

**AN INVESTIGATION INTO THE EFFECTS OF PROJECT MANAGEMENT ON A
RURAL POVERTY ALLEVIATION PROJECT: THE CASE OF THE WALDA SMALL
SCALE SUGAR CANE FARMING CO-OPERATIVE**

By

MHLONGO MPUMELELO CIDRICK

9210237

Submitted in the partial fulfillment of the requirements for the degree

Masters of Developmental Studies

In the

Faculty of Management and Law

(Turfloop Graduate School of Leadership and Management)

In

The University of Limpopo

Supervisor: Dr. KS Milondzo

2016

DECLARATION

I the undersigned declare that: **“AN INVESTIGATION INTO THE EFFECTS OF PROJECT MANAGEMENT ON A RURAL POVERTY ALLEVIATION PROJECT: THE CASE OF THE WALDA SMALL SCALE SUGAR CANE FARMING COOPERATIVE”** is my original work and the result of my investigation and research, and that it has not been submitted in any part or for any other degree at any university. All sources cited have been acknowledged.

Signature_____ Date_____

Mhlongo Mpumelelo Cidrick

DEDICATION

I dedicate this project to: my late grandparents Philip Msekese and Shikwembu Emely and my parents, the late Nelson Folishi and Nomia Florah for having laid a foundation that through education tomorrow will be a better day.

My wife Busisiwe Mhlongo for her support and understanding during this crucial time of my studies.

My children and all my siblings for their understanding and support when I had to devote most of my time to the project than them.

ACKNOWLEDGEMENTS

I will like to acknowledge the following people:

- Dr. KS Milondzo, my supervisor who was prepared to dedicate his time to provide guidance even if his attention was requested at short notice.
- Prof. Oliver Mtapuri for his contribution to the proposition of this project and for continuously reminding me that I have the potential to complete the task.
- The Walda Small Scale Sugar Cane Farming Cooperative for allowing me to conduct my research on their project.
- Dr. Thembinkosi Mabila for the constant support and for Language Editing and the final layout of this document.
- Mses. Nokwazi Thobela and Mohapi Mapule for transcribing my SiSwati interview to English.
- The Mpumalanga Provincial Government and in particular Department of Community Safety, Security and Liaison and the team members in the section for their constant support.

ABSTRACT

The management of projects has gained an increasing impetus amongst researchers throughout the world in the last decade. Most of the research projects have focused on which extent can lack of resources affect the implementation of projects in developing countries. Little has been said about the relationship between lack of corporate governance and the management of projects for small scale sugar cane farmers. In this study, the researcher focused on the effects of project management on poverty alleviation and sustainable livelihoods. The study used a mixed method research design which equally employed case study and descriptive approaches. From the quantitative perspective, structured questionnaires were administered, while in the qualitative approach semi-structured interviews were conducted to collect data. Results indicated that the success of projects aimed at poverty alleviation and sustainable livelihoods is dependent on the successful implementation of project management skills. The research amongst others recommend that training and financial support be prioritised for the community projects to achieve their intended objectives.

TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iv
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
LIST OF ABBREVIATIONS AND ACRONYMS.....	x
CHAPTER 1	1
1.1 Introduction	1
1.2 Background	1
1.3 Statement of the problem	3
1.4 Aim of the study.....	4
1.5 Objectives	4
1.6 Research questions.....	5
1.7 Significance of the study	5
1.8 Definition of concepts	6
1.8.1 Poverty.....	6
1.8.2 Poverty alleviation	6
1.8.3 Sustainable Livelihood approaches	7
1.8.4 Cooperatives.....	8
1.9 Chapter organisation	8
CHAPTER 2	11
2.1 Introduction	11
2.2 Background and rationale of the projects in Nkomazi Local Municipality	11
2.3. Project Management as a process	13
2.4 Project Cycle	14
2.5 Project Management principles	16
2.6 Project Management and Leadership.....	18

2.6.1 Transactional leadership	18
2.6.2 Transformational leadership theory	20
2.6.3 Charismatic leadership	21
2.6.4 Visionary leadership theory	21
2.7 Management by Objectives (MBO)	22
2.8 Project Communication	25
2.9 Project and Risks Management	27
2.10 Project Monitoring and evaluation	32
2.11 Ethics and sustainability	33
2.12 Project management and delegation	34
2.13 The South African Experience of Cooperatives	37
2.14 Conclusion	37
CHAPTER 3	39
3.1 Introduction	39
3.2 Rationale for Research Methodology	39
3.3 Research design	39
3.3.1 Qualitative Research Design	40
3.3.2 Quantitative Research Design	40
3.3.3 Mixed methods research	41
3.4 Research Meta theories	42
3.4.1 Positivism	42
3.4.2 Phenomenology	42
3.4.3 Critical hermeneutics	43
3.5 Study Area	43
3.6 Population	44
3.7 Sampling	44
3.7.1 Probability Sampling	44
3.7.2 Non- probability sampling	45
3.8 Data Collection	46
3.9 Data Collection Instruments	47
3.9.1 Questionnaires	47
3.9.2 Semi Structured interviews	47

3.10 Data Analysis	47
3.11 Reliability and Validity	48
3.11.1 Reliability.....	48
3.11.2 Validity	48
3.12 Elimination of biasness.....	49
3.13 Ethical Consideration	49
3.14 Limitation of study	50
CHAPTER 4	51
4.1 Introduction	51
4.2 Data Analysis and Discussion of results Obtained from empirical data.....	51
4.3 Data obtained from structured interviews	63
CHAPTER 5	67
5.1 Introduction	67
5.2 Overview of the study.....	67
5.3 Summary of the findings of the study	68
5.3.1 Findings from the literature review	68
5.3.2 Findings from empirical research.....	68
5.3.3 Findings from the semi structured interviews	69
5.4 Recommendations	70
5.6 Conclusions.....	72
References.....	73
ANNEXURE A: DATA COLLECTION QUESTIONNAIRE	81
ANNEXURE B: INTERVIEW SCHEDULE.....	83
ANNEXURE C: MAP OF WALDA	84
ANNEXURE D: GATE KEEPER’S LETTER.....	85
ANNEXURE E: PERMMISION LETTER	86
ANNEXURE F: EDITORS CONFIRMATION.....	88

LIST OF TABLES

Table 4.1:	Distribution of Respondents According To Gender	50
Table 4.2:	Project Management, Poverty Alleviation and Sustainable Livelihoods	51
Table 4.3:	Project Management and Challenges	52
Table 4.4:	Project Managements and Resources	53
Table 4.5:	Project Management and Application of Management Principles	54
Table 4.6:	Project Management and Delegation	55
Table 4.7:	Project Management and Corporate Governance	57
Table 4.8:	Project Management and Alternative Strategies	59

LIST OF FIGURES

Figure 1.1: Mpumalanga: National Unemployment Rate	2
Figure 1.2: Sustainable Livelihood Approach	7
Figure 2.1: Project Triple Constraints	12
Figure 1.3: Project Management Life Cycle	13
Figure 2.4: Communication Model	26
Figure 2.3: Management by objectives	23
Figure 2.5: Risk Management Process	27
Figure 2.6: Delegation in Walda	36
Figure: 4.1 Impact of the lack of infrastructure	56
Figure: 4.2 Project Management, Monitoring and Evaluation	58

LIST OF ABBREVIATIONS AND ACRONYMS

CCs	:	Close Corporations
CIPC	:	Companies and Intellectual Property Commission
CIS	:	Cooperatives Incentives Scheme
Co-ops	:	Cooperatives
CPAs	:	Communal Property Associations
CRDP	:	Comprehensive Rural Development Programme
IRDS	:	Integrated Rural Development Strategies
KEDC	:	Kangwane Economic Development Corporation
LED	:	Local Economic Development
MEDC	:	Mpumalanga Economic Development Cooperation
MEGA	:	Mpumalanga Economic Growth Agency
NLM	:	Nkomazi Local Municipality
PPP	:	Public-Private Partnerships
REDI	:	Rural Economic Development Initiative
RSA	:	Republic of South Africa
SLA	:	Suitable Livelihood Approach
TSFP	:	Tonga Sisal Farming Project
WSSSCFC	:	Walda Small Scale Sugar Cane Farming Cooperative

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1 Introduction

Recent changes in South Africa has compelled the government to introduce strategies such as the Rural Economic Development Initiative (REDI), Integrated Rural Development Strategies (IRDS) and Comprehensive Rural Development Programme (CRDP) to alleviate poverty in rural areas and ensure sustainable livelihoods. As a consequence, land that was previously owned by the different agencies was also reclaimed by local communities and used for various purposes.

The Tonga Sisal Farming Project (TSFP) was not excluded from the process of reclamation. Due to the lack of production and ownership, the people in the Siboshwa Tribal Communities formed cooperatives to alleviate poverty and sustain livelihoods in the area, hence this study is on the effects of project management on rural poverty alleviation on sustainable livelihoods at Walda Small Scale Sugar Cane Farming Cooperative (WSSSCFC) in the Nkomazi Municipality in Mpumalanga Province (Mdaka, 2010: 02).

1.2 Background

Community projects were seen by various communities as a panacea for poverty alleviation in various rural villages. To alleviate poverty, many communities formed associations such as the Communal Property Associations (CPAs), Close Corporations (CCs) and Cooperatives (Co-ops) to use land that was previously under the different homeland agencies. In the case of the former Kangwane Government, the main agency was the Kangwane Economic Development Corporation (KEDC). With the advent of democracy, this agency later changed its name to the Mpumalanga Economic Development Cooperation (MEDC) and subsequently the Mpumalanga Economic

Growth Agency (MEGA) after the merger which saw the incorporation of the Kangwane and Kwa-Ndebele Development Corporations.

The above cited agency was seen by local communities as less productive and not economically viable hence the establishment of the WSSSCFC. The inception of this cooperative was spurred amongst others by high unemployment in the area after several commissions that were conducted to check the status of poverty and unemployment in rural areas and the Nkomazi Local Municipality (NLM) was marked as a nodal point for poverty alleviation and rural economic development.

According to the Statistics South Africa quarterly Labour Force Survey, the Mpumalanga Province is one of the provinces which has shown an increase in unemployment rate by 2.1% from the first quarterly of 2015 up to the third quarter of 2016 compared to the national unemployment rate (See Figure 1.1) (StatsSA:2016). The increase in unemployment results in social disintegration as a result of poverty. Hence, unemployment is worse in the Nkomazi Municipality which is heavily reliant on agriculture as a source of employment because of its seasonality and the high start-up costs.

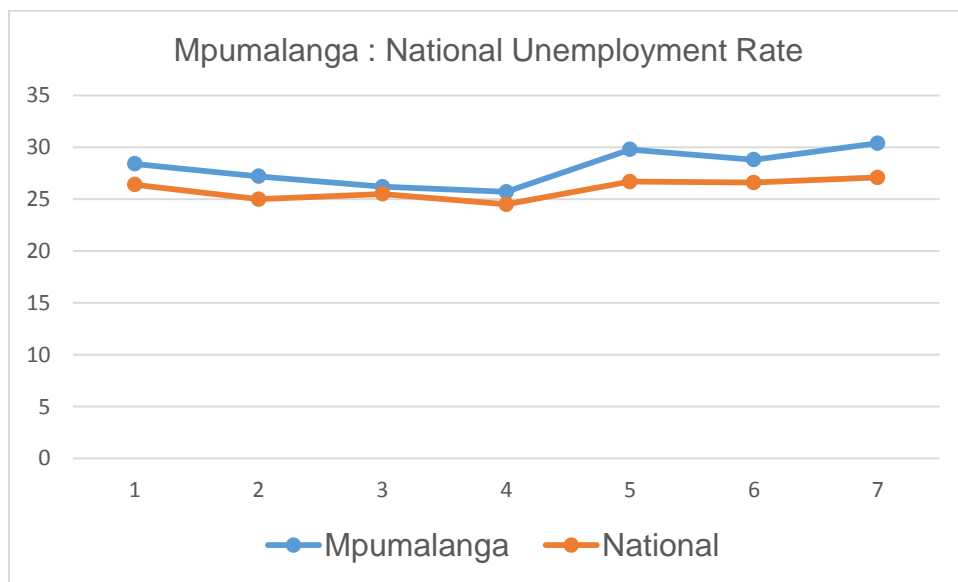


Figure 1.1: Mpumalanga: National Unemployment rate (Source: StatsSA: 2016:1)

In a province with a high unemployment, the people must be assisted with survival skills and with job creation opportunities to ensure reliable sources of income that will help minimize rural depopulation and stem the rise of social ills such as crime. In its 2009 Cabinet Lekgotla, the Government of the Republic of South Africa adopted 12 outcomes to which it meant to evaluate its performance. In a bid to improve the lives of people living in rural areas, In order to improve rural livelihoods, Outcome 7 was adopted with the aim of building “vibrant, equitable and sustainable rural communities and food security” (RSA, 2009). As such, it is anticipated that through rural based economic activities the stagnant rural economy can be resuscitated.

Local Economic Development (LED) is an integrated, multi-disciplinary approach aimed at poverty alleviation through pro-poor economic growth. The World Bank considers that the activity of LED is concerned with “local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community”. According to Gebre-Egziabher and Helmsing (2005:32), LED is “a process in which partnerships between local governments, NGOs, community-based groups and the private sector are established to manage existing resources to create jobs and stimulate the economy of a well-defined territory”.

With the decline of formal job opportunities it is important that local communities implement local economic development opportunities so that poverty is alleviated as poverty has negative consequences to both individuals and communities.

