeroom



Bricks produced on the production slab



Some of the Sehlale Women's Club project members



Office cum storeroom and brick making machine
Sehlale Women's club



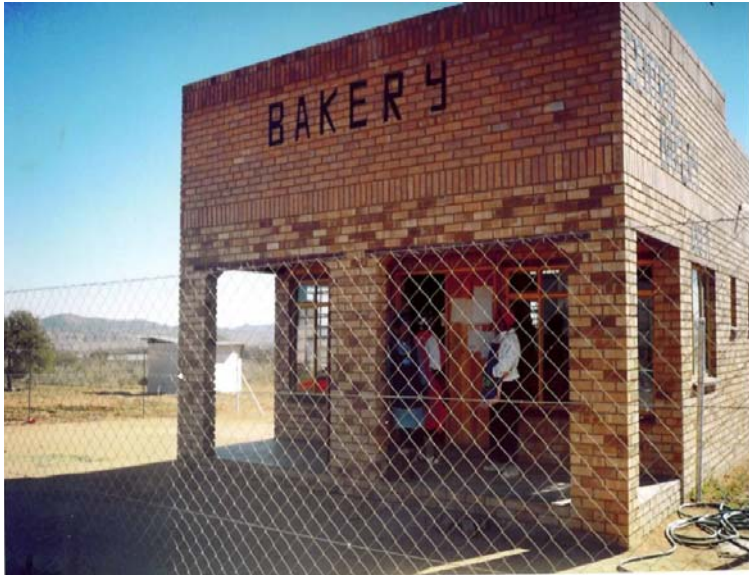
The entrance at Sehlale Women's Club Project



Part hectors of Stimora horticulture project land and nenerium flowers their water tank and irrigation nines



Two members of management personnel of Bethel vegetable project at its entrance



Molepo's bakery building and three management personnel in from of their building



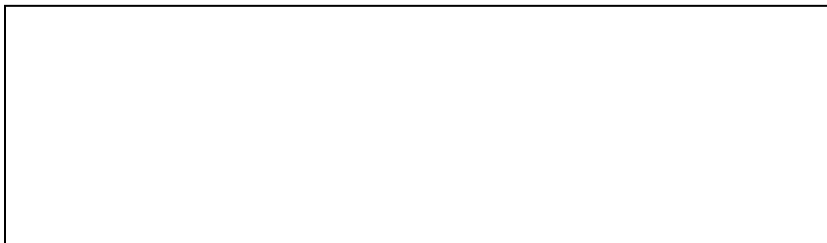
Molepo bakery 's baking equipment and some members