1.3 Statement of the problem

Various LED projects are launched with support from the private, public and Non-Governmental Sectors with expectations that they will be sustainable and eventually provide stakeholders with the capability to alleviate poverty. Such Public-Private Partnerships (PPP) seek to provide skills to the community to ensure the sustainability of LED projects. However, in most, cases the objectives of such LED projects are not achieved because of the lack project management skills and infighting. This often result

in their abandonment, especially once PPP arrangements have run their course and handed over total control to the beneficiaries. In certain cases, such abandonment of community development projects often leads to the reinvention of a new slave-master relationship due to continuous reliance on production loans where the private support turn to be masters as they decide how much to give to the farm owner.

The situation outlined above could be attributed to a combination of poverty and lack of skills which often results from the failure of skills transfer as initially aspired during the conception of such projects. Cases in point include the failure of empowerment projects such as the Callais farm in the Letsitele valley, where all operations on the world-class mango exporter were stopped after it was handed over to the claimant community; the Sapekoe Tea Estate which lay fallow for more than 10 years and some farms in the Tenbosch land restitution claim in the Onderberg area of Mpumalanga Province. The failure of projects which have a potential to change the social and economic status of communities has an impact to the financiers because of the loss of investment. This also perpetuates and maintains the community status of being in a poverty trap.

The WSSSCFC is not exonerated from the above mentioned challenges. The project is fraught with challenges such as lack of managerial skills, resources, good corporate governance, monitoring and evaluation, inadequate training programmes and other related problems hence this study.

1.4 Aim of the study

To investigate the effects of project management on a rural poverty alleviation project using the WSSSCFC as a case study.

1.5 Objectives

In order to achieve the above aim, the following objectives were pursued:

1. To identify the impact of the WSSSCFC in alleviating poverty among its members;

2. To assess the challenges faced by co-operative members in alleviating poverty and ensuring sustainable livelihoods within the context of project management; and
3. To propose alternative strategies that can be used by agencies in poverty alleviation projects aimed at ensuring sustainable livelihoods.

1.6 Research questions

The study answered the following research questions to achieve the study objectives:

1.6.1 Main Question

To what extent is the WSSSCFC impact on poverty alleviation and sustainable livelihoods?

1.6.2 Sub questions

1. What impacts did the WSSSCFC make in alleviating poverty amongst its members?
2. What challenges are faced by cooperative members in alleviating poverty in ensuring sustainable livelihoods within the context of project management?
3. What strategies can be used by agencies to improve community projects meant to alleviate poverty and ensure sustainable livelihoods?

1.7 Significance of the study

The Study on the effects of project management on poverty alleviation and sustainable livelihoods in WSSSCFC is significant for the following reasons:

Through the findings of this study, stakeholders will have knowledge of the effect of small scale sugar cane farming on the alleviation of poverty within the NLM.

The study will assist members of the cooperative to identify the challenges they face in their efforts to alleviate poverty and ensure sustainable livelihoods the area under study.

It will assist the agencies to develop relevant strategies that can alleviate poverty and ensure sustainable livelihoods in the NLM.

The study will to fill a knowledge gap in community development as a field of study and to the area rural project management in particular.

1.8 Definition of concepts

The researcher in this study has used concepts to analyse and clarify the research problem stated earlier. In other words, concepts are the primary instruments that the researcher employed to understand the reality and essence meaning in the study. Hence, in this study, the following key concepts were used to achieve the intended objectives of the study:

- Poverty
- Poverty alleviation
- Sustainable livelihoods.
- Cooperatives.

1.8.1 Poverty

Sen (2001) distinguishes poverty as a capability and poverty as a lack of income. This distinction of poverty implies that if people's capabilities are improved, that can be able to earn an income. Swanepoel and De Beer (2000) differentiate case and community poverty. Case poverty is the presence of poverty in the backdrop of affluence whereas community poverty is the dominance of poverty in the whole community. This study adopts Sen's (2000) definition of poverty on which the basis is viewed as a capability because local economic development is about improving the capabilities of communities to improve their capabilities to live a better life.

1.8.2 Poverty alleviation

According to Meier and Raunch (2005:320) "poverty alleviation is about transforming economic and social structures by providing social services to low-income households". This definition has a limitation in that it does not provide a basis of defining what a low

income household is. The process of poverty alleviation must be seen as an active process by the recipient of the poverty alleviation programmes to move away from the culture of poverty. According to Coetzee (2001:477) “a culture of poverty is a perception amongst poor people to accept their condition of poverty and not doing anything to change their situation”. For the purpose of this study poverty alleviation projects are aimed at ensuring sustainable livelihoods to owners and employees who work in the project.

1.8.3 Sustainable Livelihood approaches

The Sustainable Livelihood Approach (SLA) to poverty alleviation came as a result of the recognition of the multi-disciplinary nature of poverty (Cobbinah, Black and Thwaites, 2013). The sustainable livelihood approach is an integrated approach towards poverty alleviation without focusing only on low income as an element of poverty but also taking into consideration other aspects such as vulnerability, social exclusion, knowledge of people of their poverty trap and ways to escape from it (Kranz, 2001). According to the SLA people have four assets through which they can make a living: tangible assets, resources, intangible assets and access.

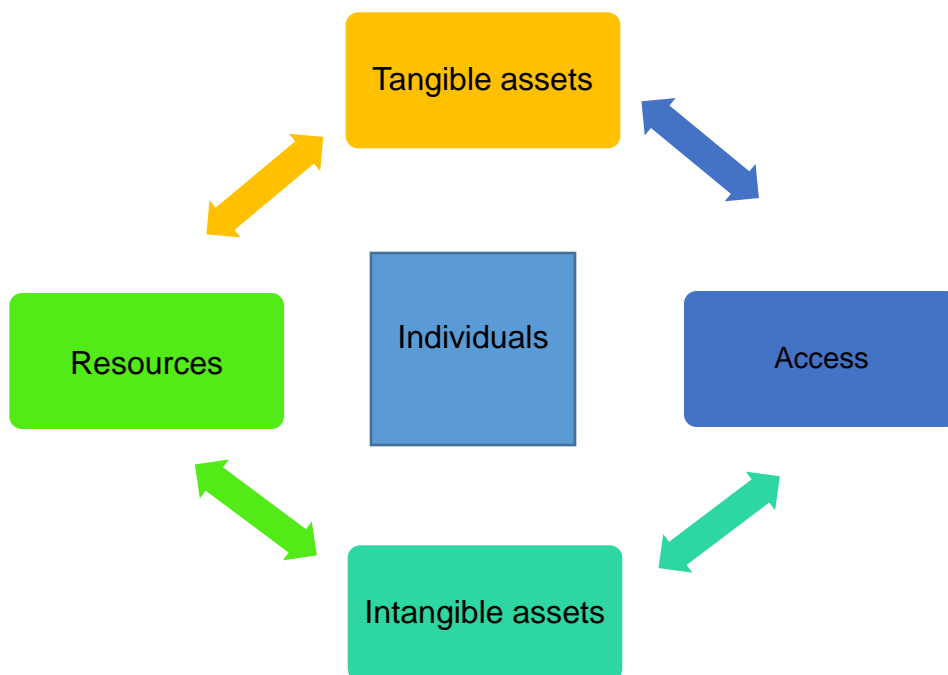


Figure 1.2: Sustainable Livelihood Approach (Source: Adapted from Kranz, 2001:24)

For livelihoods to be sustainable, there must be environmental and social sustainability. Environmental sustainability is the effect of livelihoods to others whereas social sustainability is the ability of individuals to withstand predictable and unpredictable pressure or stress to their lives. The SLA is a bottom up approach rather a top down approach to poverty alleviation.

1.8.4 Cooperatives

According to the International Co-operatives Association (ICA), co-operatives refers to an autonomous business association of persons established to meet the economic, social and cultural needs and aspirations through a jointly owned and democratic controlled enterprise (ICA, 2015). This definition is also supported by the Companies and Intellectual Property Commission (CIPC) which defines a cooperative as business where a group of people get together voluntarily to address their common needs (CIPC, 2005). Cooperatives are distinct to sole traders and companies as they are regulated by the Co-Operatives Act 14 of 2005 and registered by the CIPC which is an entity of the Department of Trade and Industry, a body of the government of the Republic of South Africa (RSA) (ibid CIPC). In 2014 the Government of RSA developed the Cooperatives Incentives Scheme (CIS) for primary cooperatives to improve the viability of cooperatives by lowering their cost of doing business using the 90:10 matching cash grant. The 90:10 matching grant means that the Department of Trade and Industry (DTI) contributes 90% of the funding and the remaining 10% is contributed by the co-operative enterprise. The CIS also aims at assisting cooperatives to acquire start-up requirement costs and build an initial asset base (DTI, 2016)

1.9 Chapter organisation

The research report consists of five chapters structured as follows:

Chapter 1

This chapter provided the introduction to the research project and the significance of conducting the study. The background of the area of study, the aim and objectives of

the research project are also introduced. This is to ensure that the reader of the research report has a clear picture when proceeding to the subsequent chapters.

Chapter 2

This chapter provides the literature review on the concept of local development. It also examines the regulatory framework and the process of LED in South Africa. Various models explaining LED are explored and used to analyse the South African experience. In addition, contributory factors to the failure of LED are presented and are later used as a basis of formulating recommendations

Chapter 3

This chapter outlines how the field was approached to gather the data for this study. Unstructured questions were used for the focus groups, and key informant sampling. The data collection chapter provides the theoretical basis for using the chosen data collection methods.

Chapter 4

Chapter 4 analysed data and the emerging findings of the study. Hence, this chapter presents the extensive findings from the collected data.

Chapter 5

This chapter provides a summary of the findings and recommendations for further study. It therefore closes the project by making conclusions for the study.

1.10 Conclusion

The purpose of this chapter was to present the background of the problem. The purpose, significance, the definition of operational concepts and the organisation of chapters was also outlined in this chapter.

In the next chapter, the researcher will review the relevant literature on project management and its implication on poverty alleviation and sustainable livelihoods in community development.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this Chapter, literature related to the effects of project management on a rural poverty alleviation project is reviewed. The main purpose of exploring what others have already researched is to locate the present study within the body of knowledge within this area of study. This assisted the researcher to relate the theory and practice in the area of the study. Hence, the theoretical foundation supported the researcher to resolve the research problem stated in Chapter 1. This Chapter is therefore organised as follows:

- The background and rationale of the projects in the NLM
- A review of theoretical framework on Project Management
- Project Management and its implication to the managerial tasks
- Delegation and its implication to the WSSSCFC
- Conclusion

2.2 Background and rationale of the projects in Nkomazi Local Municipality

The NLM is located on the eastern side of the Republic of South Africa. It borders Swaziland on the South and on the east is Mocambique and the Northern side by the Kruger National Park. The Area has a population of 393 030 and the unemployment rate stands at 34.2% (StatSA, 2011). Despite the public service, the primary sector in the form agriculture is the main source of employment in this area. The area is also characterised by the skewed racial ownership of land with the majority of the farms under commercial farming by whites and Africans constituting emerging commercial farmers. Considering the lack of startup capital and lack of collaterals to access developmental funds, the emerging farmers are far from assuming the status of being commercial farmers. The area consists of thirty four (34) farming cooperatives clustered along tribal authorities (Nkomazi Local Municipality, 2013). On average, the emerging

farmers own about 10ha of land each which is used mainly for sugar cane cultivation. The functionality of the cooperatives vary from functional to dormancy due to factors such as drought, poor management, inadequate water rights and unsuitable soil conditions.

To reverse the tide of rural depopulation and poverty resulting from high unemployment, sugar cane farming was perceived to be a key local economic development strategy.

Projects

The use of the concept projects has gained popularity amongst emerging entrepreneurs and government (Abonamah, Korayim, and Thomas, 2016:170). According to Meredith & Mantel (2011:8) a project is a temporary endeavor undertaken to create a unique product or service. Köster (2010:3) defines a project as “an endeavor in which human, material financial resources are organised in a novel way, to undertake a unique scope of work, of a given specification, within the constraints of time, so as to achieve beneficial change defined by quantitative and qualitative objectives’.

In support of the above definition, Oosthuizen & Venter (2012:3) provide the following description of a project:

- it is a planned, temporary endeavor undertaken to create a unique product or services within a limited time scale and with limited resources;
- a unique set of coordinated activities with definite starting and finishing time to meet specific performance objectives within a defined schedule and costs; and
- a complex non routine effort limited by time, budget and resources to meet customer needs.

Projects differ in terms of size, budget, time span, clients, and sector. For example, a wedding project cannot be the same as a power station project and differences in budget costs and number of participants cannot be ignored.

Wellman (2011:109) indicates that for a project to be successful there are three conflicting elements that must be balanced:

- Time;

- Cost; and
- Scope.

Larson and Gray, (Larson and Gray:2011:6) refer these three conflicting elements as the project management triple constraints and can be depicted as a triangle below in **Figure 1**. The project management triangle assumes that projects commence with a cost target, scheduled completion date and a scope of work which is in balance. In reality the triple constraints are not in balance (Wellman, 2011:110). It is up to an experienced project manager to ensure that the three project management constraints are balanced to ensure that the project does not overrun its schedule and budget, thus leading to a substandard product to the disappointment of the client.

Project triple constraints

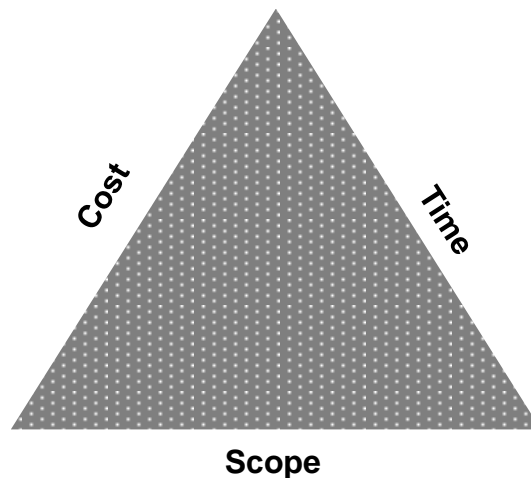


Figure 2.1: (Source Wellman, 2011:109)

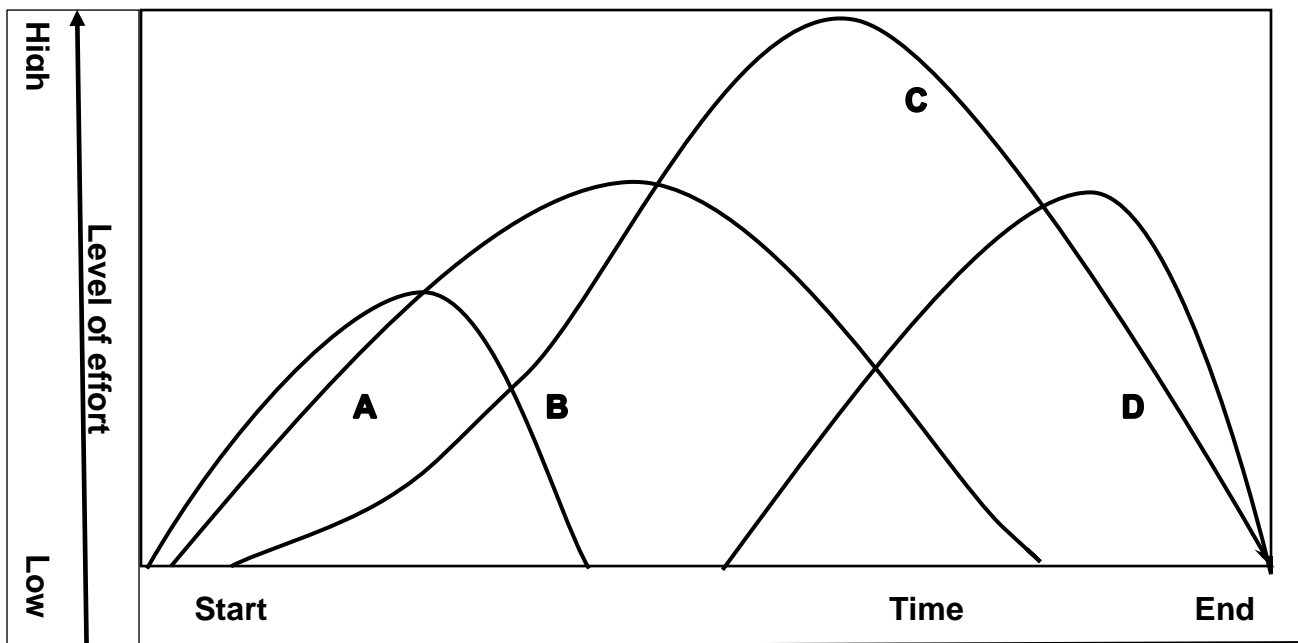
2.3. Project Management as a process

Project management is a set of techniques based on accepted principles of management used for planning, estimating, organising and controlling work activities to accomplish desired results within the constraints of a budget (Letsoalo, 2008:4). This definition only cites budget as a constraint in project management. According to Mawila

(2006:12), project management is the application of knowledge, skills and techniques to project activities in order to meet stakeholder's needs and expectation from a project. From the two definitions, it is evident that project management is a process which is dependent on the effective in the application of management principles to be able to meet clients' expectations. In the same vein, for project managers to be able to manage poverty alleviation projects that will ensure sustainable livelihood they must be conversant with project management processes.

2.4 Project Cycle

The project cycle assumes that a project undergoes various stages. Hence, there are various types of a project cycle that can be used. The project cycle shows that the time span and level of effort associated with a project varies.



Source (Adapted from Larson and Gray:2011:7)

Defining phase

The project cycle commences when a need for a project or service is identified and a project sponsor authorising that the problem be solved. The project can be identified as part of the organisations strategic planning process. The project is authorised using the project charter. The project charter may include issues such as the rational for the project, project objectives, allocated funds and key assumptions. If the organisation decides to use an external contractor to deliver the project, it develops a request for proposal (RFP). Through the RFP the sponsor requests potential service providers who have expertise to submit proposals on how they intend to solve the problem and the associated cost and schedule to complete the project. The sponsor will then evaluate the competing proposals.

Planning phase

The project team before delivering the project must plan how the project scope will be achieved within the available budget and approved schedule. Lack of planning will lead in the waste of time and money as the project will need to be redone. Planning involves determining what needs to be done, how it will be done, resources, duration and identifying the risks associated with the project. The planning process will produce a baseline plan which is a roadmap for achieving the project with the requirements and the constraints of the project charter. The people involved in the project must be involved in the planning of the project so as to improve the commitment and the success of the project.

Execution phase

This phase involves executing the plan, performing activities to produce deliverables, to accomplish project objectives. This phase is the climax of the project and involves a lot of effort compared to the other phases of the project lifecycle. When the project work is done it is important and control progress to ensure that everything goes according to the baseline plan.

Progress of the project can be monitored in the following ways:

- Keeping track of the tasks completed;
- When were task started and completed,

- Checking earned value of the work completed;
- Checking whether the completed work meets the expected quality; and
- How much money spent and committed (Wellman, 2011).

If comparisons of actual progress to the baseline plan shows that the project is behind schedule, overrunning the budget or not meeting the quality corrective actions must be made immediately.

Delivery phase

This phase involves the completion of the project. The phase is characterised by making final payments, recognizing staff, documenting lessons learned and making recommendations for future projects and handing over of the project to the clients or project sponsors. Feedback must be obtained from the client to determine whether project objectives were realised to ensure future business relationship. At this phase of the project the level of effort is low as most of the project tasks have been completed.

2.5 Project Management principles

For project manager to be able to achieve the project plans within the constraints of time, scope and costs, they must be able to implement the management principles of planning, organizing, leading and control. The management principles will be discussed here below. The management principles will be discussed separately but in practice they are integrated (Du Toit, Erasmus & Strydom, 2008: 129)

Planning

It is important that there must be an element of planning for any organisation or any venture as it shows there is a process of predetermination. According to Du Toit, Erasmus & Strydom (2008:147) planning is the systematic process by an organisation to must follow to achieve its predetermined goals. Gouws (2001:20) further describes planning as process of determining what must be done, by whom and when.

From the above description it is evident that planning involves:

- Deciding which direction the organisation must take to reach or achieve its intended goals and objectives.
- Envisioning the future: seeing a picture of how the future must look like.

The planning process involves the following steps Du Toit, Erasmus & Strydom (2008:151)

- Goal setting of what must be achieved. This is the highest level of plan which is mostly taken at a broad organisational level. In a project environment goal setting manifests its self when a project sponsor decides on a project that must be accomplished.
- Developing plans. This phase involves the translation of organisational goals into sub-implementable plans.in a project environment this involves the project manager developing milestones that will assist in the achievement of broad organisational goals.
- Implementation. This phase involves the development of strategies to translate the plans into action to achieve the predetermined goals. The implementation involves procurement of physical and procurement of human resources, constant monitoring of the project.

According to Mawila (2014:8) planning has the following advantages:

- It leads to a coordinated action by the various functional units to achieve common objectives through cooperation;
- It encourages proactive decision making by anticipating the future;
- It reduces risk

Organising

Organizing is a process of coordinating tasks and resources to achieve the predetermined plans (Robbins, DeCenzo & Coulter, 2008:154). It is about developing mechanisms to implement the plans.

According to Du Toit et al (2008:169) organizing involves the following:

- Job design

- Establishing teams based on the nature of task to be accomplishes
- Delegating authority within team members
- Establishing coordinating mechanisms

Leading

Leading is the process of influencing followers to work towards the attainment of set objective. Due to the importance of leadership amongst the team members, contemporary leadership styles will be discussed as a separate section.

Controlling

Controlling is the process of establishing and implementing mechanism to ensure that the set objectives and plans are achieved. According to Köster (2010:193) controlling in a project environment does not different to the one in organisational line function. Controlling in a project environment involves:

1. Deciding on a performance indicator;
2. Deciding on a measurement tool;
3. Comparing actual achievement to the set plans; and
4. Implementing corrective actions in case of deviations.

2.6 Project Management and Leadership

The management and leadership of projects are important to ensure that projects plans are achieved according to the allocated budget and time frame. The management of the project must be competent in the application of the contemporary leadership styles to ensure that he is able to lead the project stakeholders to achieve project objectives and manage a multi-disciplinary team. Contemporary leadership styles will be discussed here below.

2.6.1 Transactional leadership

Transactional leadership use power derived from rewards and punishment to influence followers so that the leader's vision focus on the exchange of rewards and punishment

to achieve results (Hellreigel, Slocum Jr & Woodman 1998: 344). The achievement of results is dependent on the nature of the transaction between the leader and followers. The leader follower-relationship should be based on a series of exchanges or bargains between the leader and followers and these leaders can be effective to the extent that they clarify expectations and goals (Lievens, Van Geit, & Coetsier 1997: 417). The leader follower relationship exist because of certain mutual expectations that both parties want to fulfill through this relationship.

According to Thomas (2004) transactional leadership seeks to motivate followers by appealing to their own self-interests and focuses on the accomplishment of tasks and good worker relationship in exchange for intended results. Thomas (2004) further identifies the following behaviour patterns that encompass the transactional leadership style:

- Contingent rewards, which implies that the manager should clarify the work that needs to be accomplished in order change or influence behavior;
- Active management by exception, which means to influence behavior the manager actively monitors the work performed and use corrective methods to ensure that the work is completed to meet the expected standards; and .
- Passive management by exception, where the manager corrects or punishes the exhibition of unacceptable performance and deviation from acceptable standards of performance to influence behavior.

According to the transactional leadership style, the leader would be required to explain clearly the work that needs to be done to influence behavior, would punish or correct any deviations from the fulfillment of tasks and monitors the work done while corrections are given where suspicions of deviation are evoked.

This style of leadership could work well in the implementation of poverty alleviation projects where the project manager cum owner of the small scale project would clarify the intended milestones to be achieved and implement remedial actions towards the success of the project.

2.6.2 Transformational leadership theory

Transformational leadership occurs when leaders and followers unite in pursuit of higher order common goals and they raise one another to higher levels of motivation and morality (Thomas: 2004). There are four main goals of transformational leadership:

- Transferring a vision;
- Transforming an organisation;
- Developing a collaborative culture, and
- Assisting people to develop and solve problems effectively.

Transformational leadership achieves these goals by exuding the following distinct characteristics:

- Charisma, which relates to instilling pride faith and respect, seeing what is really important, and transmitting a sense of mission. This is idealised influence, which implies that the leader act as a role model, create a sense of identification with a shared vision and instill faith in followers by overcoming obstacles.
- Inspiration, which is defined as inspiring and empowering followers Which is defined to accept and pursue challenging missions enthusiastically;
- Intellectual stimulation, which relates to leaders who consider existing problems in new ways , articulate new ideas and encourage followers to rethink their convention practice and ideas; and
- Individual consideration, which consist of behaviours such as communicating personal respect to followers by giving them specialized attention, by treating each one as an individual and by recognising each one's unique needs.

Jung (2002:187) also submits that transformational leadership involves active and emotional relationship between leaders and followers and, based on the strong

attachment between the leaders and followers., transformational leaders transform followers 's personal values, self-concept so that they can broaden and elevate their needs and aspirations to focus on and achieve higher levels of needs and potential. Politis (2004:26) argues that this encourages followers to think in new ways and problem solving and reasoning before taking actions.

The transformational leadership style focuses on instilling self-initiative initiative in what followers do and promotes ownership of the product thus boosting confidence in what the followers have contributed. Project management requires who will make the project team members have a sense of ownership so that they can contribute meaningfully towards the success of the project. This will ensure that the project achieve its intended objective of poverty alleviation and ensure sustainable livelihoods.

2.6.3 Charismatic leadership

According to Schermerhorn (2011: 173), a charismatic leader is a person who develops special leader-follower relationships and inspires followers in extraordinary measures. Charismatic leaders develop a vision of where the organisation is headed to, develop opportunities, so that employees' zeal and enthusiasm to control their behavior towards the accomplishment of organisational is attained while obtaining power from the relationship of trust he/she has established with his/her followers (Hellkriegel, et al 1998:42).

A charismatic leader is seen as the one who depicts symbolic leader behavior, visionary and inspirational messages, non-verbal communication, appeal to ideological values, and intellectual stimulation of followers by the leader, display of confidence in self and followers and leader expectations for followers' self-reliance and for performance beyond the call of duty (Kreitner and Knicki, 1998:509).

2.6.4 Visionary leadership theory

The visionary leadership theory suggests that leadership is the ability to create and articulate a realistic , credible, and effective and attractive vision of the future for an organisation or organisational unit that grows out of and improves the present

(Robbins et al., 2008:360). This leadership is inherently future-oriented and postulates that visionary leaders seeks to recognise the shortcomings of the present situation and offers a vision of how to overcome them. Visionary leadership sees beyond the current realities, defines new goals and generate new ideas about how to achieve these goals (Robbins et al., 2008:360).