Some of Molepo Bakery members at work



Molepo's bakery office cum storeroom





Three members of Stimora management personnel



Molepo's bakery toilets



Molepo bakery tank and its stand



Molepo bakery French sanitation



Bags of manure near the still being constructed office cum storeroom

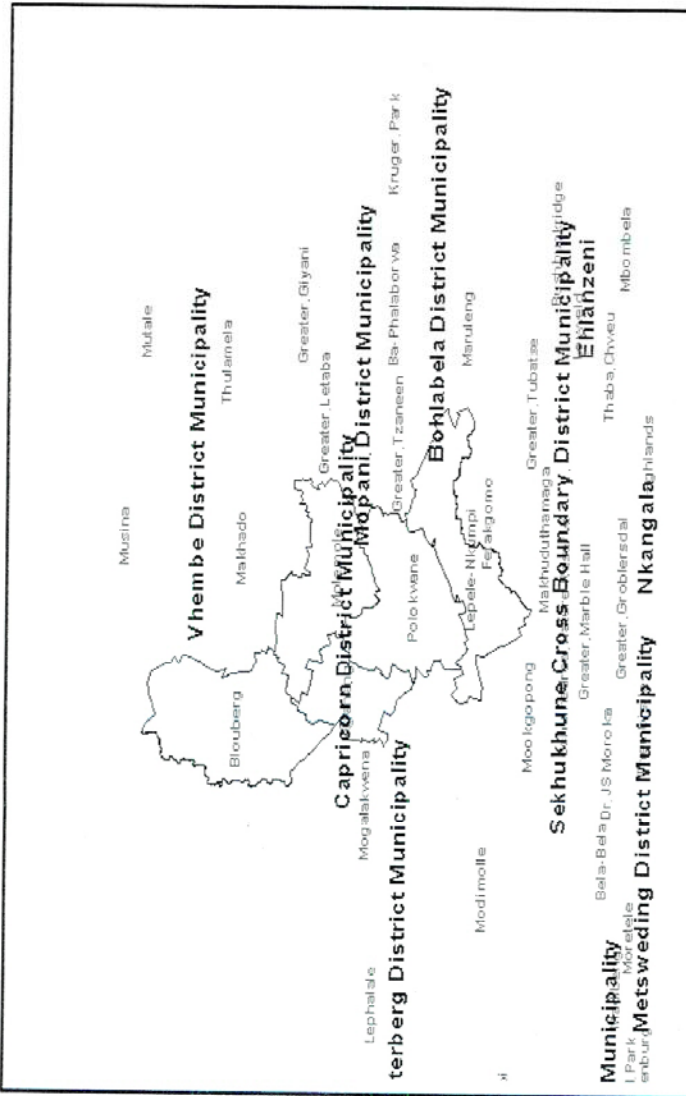


Some members of Stimora horticulture project at work



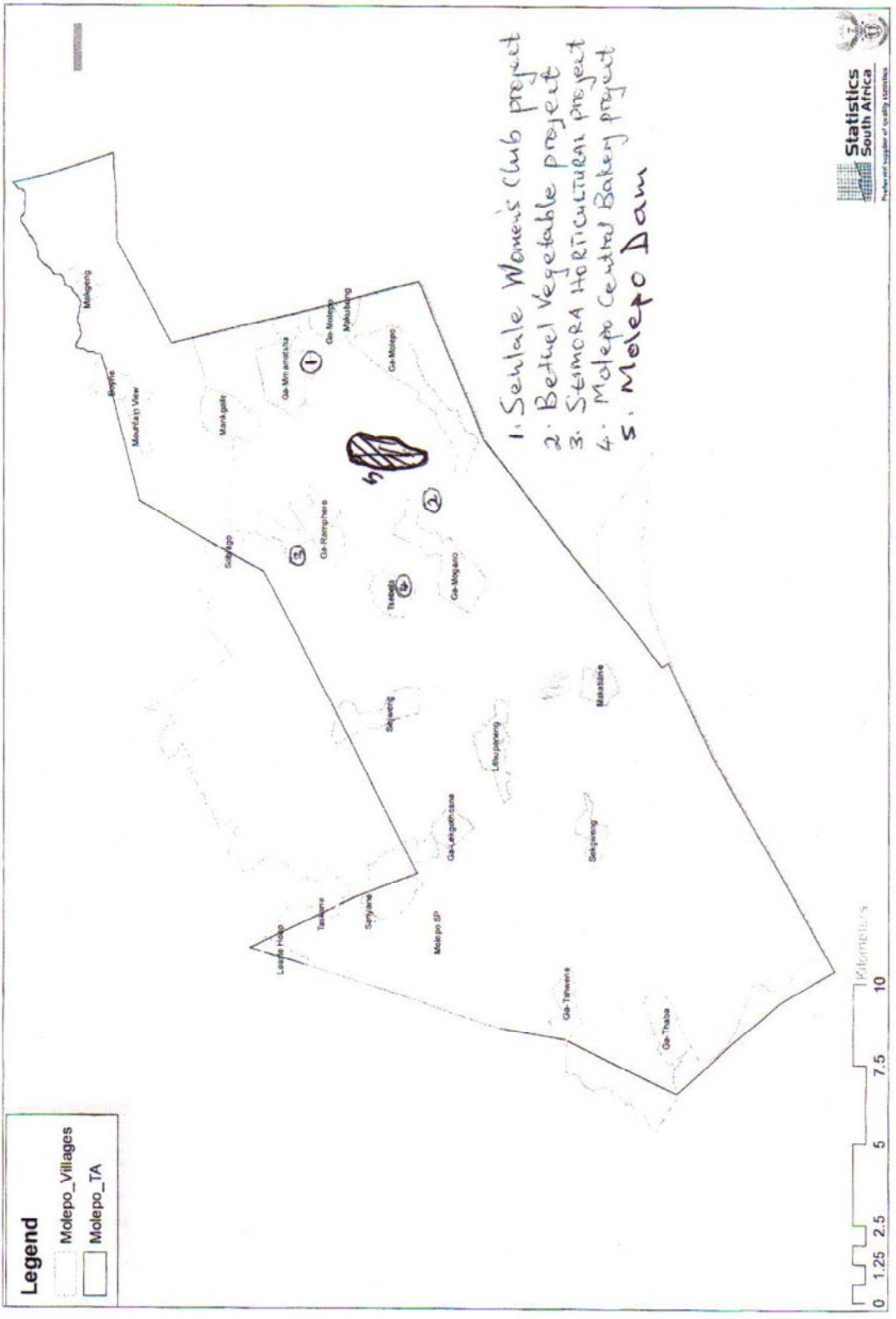
Stimora's toilets for males and females

Map Title



District Councils (DC_NAME)
 Municipalities (MN_NAME)
 MN_PR_SA - (sx0)

[Light Gray Box]	< 0.0000025
[Medium Gray Box]	0.0000025 - 0.000005
[Dark Gray Box]	0.000005 - 0.0000075
[Black Box]	> 0.0000075



1. Senlale Women's Club project
2. Bethuel Vegetable project
3. SEMORA Horticultural project
4. Molepo Central Bakery project
5. Molepo Dam