Robbins et al (2008:360) identify three qualities advocated by the visionary leadership theory:

- The ability to explain the vision to others in terms of the required actions and aims through clear oral and written communication;
- The ability to express the vision not just verbally but through the leadership behavior , which requires ways that continually convey and reinforce the vision ; and
- The ability to extend the vision to different leadership contexts, is the ability to sequence activities so that the vision is meaningful to all the people in different areas of the organisation.

The contemporary leadership theories discussed above present a comprehensive view on the importance of follower participation in influencing behavior than the traditional leadership theories which put emphasis on leaders only. For projects to be successful project managers could link the relevant leadership theories with their sphere of operation. Project managers must be exemplary so that they can have an influence on followers and instill a sense of ownership to project participants for the success of the project. This will create a perception of the project manager being an enabler for the project success.

2.7 Management by Objectives (MBO)

Management by objectives (MBO) is a systems approach for achieving the desired ends in an organisation (Nyathi, 2014:8). This approach assist managers if there is a definite strategic plan and there are ideal goals and objectives. It is a dynamic system that seek to integrate an organisation's needs in order to attain results. It uses the setting of

targets as a basis of achieving greater effectiveness through the organisation which makes them popular (Cassidy and Kreitner, 2008:242).

According to Mullins 2011:468) Management By Objectives has six stages. Here below the six stage of the Management by Objectives will be discussed.

- Setting objectives

This phase involves the setting of objectives. The objectives should comply with the SMART principle. That is they should be simple, smart, achievable, and realistic and time bound. The setting of objective is linked to the strategic management process.

- Developing action plans.

This phase involves the translation of strategic objectives into action plans. Although the action plans will be separate units, they must align to the overall organisational objectives.

- Periodic review

The periodic review involves continuous monitoring to ensure that every unit is working towards the realization of organisational goals. According to Kreitner and Cassidy (2008:243) the periodic reviews can between managers and project team members for the purpose of checking validity of set objectives and amending those that appear unachievable due to the changing operational environment.

The review session give an opportunity to clarify misunderstandings and ensure that targets are not missed. It also allow for snap shot indication of what might be achieved at the end of a reporting period

- Performance appraisal

This phase allows for the evaluation of the agreed upon objectives with the performance at hand. Team leaders rate performance according to the evidence of performance and award a specific rating which will be linked to an incentive.

- Rewarding performance

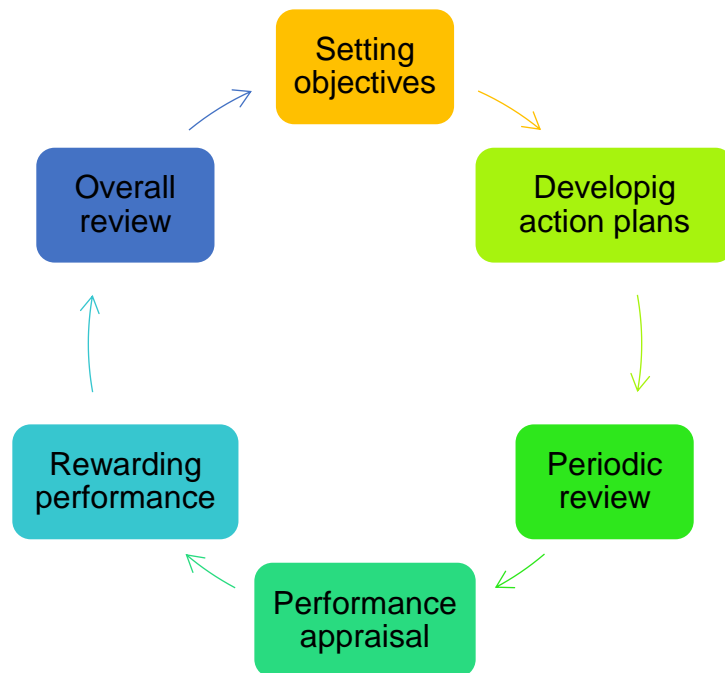
This phase involves the awarding of incentives. Incentives should be paid as promised and if there are deviations team members must be notified before the commencement of a new cycle. This will ensure that the setting of objectives is not perceived as a futile exercise (Mullins, 2011:469)

- Overall review

This phase is also called the control phase of the MBO cycle (Robbins et al., 2008:79). This phase allows for the making of adjustments to the ratings. It also allow for the opportunity of presenting the overall performance and a baseline for future planning.

The management by objectives can also be represented diagrammatical as shown in **Figure 3** below.

Figure 2.3: Management by objectives



(Source: Mullins 2011:468)

2.8 Project Communication

Communication in project management play a critical role because it is through communication that the project manager, project team and project sponsors exchange information. This view is further supported by Bond-Barnard and Steyn (2013:128) when they say communication in projects involves transmitting of information between project stakeholders with one stakeholder successfully receiving information and understanding it successfully. According to Turkulainen, Aaltonen and Lohiskoki (2016: 75), the purpose of communication in projects is to “generate change, or to create common understanding and goal alignment”. Cheung, Yiu and Lam (2013:941) say that there is a relationship between trust, communication and project performance. This implies that project stakeholders which in this case is the project steering committee and the project team members. This will allow them to communicate any issues relating to the project leading to its success.

According to Mawila (2006:11) project communication involves three stages:

- Communication planning. This stage involves deciding on the information to be communicated, stakeholders and frequency of communication
- Information distribution and performance reporting. This stage is where information is conveyed to the recipients. This stage involves the conveying of status report by the project manager or the sponsor negotiating a scope change. Communication in this stage can be a two way process with either the sponsor or project manager being a communication initiator.
- Administrative closure. This stage involves disseminating information to formalize the completion of the project.

There are two types of communication that can be used in a project environment: verbal and non-verbal communication and they will be discussed here below.

(a) Verbal communication

In a project environment there are two types of communication that are used: verbal and non-verbal communication. In verbal communication the project manager communicate directly with project stakeholder using his personal voice using the spoken word. This is the commonly used form of communication. The advantage of this type of communication is that both the sender and recipient receive feedback immediately. The disadvantage of this type of communication is that it can be effective by non-verbal communication such as gestures which might lead the conveying of incorrect information leading to bad perception. The project manager has to know the cultural background of the stakeholders to avoid the communication barriers.

(b) Non-verbal communication

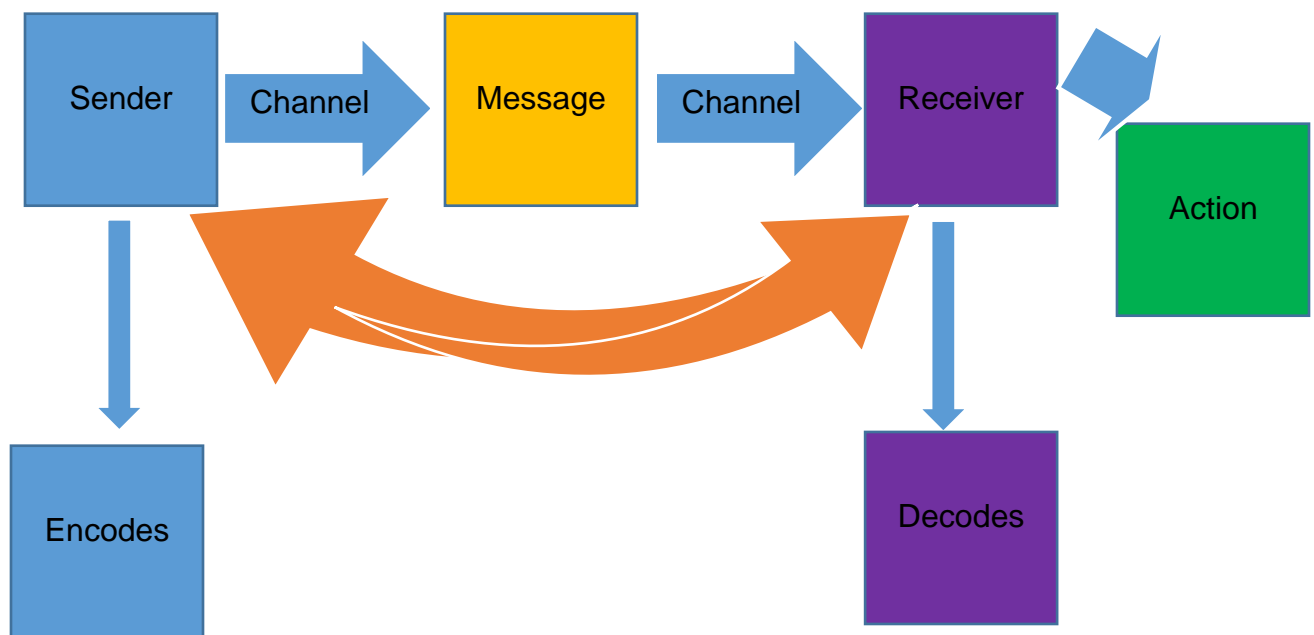
Non-verbal communication involves the use of indirect forms of communication such as correspondences. This form of communication must be simple and clear to minimize communication barriers. Non-verbal communication has taken the role of being an instant communication medium because of the advancement of technology. The advantage of this type of communication is that the information transmitted becomes a record and comes handy if there are disputes over an issue that has been communicated. The disadvantage of this type of this communication is that is susceptible to interference and interception and wrong interpretation if the message communicated is not clear. According to Clement and Gido, (2012: 372) if used non-verbal communication is used effectively it can be to the advantage of the project.

The Communication model

The communication model assumes that in a communication process there is a sender who encoded the message. The message can be encoded in the form of voice or written text. The sound and the text becomes the channel. The recipient decodes the message. For communication to be meaningful it must result in an action. Communication is not a one way process but a two way process where the sender and

receiver through interaction interchange their roles. The sender must ensure that there are no distortion that can hamper effective communication. The barriers for effective communication can be noise, negative perceptions and lack of understanding (Burke, 2013:24-28). The communication model is shown here below in **Figure 2.4**.

Figure 2.4: Communication model



Source: (Burke, 2013:28)

2.9 Project and Risks Management

Project risk management is aimed at improving the impact and likelihood of positive and decrease those of negative one in projects (Allen, Carpenter, Hutchinson and Jones, 2015:3). According to Larson and Gray (2011:211) and Gido and Clements (2014:270) a risk is an uncertain event or condition which if it occurs has a positive or negative effects on project objectives and has a cause which lead to consequences. Nickson

and Siddons (2003:40) also defines a risk as an event which has no corrective action and can endanger part or lead to the end of a project.

According to Heldman (2011:149-150) there are two types of risks internal and external risks.

- Internal risks come from within the project such as project manager's competency, labour unrest and project crepe.
- External risks come out of the project such as natural elements such as hailstorms, theft and drought.

According to Wagner and Barkley (2010: 228) risk management planning is inextricably connected to how the organisation prepares to handle risk and uncertainty and must be a collaborative issue as organisation wide issue which does not affect the project manager alone. According to Köster (2010: 100), risk management is a process concerned with risk management planning, identification, analysis, responses, and monitoring and control in a project and is a cyclical process as shown in **Figure 5** below.

Figure 2.5: Risk Management process



Source: (Köster, 2010:100)

The risk management process will be discussed here below.

- **Risk Identification**

According to Gido and Clements (2014:271) this phase involves determining which risks may affect the project and its impact. The risk can be identified by the project sponsor or client or the project manager. When identified by the project manager it shows the competence of the project manager and is a sign of competence to deliver the project according to the clients' expectation. Clement and Gido (ibid: 271) identify brainstorming and establishing risk categories as

some of the tools that can be used for risk identification and further states that common sense must prevail as a lot of risk can be identified.

- **Risk analysis and prioritization**

According to Larson and Gray (2011:216) this phase involves the process of sifting through a list of risk in order to eliminating inconsequential risk and stratifying important ones that need attention. The commonly used tools for this phase are scenario analysis and risk severity matrix.

In scenario analysis the risk are analysed based on the probability and impact of the event. The probability is described using descriptors such as likely and unlike and numerical probability such as 1 to show a low probability and 5 for a high probability (Larson and Gray, 2011:216). In a risk severity matrix the risks are structured based on the impact and likelihood and the risk are then defined in terms of colours based on their impact for example red denotes a major risks and green a minor impact (Larson and Gray, 2011 :217-218).

- Risk planning

This phase involves risk response planning which is about developing action plans to reduce the likelihood of the occurrence or potential of the identified risk , establishing trigger points of when to implement the action plans to address the risk and assigning responsible people to implement the risk response plan (Clements & Gido, 2014: 273).

According to Köster (2010: 113-115) and Larson and Gray (2011: 219-2220) the following strategies can be used to address the identified risks:

- Risk avoidance. This strategy involves avoiding eliminating the risk in the project. For example in sugar cane farming aluminum floppy sprinklers which are stolen for the purpose of smelting to manufacture aluminum three legged pots or sold to the scrap market dealers can be replaced with pvc drip irrigators

- Risk mitigation. This strategy involves reducing the likelihood for risk occurrence or the impact of the risk. For example in the sugar cane farming to avoid a situation where stray cattle feed into fields of sugar cane, fence can be erected around the fields and using grid in the entrance to the farms.
- Risk acceptance involves accepting the risk if it is unavoidable. For example in sugar cane farming the absence of a farm worker due to illness can be accepted as it is not in the control of the farm owner or project manager.
- Risk transfer involves transferring the transfer of the risk to another party although this does not mean that there is no risk. For example to minimize the need to manage cane cutters during harvesting, the cutting of sugar cane to the mill can be outsourced to the subcontractors who will ensure that the sugar cane is cut to the acceptable level thus not leaving long stumps.
- Risk absorption or pooling involves the sharing of various risks in a project. For example in the sugar cane farming sector the farmers can take risks relating to the grower and the miller taking risks relating to the millers such as developing the harvesting schedule to ensure that the sugar cane is transported to mill as soon as possible to avoid the loss of sucrose.

The first three phase of the risk management result in a risk register. A risk register is a formal document detailing identified risks, probabilities, categories and impacts of risks, responses, owners and current status (Larson and Gray, 2011: 229).

- Risk monitoring and control
This phase involves the execution of the risk response strategy, monitoring triggering events, initiating contingency plans and monitoring the emergence of new risks (Larson and Gray, 2011:228). During the project execution the project manager must review and re-evaluate the risk so as to check whether the identified risk have increased in priority or been eliminated. If there are new risks emerging the risk register must be revised. According to Gido and Clements (2014: 274) project meetings are a good forum for reviewing, updating and addressing risks. The emergence of new risk can be as a result of scope creep

or the budget overrunning the mile stone. Köster (2011:17 mention corruption as another emerging risk in projects which is paid to project sponsor members to award the contract to a particular bidder circumventing transparent Supply Chain Management (SCM) processes .

2.10 Project Monitoring and evaluation

According to the Clark, Sartorius & Bamberger (2004:5) importance is given to monitoring and evaluation as it yield results. Monitoring and evaluation is also important due to the temporal nature of projects and that a project must address the needs of a client. Monitoring is the process of systematically checking the project progress whether it achieves the specified objectives and evaluation is the comparison of the actual project impact against the agreed upon plans (Minnaar, 2010:157). Clark, Sartorius & Bamberger (2004:5) further cite the importance of monitoring and evaluation as the provision of a learning opportunity from past experiences to improve service delivery and the allocation of resources and demonstrating accountability to stakeholders. Monitoring takes place during the implementation of the project and evaluation when the project is completed. According to the Menon, Karl and Wignaraja (2009:83), monitoring and evaluation must take place concurrently during project design.

Evaluation meeting should take place with individual group members and the entire team. These meeting must be aimed at soliciting the experiences of all the project participants and solicit recommendations. The evaluation meeting must not be aimed at victimising the project participants. After the evaluation methods mechanisms must be developed to disseminate the evaluation report and ways to implement the lessons learns.

Minnaar (2010: 157) cite the following as the elements of project monitor and evaluation:

- Selection of control measure;
- Observation of activities
- Collection and comparison of control data with project plans.

- Implementing corrective actions

From the above discussion it is noted that projects must be continuously monitored to ensure that value for money is achieved and to avoid a situation where the project has to be restarted again leading to more loss of human and physical resources.

2.11 Ethics and sustainability

Ethics can be defined in two perspectives: as a study or moral codes which personal observe or in their professions. Ethics are concerned with, a good moral conduct and responsibility (Grassian, 1992:3). Morals are directed to rational creatures who can act according to principles and rules which structure behavior. The importance attached to morality and serious responses awaiting those who transgress them is aimed at harmonizing individual interest and reduce social conflict. Morality has a personal dimension which conflict with the individual and people around him (Grassian,1992:3) the personal dimension at times manifest itself as dilemmas which one experiences for example if a person grew up knowing that you must not still but there is a need which he is to satisfy but has no resources to satisfy them. Personal ethics depend on a person's background and influences from the parents, schools, church and media. According to Money and Gardiner (2005:61), ethics support the organisation, its customers and suppliers. Ethics are important ant as they lead to project success, trust and leadership (O'Brochta, 2016:26).

According to Cleland and Ireland (2010: 479-80) project management professionals must uphold the following ethics:

- Never conflict with the law;
- Maintain a high integrity and professional conduct;
- Conduct work in an ethical manner to earn and maintain confidence of team members, public , clients and global community, and
- Consider the social, economic, political and physical impact of the project beyond the existence of the project organisation.

Mengel (2006:230) proposes the following ethical codes in managing ethics in project management:

- Honestly and truthfully communicate problems with delivery of phase milestones;
- Communicate with project management stakeholders;
- Balancing project needs with organisational influences such as systems, cultures and structures; and
- Balance need for funding and authorities and requirements of other stakeholders.

2.12 Project management and delegation

Delegation is a process of assigning responsibility and authority to team members with a purpose of achieving organisational goals (Smith & Cronje, 2002). Delegation in project management transfers accountability to team members to whom the task is delegated to complete the delegated task and report progress to the delegator. Cassidy and Kreitner, (2008: 186) argues that its only authority that is delegated not responsibility.

According to Mullins (2011: 689-690), delegation has the following phases:

- Clarification of objective, policies, and procedures. This phase provides the framework for the exercise of authority and the acceptance of responsibility.
- Agreement on terms and references. This phase involves making decision on the outcomes to be realized and agree with the team member whom the task will be delegated on what is to be achieved.
- Giving guidance, support and training. This phase involves giving support and guidance to the team members to be to achieve the set goals.
- Effective monitoring and review. The process involves setting targets and expectations and due dates. The team member must be given information on how performance will be measured.
- Freedom of action. This phase involves giving freedom to the delegated official the freedom to execute the task as he wish. This view is supported by Dockel, Basson and Coetzee, (2006:27) when he says that managers must relinquish

close control in favour of empowering employees (*project team members*) to have a sense of personal power and control over their work and responsibility for making own decisions.

- Rewarding performance and giving feedback. This phase involves rewarding performance for the outstanding performance. Performance can be in kind or monetary. Rewarding performance must not be limited to good delivery of the task, but also where there are deviations. This will be the basis of developing the team members

Benefits of delegation

According to Smith and Cronje, (2002:241) delegation has the following benefits:

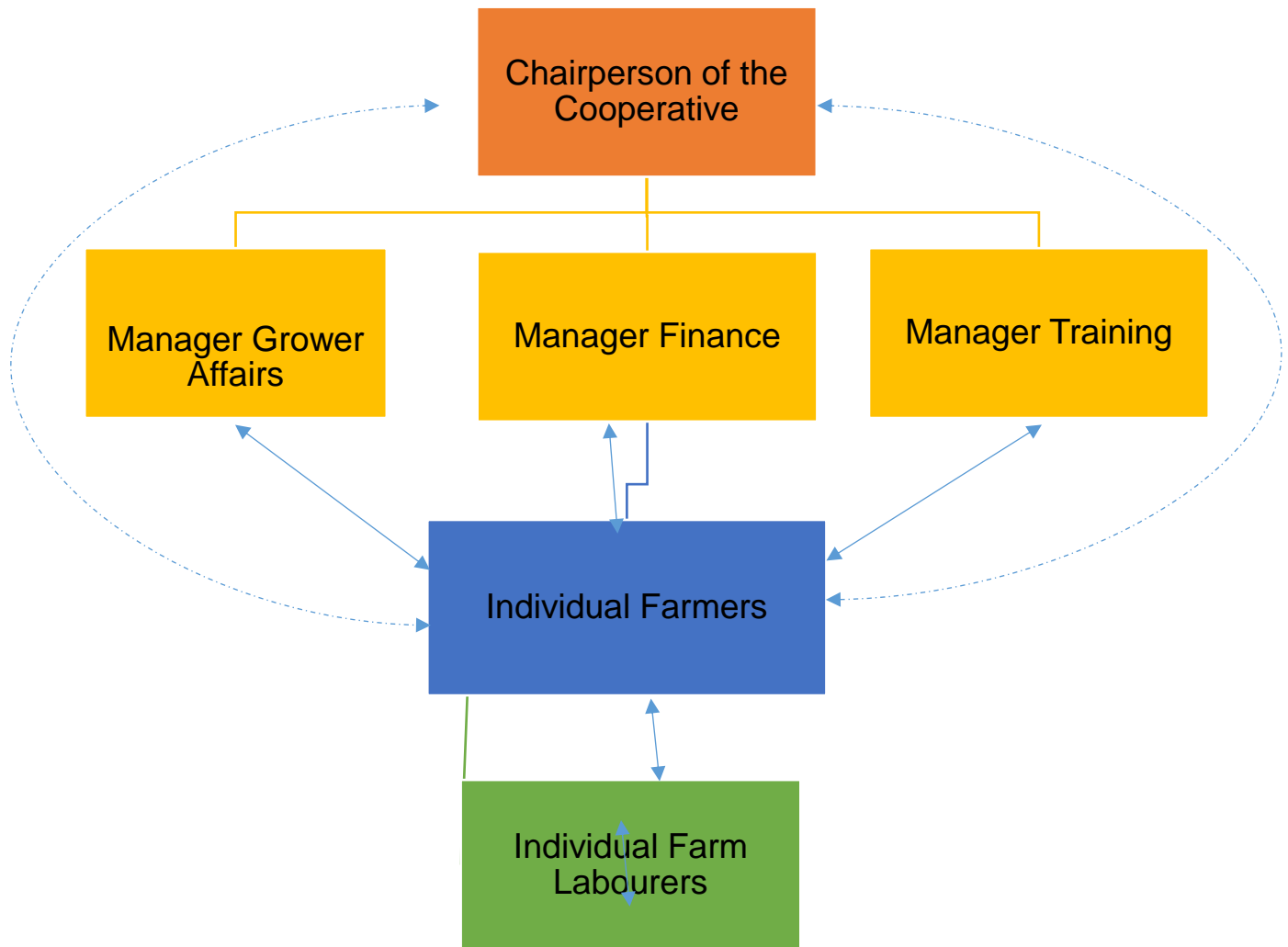
- It improves the quality of tasks because as team members because of team members involvement in completing tasks;
- It improves project team member motivation because of job enrichment;
- Project managers are left with more time to focus on other responsibilities
- It creates harmony and respect between project managers and team members.

Delegation and its implication to the WSSSCFC

The WSSSCFC utilises the matrix organisational structure. According to Du Toit, et al (2007: 175) the matrix organisational structure is a type of organisational structure where there is both horizontal and vertical reporting line. In this type of organizational structure the task can be delegated to any person depending on whether the person delegated has the necessary competence to execute the task at hand.

The delegation a Walda is represented in **Figure 2.6.** below:

Figure 2.6: Delegation in Walda Small Scale Sugar Cane Farming Co-operative



Source: (Walda Small Scale Sugar Cane Farming Co-operative Organogram: 2010)

The cooperative is headed by the chairperson of the cooperative who is responsible for the entire project. The chairperson of the co-operative delegates responsibility to divisional heads and they have been assigned authority with to communicate with farm owners. The individual farm owners have labourers accountable to them. The farm managers have also a communication line with the project chairperson. This delegation system creates a network of communication of role players making all members valued to be part of the project. The farm owners delegate their responsibility also to supervisors.

2.13 The South African Experience of Cooperatives

Co-operatives are started with the aim of alleviating poverty for its members but this objective is rarely realised due to the complex nature of co-operatives. Philip (2003) and Ortman and King (2007) cite amongst others the following reasons for the failure of co-operatives in South Africa:

- Management skills

Co-operatives have a challenge of implementing financial and managerial skills due to the lack of lack of experience and illiteracy. This manifest it's self in the failure to interpret financial reports and the understating of the division of labour. Some co-operative members assume that just because there has been revenue it must be distributed not taking into consideration that there are other financial commitments that have to be catered for. Some cooperatives members believe that there must be equal incentives for all not taking into consideration that the responsibilities for all members are not the same. These factors result in conflicts within the co-operatives resulting in its collapse in the end.

- Dependence on external technical support

Most cooperatives rely on external support technically and administratively which does not come for free. Due to the inadequate client bade the external support agencies end up closing down which has an implication also to the survival of the cooperative.

- Business viability

Due to the nature of cooperatives that they must provide job opportunities, they become labour intensive relative to their productivity. This result in most of the revenue generated used for the payment of stipends thus leading to the unsustainability of the cooperative. Some cooperatives are unable to compete with established business enterprises due to the economies of scale.

2.14 Conclusion

The purpose of this Chapter has been to present literature that is relevant in answering the research question: 'to what extent the Walda Small Scale Farming Cooperative alleviate poverty and ensuring sustainable livelihoods'. The background of the project Small Scale Sugar Cane Farming Cooperative and its implication to poverty alleviation was touched upon as it has an impact on the livelihoods in the area of study. The literature reviewed on project management with its implication on the effect has indicated that the intention of the Walda Small Scale Sugar Cane Cooperative was to alleviate poverty and sustain livelihoods. The implementation of the project by the emerging farmers have proved to be problematic. Each time these problems were dealt with by the continuous advancement of loans and other training programmes, the intention of the project is always embedded with other challenges that have an effect on poverty alleviation and sustainable livelihoods.

In the next chapter the researcher, the research philosophies, designs, approaches, methods and techniques that were used to collect, analyse and interpretation of data in chapter 4 will be discussed in full.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In this Chapter the researcher discusses the rationale of the research method, research designs, research philosophies and research instruments used to collect data in the study. The area of the study, population of the study, sampling, methods, validity and reliability, data collection, analysis, limitations of the study and ethical considerations are also outlined in this chapter.

3.2 Rationale for Research Methodology

Nyathi (2004:5) referred methodology as “an overall approach evident in research process from theoretical foundations to the strategies that are used in the collection and analysis of data”. Milondzo (2003: 9) argues that there is no single a, perfect method of obtaining data. For this reason, collecting data by more than one method is the prudent idea.

In this section that follow, the researcher will outline the research design, meta theories applied in this study, the study area, population, sampling methods, data collection procedures, data analysis, quality assurance processes, how data was processed and the limitations of the study.

3.3 Research design

Henning, Van Rensburg, and Smith (2004: 30) define research design as the “manner in which the research is visualized and carried out, and how the findings are eventually put together”.

In support, Maree (2007:70) describes research design as an overall plan or strategy to conduct the research and incorporate a specific methodology to address the question of

how the research was performed in relation to the primary problem statement by specifying amongst others things, the selection of respondents, data gathering techniques and data analysis.

In this study both the qualitative and quantitative design has been used.

3.3.1 Qualitative Research Design

Qualitative research is primarily an inductive process of organising data into categories and identifying patterns among categories (McMillan & Schumacher, 2001: 479). In a qualitative study, procedures are not strictly formalised, the scope is mostly undefined and a philosophical mode is adopted. Data is collected through observations, interviews and documentary analysis. This is aimed at ensuring that the researcher gains firsthand information while leading to the holistic understanding of the phenomena (Milondzo, 2003:20).

3.3.2 Quantitative Research Design

The quantitative research approach is mostly empirical or experimental as it is based on the measurement of quantity. Quantitative research use operational definitions to generate numerical data to answers set research study questions (Array, Jacobs and Razaviev, 2002:565). This approach is mostly used to describe current situation or to investigate the cause-effect relationship.

Below is the summarised differences between qualitative and quantitative research:

According to Saunders (2011:145) differences between quantitative and qualitative research designs can be summarized as follows:

Differences Between Quantitative And Qualitative Research Designs	
Qualitative Approach	Quantitative Approach
<ul style="list-style-type: none"> • Tends to produce qualitative data in the form of statement • The research is mostly the natural setting • Generalises from one setting 	<ul style="list-style-type: none"> • Tend to produce quantitative data in the form of numbers • The research site is mostly artificial for example in laboratories • Generalises from the sample to the

<ul style="list-style-type: none"> • There is a low reliability and high validity 	<p>population</p> <ul style="list-style-type: none"> • There is a high reliability and low validity
--	--

According to Kumar (2004: 22) it is hard to draw a distinction between qualitative and quantitative research approach. The use of an approach is dependent on the researcher's experience and purpose of using a particular research approach.

Due to the nature of the study, the researcher has used both qualitative and quantitative approaches. The approach of using both qualitative and quantitative approaches in a study is called mixed methods. To give orientation to the research approach used by the researcher, the mixed method research approach will be discussed here below.

3.3.3 Mixed methods research

The study of the effects of project management on poverty alleviation and sustainable livelihood has used both qualitative and quantitative research designs. This is known as mixed method research approach. According to Creswell (2013) in a mixed method research approach, the researcher uses multiple methods for data collection and analysis.

There are two models of mixed research method: dominant-less dominant design and mixed methodology design. In a dominant-less dominant design there is only one dominant approach for example a study can be dominated by qualitative research. In a mixed methodology design there is a high degree of mixing, hence the researcher has employed both qualitative and quantitative research designs.

According to Morse 1991 in Creswell (2013:228) qualitative and quantitative methods cannot be weighed equally in a single study. He proposed the use of capital and small letters to denote the weight of a specific paradigm in study for example QUALquan. She further proposed that methodological that methodological triangulation can occur between quantitative and qualitative approaches in two ways: simultaneous and sequential triangulation. In simultaneous triangulation, the researcher answers both qualitative and quantitative questions at the same time. Results for qualitative and

quantitative study are reported on separately and they do not confirm the results of the other study. In sequential; triangulation research the researcher conduct two phases of study with the results of the first phase of study used for the next phase of study.

To reinforce the above designs, the researcher has employed different meta theories for research as a basis of generating knowledge for the research. There are various research philosophies that can be used, due to the nature of the study, the researcher has only outlined three of them, namely, positivism, phenomenology and critical hermeneutics.

3.4 Research Meta theories

According to Babbie and Mouton (2001) research meta-theories are school of thoughts about the nature of scientific theory and growth and the meaning of truth. Other scholars are using meta-science, philosophy of science and epistemology of science to denote research meta-theories (Sousa, 2010:456). There are three main meta-theories that will be discussed here below: Positivism, phenomenology and the critical hermeneutics.

3.4.1 Positivism

Positivists are of the conviction that social science must be conducted in the same way as natural sciences are conducted as social sciences do not have an established methodology. Social Science and science are seen as aimed at addressing human challenges. Positivist believed that knowledge can be obtained through observation and experience. According to Milondzo (2003) positivist research is associated with quantitative studies and the use of survey and experimental studies. This view is further supported by Qhosola (2011:44) who argues that positivistic researchers prefer precise quantitative data and use instruments such as experiments, surveys and statistics. Positvists further believed that researchers to be able to conduct a reliable, objective and valid research, they must free themselves from assumptions.

3.4.2 Phenomenology

Phenomenologists believed that natural and social sciences are not the same thus research cannot be conducted in the same way. According to Babbie and Mouton: 2001 human beings are in the process of interpreting reality thus research must be conducted to understand how people experience reality. According to Houser, 2009 participants play an important role in phenomenological research. Phenomenological research is associated with qualitative studies and data collected through participant observation and interviews. Mawila (2006:18) supports this statement when he says that the purpose of the phenomenological approach is to establish essential attributes of a given phenomenology, ideas or the shortcoming of phenomenological research is subjects without which, in the eyes of the beholder such phenomena cease to be known as such.

3.4.3 Critical hermeneutics

According to the critical hermeneutics perspective research must be conducted to emancipate people and transform society (Babbie and Mouton: 2001). Research must have social relevance and individual empowerment. In this type of research paradigm the researcher assumes the role of a humble listener so as to understand the vitality of events being investigated in order to get some meaningful results from the investigation.

To relate the above theories into practice, the researcher has discussed the study area, population, sampling methods.

3.5 Study Area

The study was conducted in the Nkomazi Local Municipality (NLM) in Mpumalanga Province. The cooperative is involved with small scale sugar cane cultivation. Despite sugar cane being the primary crop, cash crops are planted to take advantage of the available irrigation water for subsistence use to eradicate poverty and ensure sustainable livelihoods. The cultivated land area is in the eastern bank of the perennial Komati River in the Siboshwa Tribal land (See Annexure C: Maps of Walda). Some of the land that is currently used for sugar cane farming was used for sisal production during the Kangwane homeland government. The association was established in 1994

after the closure of the sisal production facility as an economic development project. The project has 66 farmers who are from the various localities (villages) of the Siboshwa tribal community who own on average 7 hectare of land per person. Some of the scheme members have dual income from full time employment and the cane farming project while others are solely reliant on the small scale farming for income. The above activities have necessitated the researcher to embark on this study.

3.6 Population

According to Neuman (2011) the population is a large group where the researcher draws his sample while De Vos (2011) defines it as all the members that have the characteristics that the study is concerned with. The population for this study will be all the members of the farmers' cooperative within the Walda Small scale sugar cane project. They are inclusive of the members who have been nominated to positions of responsibility in the association and the general membership. The target population consist of 60 emerging farmers in the area of the study. The success of every research depends on the sample that the researcher select to achieve the intended objective of the study.

3.7 Sampling

Sampling is the process of selecting a small number from a bigger population with a purpose of making a judgement about a larger group (De Vos, Strydom, Fouche, & Delport, 2011). A sample is defined as "a representative of the whole population". According to Trochim (2006) sampling is a process of selecting units from a population to which inferences can be made. Samples are important in research as it might be impossible to include all the members of the population and it is cost effective to manage the sample. There are two types of sampling methods, namely, probability and non-probability sampling. These sampling methods have been discussed in full in the next section.

3.7.1 Probability Sampling

Probability sampling involves randomisation of the sample (De Vos, Strydom, Fouche, & Delport, 2011:226). This type of sampling is based on the concept of random selection of sample where each unit has a probability or chance of being selected (Coetzee & Schreuder, 2011:233). Probability sampling reduces sampling errors and the time of conducting the sampling. The various types of probability sampling will be discussed here below:

- **Simple random sampling**

The sample is drawn from the population such that each population's element has the same chance of being drawn. This type of sampling has a disadvantage that it does not reflect the population as a whole (Fox and Bayat, 2007:97).

- **Stratified random sampling**

In this type of sampling the population is first divided into strata and thereafter the researcher draws a sample from each strata. According to Cooper, Schindler and Sun (2003:415) "a sample is contained to include elements from each of the segment within the population".

- **Cluster sampling**

In this type of sampling the population is divided into groups of elements with some groups randomly selected for the study.

3.7.2 Non- probability sampling

Non-probability sampling does not use randomization in the selection of a sample. In non-probability sample every element of analysis in the population has an equal chance of being included in a sample (Partington, 2003:58).

- **Haphazard sampling**

Haphazard sampling occurs involves the researcher using the sample that he encounters. This is the cheapest form of sample to access.

- **Accidental sampling**

Accidental sampling occurs when the readily available respondents are used as subjects of the study.

- **Snowball sampling**

According to Wellman, Kruger and Mitchell (2005:69), snowball sampling occurs when few individuals from the relevant population are approached and they act as informants and identify other people from the same population who share common traits as the subjects of the study.

- **Purposive sampling**

Due to the nature of the study, the researcher has used purposive sampling derived from non-probability sampling to achieve the objectives stated in Chapter 1. For the purpose of this study purposive sampling was used to get the qualitative data. Purposive sampling is the sampling where the researcher relies on their experience to deliberately obtain their units of analysis so that the sample obtained can be regarded as a representative of the relevant population (Welman and Kruger, 2001). Devos, 2011) states that, a purposive sample has characteristics that are representative of the population that serve the purpose of the study. The tenants and the management committee of the Walda Farmers' Cooperative were purposively sampled for the administration of close ended questionnaires and semi structured interviews for the purpose of this study. 50 farmers were administered with questionnaires and 10 management members of the co-operative were interviewed.

3.8 Data Collection

Structured questionnaires and semi structured interviews were used to collect the qualitative and quantitative data for the study. These research instruments were used to collect data from 50 participants who had an experience on sugar cane farming project that is 25 male and 25 female respondents. The use of two data collection instruments was meant to ensure triangulation of the data collected. The above stated instruments are discussed in full in the next section.

3.9 Data Collection Instruments

3.9.1 Questionnaires

Questionnaires is a document containing questions and other r items designed to solicit appropriate information for analysis (Babbie & Mouton: 2002: 246). According to Koul and Dhaliwau (2007: 146), a questionnaire is a device containing questions which is given to respondents with an intention of sourcing data regarding some problem under investigation. Questionnaire have an advantage that they allow for the posing of standard questions to respondents. To achieve this process the researcher has employed questionnaires to collect quantitative data from 50 participants who are farmers in the WSSSCFC. Besides the statements to realise the objectives of the study only gender on demographics was included to check gender representation in the co-operative. There are various ways in which the questionnaires can be administered, self-administered, research assistant. The questionnaires were administered by researcher where he called the participants in one venue to fill the questionnaires. This was done to maintain validity and reliability in this study.

3.9.2 Semi Structured interviews

Semi-structured interviews was conducted with the management of the cooperative. According to De Vos (2011), semi structured interviews allows the researcher to get a detailed picture of participant's belief about a particular topic. This view is supported by White (2002: 101) when he says that interviews provide access to what a person knows, what he thinks and what he likes or dislike. It allows for the researcher to explore in detail the explanation of participant's concepts and problems and be able to come out with possible solutions (Bless, Higson-Smith & Sithole: 2013). Face-to-face group interviews were conducted with the management of the co-operative. An interview is therefore, a mean making process between the interview and the interviewees.

3.10 Data Analysis

Data analysis involve the examination and interpretation of data. This study has adopted both qualitative and quantitative data analysis methods. Quantitative data was analysed using descriptive statistics. Wellman, Kruger & Mitchel (2010:231) describe descriptive statistics as concerned with the description or summary of data of individual, units of analysis. Bless, Higson-Smith and Sithole (2013:244) further state that descriptive statics “organise raw data in a meaningful way to reveal or enhance its fundamental properties”.

Qualitative data was analysed using content analysis. According to MacMillan & Schumacher (2001:364), qualitative data analysis is an on-going, cyclical process that is integrated to all phases of qualitative research. It is the system, process of examining, selecting, categorizing, comparing, synthesizing and interpreting data to address the initial propositions of the study (White 2002:82). This suggest data analysis does only occur in the end of the study but must be conducted continuously as data is gathered.

3.11 Reliability and Validity

3.11.1 Reliability

Reliability in research is when “tools produce stable and consistent results” (Phelan and Wren, 2005). To ensure the reliability of the data collected the semi structured interview was electronically recorded and an independent transcriber utilises so that the researcher cannot be biased in the translation of the data collected to arrive to a predetermined conclusion as outlined in the objectives.

3.11.2 Validity

Validity is about “whether the findings are accurate from the stand point of the researcher, the participant or...” and is addressed through “trustworthiness, authenticity, and credibility” (Creswell 2013:201). In this research, the researcher focused on credibility to address the validity of the data collected. Credibility involves establishing whether the results are believable from the perspective of the respondents as they are

the judges of the legitimacy and credibility of the results. The interviewees who are in the management of the WSSSCFC were given the copies of the transcribed interview to validate the transcript.

3.12 Elimination of biasness

To eliminate biasness in the research, the researcher did not take the issue of religion, race, culture, political affiliation and gender into consideration. These issues were avoided to eliminate prejudice and biasness in the study.

3.13 Ethical Consideration

Ethics are about what is or wrong to do. According to Neuman (2011), researchers have a moral and ethical obligation to their research subjects even if the subjects are not concerned about ethics. In conducting the research, the researcher abided by the following ethics:

- Voluntary Participation
The respondent to the interview will participated voluntary without any promises for money compensation. This minimised the potential of receiving distorted data.
- No harm to the participants
No harm was inflicted to the participants directly or indirectly. Care was taken that the probing does not intrude to the respondent personal lines.
- Anonymity
The respondents were kept anonymous. No direct responses were associated with a particular person.
- Confidentiality
All the information gathered was kept confidential. All information identifying the respondents will be removed.
- Consent

Consent to conduct the research on the project was sourced from the management of the project. Permission was requested to use a recording device to ensure that all the information is captured. Field notes were used to supplement the recorded interviews. Care was taken to ensure that the recording and notes are not destructive.

- Deceiving

The respondents were not deceived to enhance their participation in the study. They were insured that their responses will be used for only academic purpose and no other processes in the area of the study.

- Objectivity and Integrity

Negative influence that would have an influence on the study were reported. Care will be taken to ensure that the data collected is not published.

3.14 Limitation of study

This study cannot to claim to have addressed all the challenges that are found in the area of the study. This would be impossible, since the factors are not static but dynamic and situational. The researcher has experienced challenges such language barriers, financial constraints and negative attitude from some of the participants due to the lack of understanding. Time constraints is one of the factors that made the researcher only to focus on the Walda Sugar Cane Farming Cooperative no other project in the vicinity on NLM. However, through patience and commitment researcher was able to complete the study despite of the above challenges.

CHAPTER 4

RESULTS, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter, the results of the study are presented and discussed. In addition, the researcher has appraised the factors that hamper and enhance effective management of projects in the Walda Small Scale Farming Cooperative. The discussion on how these challenges influence the management of the farming project were also presented. This followed the presentation and discussion of results obtained from the project members and the steering committee of the project. The results under the imperial investigation and themes from the semi structured interview schedule.

4.2 Data Analysis and Discussion of results Obtained from empirical data

Data collected from the Likert scale questionnaire were analysed using frequencies. The researcher received responses from fifty respondents. The information obtained through questionnaires was generated by means of statistical inference to reach valid conclusion regarding the characteristics of the population as a whole (Nyathi, 2014:5). The number of respondents used in the empirical investigation is summarised in the following section.

Table 4.1 Distribution of Respondents in the WSSSCFC According to Gender

Item	Frequency (FX)	Percentage (%)
Q1. What is your gender?		
Female	25	50
Male	25	50
Total Frequency (FX)	50	50

From the preceding Table, Q1 indicates that a total of twenty-five emerging farmers were female. Another twenty-five of the participants were male. This represented an equal split of 50% for each category.

The distribution of gender was done to eliminate imbalances in the study in line with gender equality and equity policies of South Africa such as Section 9.1 and 2 of the Constitution of the Republic of South Africa (RSA, 1996: 9) which makes provision for the equal treatment and enjoyment of rights irrespective of gender status.

The next question in the questionnaire sought to establish if the respondent perceived any challenges to the project's alleviation of poverty and the assurance of a sustainable livelihood. Table 2 presents a summary of the results.

Table 4.2 Challenges Prevent the Project to Alleviate Poverty and Ensure Sustainable Livelihoods

Item	F	%
Q2. Challenges prevent the project to alleviate poverty and ensure sustainable livelihoods in the area of the study		
Agree	30	60
Strongly agree	14	28
Disagree	1	2
Strongly disagree	3	6
Uncertain	2	4
Total	50	100

Q2: Forty four (88%) of the respondents agreed with the statement and four (8%) of the respondents disagreed with the statement while two (4%) of the respondents were recorded uncertain.

From the above information, it is noted that the majority of the respondents believed that there were challenges in the management of the project which is meant for alleviate poverty and ensure sustainable livelihoods. According to Rosegrant and Cline (2003) challenges related to the management of such a project can negatively affect global food security.

The next question in the questionnaire aimed to find out if there are any challenges faced by the respondents in WSSSCFC to achieve the objectives of the co-operative. Table 3 presents a summary of the results.

Table 4.3 Challenges Faced By Farmers in the Walda Small Scale Sugar Cane Farming Cooperative

Item	F	%
Q3. There are challenges faced by farmers in the Walda Small Scale Sugar Cane Farming cooperative.		
Agree	25	50
Strongly agree	20	40
Disagree	2	4
Strongly disagree	1	2
Uncertain	2	4
Total	50	100

Q3: Forty-five (90%) of the respondents agreed with the statement. Only three (6%) of the respondents disagreed with the statement, while two (4%) of the respondents were recorded uncertain.

From the above analysis, it is evident that the majority of the respondents believed there were challenges by the emerging farmers. The challenges that exist in the area of the study can always impact negatively in the management of the project in the area of the study. Pingali (2012) maintains that challenges have dire consequences to poverty alleviation projects if not well managed.

The upcoming question in the questionnaire intended to find out if there lack of resources has a negative impact in the area of the study. Table 4 presents a summary of the results.

Table 4.4 Lack of Resources Impact Negatively in Project Management

Item	F	%
Q4. Lack of resources impact negatively in project management?		
Agree	22	44
Strongly agree	20	40
Disagree	2	4
Strongly disagree	3	6
Uncertain	3	6
Total	50	100

Q4: Forty-two (84%) of the respondents agreed with the statement. Five (10%) of them disagreed with the statement. Only three (6%) of the respondents were recorded of uncertain.

From the above information, it is noted that most of the respondents believed that lack of resource always hinder the management of the project. Lack of resources can always impact negatively on projects that are meant to alleviate poverty and sustain livelihoods. The lack of resources has a negative impact to poverty alleviation agricultural projects thus undermining the objectives of the inception of the project (Quisumbing & Pandolfelli, 2010).

The subsequent question in the questionnaire endeavored to find out if the application of management principles was a precondition for the project at WSSSCFC. Table5 presents a summary of the results.

Table 4.5 Lack of the Application of Management Principles Impact Negatively On Project Management

Item	F	%
Q5. Lack of the application of management principles impact negatively on project management?		
Agree	30	60
Strongly agree	10	20
Disagree	4	08
Strongly disagree	2	4
Uncertain	4	8
Total	50	100

Q5: Forty (80%) of the respondents agreed with the statement. Only five (0%) of the respondents disagreed with the statement, while four (8%) of the respondents were recorded unsure.

From the above data it is evident that the majority of the respondents believed that the project managers were not applying project management principles to satisfy the requirements of project leadership. Lack of proper application of management principles may cause project instability and lack of project sustainability. According to Dorward and Chirwa (2011) the application of management principles was found to have a positive to the management of agricultural projects and guaranteed success.

The subsequent question in the questionnaire attempted to find out if the lack of delegation of responsibilities in the area of study impacts on project management in the area of the study. Table 6 presents a summary of the results.

Table 4.6 Project Management and Delegation

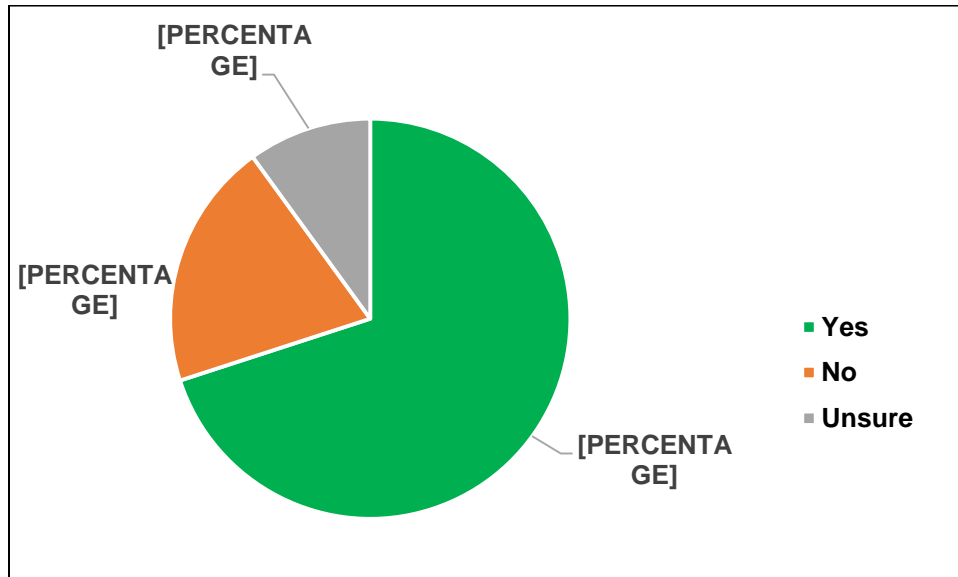
Item	F	%
Q6. Lack of delegation impact negatively on project management?		
Agree	23	46
Strongly agree	20	40
Disagree	4	8
Strongly disagree	2	4
Uncertain	1	2
Total	50	100

Q6: Forty-three (86%) of the respondents agreed with the statement. Six (12%) of the respondents disagreed with the statement while one (2%) of respondent was recorded uncertain.

From the above information it revealed that the majority of the respondents confirmed that lack of delegation can impact negatively on the management of community projects if insubordinates are not taken into consideration. If the process of delegation is not applied correctly, this can demotivate them to continue with the project. The lack of delegation impacts negatively to the efficiencies associated with the ability the delegated person have and the opportunity cost of time or effort (Hamman, Loewenstein & Weber: 2010).

The next statement in the questionnaire attempted to find out the confidence of the participants of whether infrastructure had an in impact on project management in the area of the study. Figure 4.1 present the results.

Figure 4.1 Impact of the Lack of Infrastructure



In Q7, Thirty-five (70%) of the respondents agreed with the statement. Ten (20%) of the respondents disagreed with the statement while five (10%) of the respondent were recorded unsure.

From the above analysis it is evident that most of the respondents believe that lack of infrastructure impact negatively on project sustainability and management. Lack of infrastructure always influenced the project managers not to perform the way they are expected. Infrastructure is an essential input to poverty alleviation programmes and has a positive impact to the poor's access to other assets such as human and financial assets (Pouliquen, 2010:2)

The next question in the questionnaire attempted to find out the belief whether the deficiency of corporate governance had an impact on the sustainability of the project in the area of the study. Table 4.7 presents a summary of the results.

Table 4.7 Project management and corporate governance

Item	F	%
Q8. Lack of corporate governance hamper the sustainability of the project		
Strongly Agree	3	6
Agree	1	2
Disagree	33	66
Strongly disagree	10	20
Uncertain	3	6
Total	50	100

Forty-three (86%) of the respondents disagreed with the statement that the lack of corporate governance hamper the sustainability of the project while only four (8%) of the respondents agreed with the statement and three (6%) were recorded uncertain.

From the above information it is clear that lack of corporate governance caused sustainability in the area of the study. Lack of corporate governance has a potential of contributing to project failure as resources might be misused or the project facing litigation. The availability of resources contribute positively to production and productivity thus contributing to stable income (Namara, Hanjra, Castillo, Ravnborg, Smith & Van Koppen, 2010).

The next statement in the questionnaire attempted to establish whether monitoring and evaluation had an impact on the continual operation of the project at the Walda Cooperative.

Figure 4.2 presents a summary of the results.

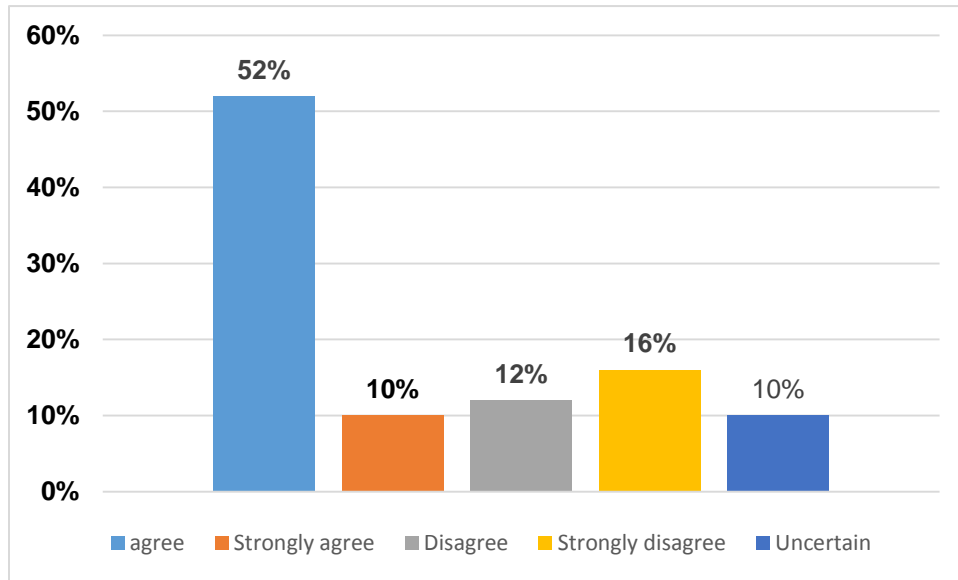


Figure 4.2 Project Management, Monitoring and Evaluation

Q9 Thirty-one (62%) of the respondents agreed with the statement that the lack of monitoring and evaluation hamper the success of the project while. Only fourteen (28%) of the respondents disagreed with the statement while 5 (10%) were recorded uncertain.

From the above analysis it can be deduced that the majority of the respondents believed that monitoring and evaluation has impact to poverty alleviation projects aimed at ensuring sustainable livelihoods. The management of the project must be encouraged to monitor and evaluate projects this will ensure that resources are effectively used and lesson learnt are used to improve the project. A an evaluation study conducted on government funded income generating Government Agriculture funded projects, the respondents have confirmed that monitoring and evaluation has a positive impact on the sustainability of the project (Mudau & Netshadama, 2012).

Table 4.8 Project Management and Alternative Strategies

Item	F	%
Q10. availability of alternative strategies improve the management of poverty alleviation projects		
Agree	34	68
Strongly agree	10	20
Disagree	3	6
Strongly disagree	1	2
Uncertain	2	4
Total	50	100

Forty-four (88%) respondent agreed with the statement that the availability of alternative strategies improve the management of poverty alleviation projects while three (6%) of the respondents disagreed with the statement, while three (6%) of the respondents were recorded unsure.

From the above information it can be concluded that most of the respondents believed that the availability of an alternative strategy can improve the management of community projects. Lack of an alternative strategy can always hinder proper management of poverty alleviation projects and sustainable livelihoods in adverse times of anomaly.

4.3 Data obtained from structured interviews

In this section, data obtained through interviews conducted with the ten members of the management team is presented.

The ten members interviewed are in the project steering committee. The responses have given the researcher a clearer picture about the general conditions and the challenges that hamper the management of community projects in the area of study.

The following challenges were identified by the respondents as the main factors that hinder the management of the WSSSCFC:

- **Lack of managerial skills**

Of the ten respondents interviewed from the project steering committee members, eight confirmed that lack of managerial skills impact negatively in the implementation of projects in the area of study.

Some of the comments from the interviewees included:

'We did not get enough training on issues related to managerial skills, hence we are not performing the way we are expected'.

'Lack of managerial skills is one of the traits that cause poor leadership performance in the project'.

- **Training programmes**

Of the ten project steering committee members interviewed, nine indicated that lack of training programmes affected them negatively on poverty alleviation programmes and sustainable livelihoods

Some of the general comment from the participants were:

'I feel very disillusioned when I work in an organisation without proper training'.

'Inadequate training programmes affects the culture of work and performance in the Walda project'.

- **Project ownership**

Of the ten respondents interviewed from the project steering committee members, seven claimed that lack of project ownership impact negatively on project management and sustainability.

Comments made on project ownership included:

'Farm owners feel demoralised to continue farming because of uncertainties about ownership'.

'Lack of project ownership impact negatively on project ownership impact negatively on project management and sustainability'.

- **Financial support**

Out of the ten project steering committee members interviewed, nine confirmed that inadequate financial support hampers the implementation of community projects.

Some of the comments included:

'We did not get enough financial support, hence there is no sustainability in the project'.

'Because of the lack of funding every farmer has no freedom to procure input materials for the farms that will lead to alleviation of poverty and lead to sustainable livelihoods'.

- **Lack of clarity of policies**

Of the ten respondents interviewed from the project steering committee, nine indicated that they believed that the lack of clarity of policies impacted negatively on the management of community projects in the area of the study.

These were some of the comments made related to the clarity of policies:

'Lack of clarity of policies cause challenges in the management of the projects in the area'

'Workers are exposed to different policies hence the confusion in the management of the project.'

From the above narratives, it is evident that the study has managed to answer the research the following research objectives:

1. To identify the impact of the WSSSCFC in alleviating poverty among its members;
2. The assess the challenges faced by all relevant stakeholders in alleviating poverty within the context of PPP in Local Economic Development; and
3. To propose alternative strategies that can be used by agencies in poverty alleviation projects aimed at ensuring sustainable livelihoods.

50Conclusion

This Chapter presented the results and analysis of the findings in line with the problem statement, research questions and literature review presented in Chapter 2. The people participated in the WSSSCFC experienced various challenges that affected the sustainability of the project.

Some of the factors that accelerated and hampered the management of the project included lack of financial resources and training programmes.

In the next Chapter, an overview of the study, findings, recommendations and conclusion will be presented.

CHAPTER 5

OVERVIEW, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The aim of this research study was to investigate the effects of project management on a rural poverty alleviation project at WSSSCFC. To achieve this aim the study endeavored to achieve the following objectives:

- To identify the impact of the WSSSCFC in alleviating poverty among its members;
- To assess the challenges faced by all relevant stakeholders in alleviating poverty within the context of PPP in Local Economic Development; and
- To propose alternative strategies that can be used by agencies in poverty alleviation projects aimed at ensuring sustainable livelihoods.

5.2 Overview of the study

Chapter One: served as the general introduction to the study and outlined the problem that necessitated this study. This chapter also provided the aim, objectives of the study, significance of the study and definition of terms relevant to this study.

Chapter Two: presented relevant literature on project management and its implication on poverty alleviation and sustainable livelihoods.

Chapter Three: presented the research methodology in this study. The data collection techniques used to collect data were drawn from both qualitative and quantitative paradigms. In addition, the research philosophies, approaches, methods that informed the data collection process are outlined.

Chapter Four: provided with the presentation, analysis and interpretation of the data of the study.

Chapter Five: presents the summary of the findings derived from the responses, recommendations and makes conclusions for the study.

5.3 Summary of the findings of the study

The findings from the literature, empirical research and semi structured interviews have revealed some important ideas that can be employed by stakeholders to ensure poverty alleviation and sustainable livelihoods in the WSSSCFC and in NLM.

5.3.1 Findings from the literature review

The concept project management is not static but dynamic, it can be defined and interpreted differently by various authors from different perspectives.

- Project management involves the concept of management, namely, planning, organising, leading and controlling.
- It also involves issues such as cost, quality, risk management and other related tasks such as communication, delegation and motivation.
- The application of the above principles can also enhance the management of community projects established to alleviate poverty and ensure sustainable livelihoods.

5.3.2 Findings from empirical research

- **Impact of the project on poverty alleviation and sustainable livelihoods**
Forty-four or (88%) of the respondents confirmed that there were challenges that impacted negatively on poverty alleviation in poverty alleviation and believed that the WSSSCFC can impact positively on poverty alleviation and ensure sustainable livelihoods. If properly managed, the co-operatives has a potential of having positive spinoff such as creating more job opportunities and generating a source of income to support the dependents of the farm owners. Currently the farmers are in a debt spiral without any retained income to sustain the co-operative on their own.
- **Project management**

Forty-five or (90%) of the respondents confirmed that there are challenges faced by members of the WSSSCFC in project management.

- **Resources**

Forty-two or (84) of the respondents believed that the lack of resources hindered the management of the project in the area of study.

- **Application of management principles**

Forty or (80%) of the respondents confirmed that the wrong application of management principles impact negatively on project sustainability.

- **Delegation**

Thirty-eight or (76%) of the respondents believed that the lack of delegation hampers the management of community projects in the area of the study.

- **Infrastructure**

Forty-one or (82%) of the respondents indicated that the lack of infrastructure impact negatively on project management.

- **Corporate governance**

Forty-three or (86%) of the respondents confirmed that lack of cooperative governance cause unsustainability in the area of study.

- **Monitoring and evaluation**

Forty (80%) of the respondents believed that lack of monitoring and evaluation impact negatively on project management in the area of study.

- **Alternative strategies**

Forty-four or (88%) of the respondents confirmed that alternative strategies can improve the management of community projects in Nkomazi.

5.3.3 Findings from the semi structured interviews

The researcher conducted semi structured interviews with the tenants of the WSSSCFC. This was done to get a deeper understanding of the effect of project management on poverty alleviation and sustainable livelihoods in the area of study.

An interview related to project management such as managerial skills, clarity of policies, training, project ownership and lack of financial support have a negative effect on project management, poverty alleviation and sustainable livelihoods in the area of study.

Lack of Management Skills

- Most of the respondents confirmed that the lack of management skills impact negatively on the implementation of projects in the WSSSCFC.

Training programmes

- The majority of the respondents believed that the inadequate training programmes impact negatively on project management and sustainability.

Project ownership

- Most of the respondents claimed that the lack of project ownership impact negatively on project management and sustainability in the area of study.

Financial support

- The majority of the respondents confirmed that inadequate financial support hinders the implementation of community projects in the area of study.

Lack of clarity of policies

- The majority of the respondents believed that the lack of clarity of policies impact negatively on the management of community projects in the area of study.

5.4 Recommendations

On the basis of the findings from the empirical research and semi structured interviews, the following recommendations for the WSSSCFC are made for management, stakeholders, project managers and members of the co-operatives:

- The management be encouraged to minimise challenges that are faced by members of cooperatives in the area of study.

- The management be encouraged to provide resources that will assist in the implementation of projects in the area of study.
- The management be encouraged to delegate certain duties to their subordinates so as to improve the management of community projects in the area of study.
- Management be encouraged to provide infrastructure so as to improve the implementation of projects in the area of study.
- The management be encouraged to embrace corporate governance to ensure the sustainability of projects aimed at alleviating poverty.
- The management be encouraged to continuously monitor and evaluate so as to improve the implementation of projects in the area of study.
- The management be encouraged to clarify policy guidelines before the inception of projects in the area of study.
- Stakeholders be encouraged to support small scale community projects due to their positive impact on poverty alleviation and sustainable livelihoods.
- The project managers be encourages to apply the principles of management so as to improve project sustainability.
- The members of the cooperative be encouraged to have ownership of the project so as to manage it in a professional manner which will in turn lead to its sustainability.
- The management be encouraged to have an alternative strategy that will enhance project management in the WSSSCFC.

Since, every research is intended to suggest further research because it cannot be complete in itself. Hence, the following the following recommendations for further study are made:

- Perceptions of cooperatives members on project implementation in Nkomazi.
- The role of project managers in cooperative governance in rural poverty alleviation projects.
- The impact of literacy on rural poverty alleviation projects.
- The effects of training programmes towards the management of rural community projects.

- The impact of financial management on poverty alleviation project sustainability.

5.6 Conclusions

The purpose of this study was to investigate the effects of project management on a rural poverty alleviation project on sustainable livelihoods at WSSSCFC in the NLM in the Mpumalanga Province. The Challenges that hinder the management in the area of study were outlined. This Chapter has suggested solutions stated in Chapter 1. The recommendations made are merely an eye-opener to project managers, investors, tenants conducting projects. It now their responsibility to look into the researcher's ideas and recommendations for ways to improve the management and implementation of projects in the Walda area in the Nkomazi Municipality in particular and Mpumalanga Province as a whole.

To achieve the above processes both the co-operative members and management need to be empowered so as to improve the management of projects to ensure poverty alleviation and sustainability in the Ehlanzeni District in particular and Mpumalanga Province as a whole.

References

- Abonamah, A., Korayim, S. & Thomas, L.D., 2016. Delivering an Entrepreneurship-Focused MBA in the UAE. In *Innovation and Entrepreneurship in Education*. Emerald Group Publishing Limited, pp. 169-193.
- Allen, M., Carpenter, C., Hutchins, M. and Jones, G., 2015. Impact of Risk Management on Project Cost: An Industry Comparison. *Journal of Information Technology and Economic Development*, 6(2), pp.1-19.
- Ary, D., Jacobs, L.C., Sorensen, C.K. and Walker, D., 2013. *Introduction to research in education*. Wardsworth: CENGAGE Learning.
- Babbie, E. & Mouton J. 2001. *The practice of social research*. Cape Town: Oxford University Press.
- Bless, C., Higson-Smith, C. and Sithole, S.L., 2013. *Fundamentals of social research methods: An African perspective*. Cape Town: Juta and Company Ltd.
- Bond-Barnard, T.J. and Steyn, H., 2013. The programme benefits of improving project team communication through a contact centre. *South African Journal of Industrial Engineering*, 24(2), pp.127-139.
- Burke, R., 2013. *Project management: planning and control techniques*. New Jersey: John Wiley and Sons.
- Cassidy, C.M. and Kreitner, R., 2011. *Principles of management*. Melbourne: Cengage-Learning.
- Cheung, S.O. Yiu, T.W. and Lam, M.C. 2013. Interweaving Trust and Communication for Project Performance. *Journal of construction engineering and management*, 139(8), pp941-950
- CIPC. 2005. *Co-Operatives Act, 2005 (Act 14 of 2005)*. Available at: <http://www.cipc.co.za/files/31113/9452/7969/CooperativesAct14of2005v1.pdf> (Accessed 05 May 2016).

- CIPC. 2017. Types of Co-Operatives. <http://www.cipc.co.za/index.php/register-your-business/co-operatives/types-co-operatives/> (Accessed 02 June 2017)
- Clark, M. Sartorius, R and Bamberger, M. 2004. *Monitoring and evaluation: Some tools, methods and approaches*. Washington, DC: World Bank.
- Cleland, D. Ireland, L. 2010. *Project Managers Portable Handbook*. 3rd Edition, McGraw Hill Professional.
- Cobbinah, P.B., Black, R. and Thwaites, R., 2013. Dynamics of poverty in developing countries: Review of poverty reduction approaches. *Journal of Sustainable Development*, 6(9), p.25 35.
- Coetzee, J.K., 2001. *Development: Theory, policy and practice*. Cape Town: Oxford University Press.
- Cooper, D.R., Schindler, P.S. and Sun, J., 2003. *Business research methods*. London: McGraw – Hill
- Creswell, J.W., 2013. *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks: Sage publications.
- De Vos, A.S, Strydom, H, Fouche, CB & Delport, C.S.L, 2011. *Research at Grass Roots: For the Social Sciences and Human Services Professions*, 4th Edition. Pretoria: Van Schaik.
- Dockel, A., Basson, J.S. and Coetzee, M., 2006. The effect of retention factors on organisational commitment: An investigation of high technology employees. *SA Journal of Human Resource Management*, 4(2), pp.20-28.
- Dorward, A. and Chirwa, E., 2011. The Malawi agricultural input subsidy programme: 2005/06 to 2008/09. *International journal of agricultural sustainability*, 9(1), pp.232-247.
- DTI. 2016. Co-operatives incentive scheme guidelines. Available at http://led.co.za/sites/default/files/cis_guidelines.pdf (Accessed 02 June 2016).

- DTI. 2016. *A guide to the DTI Incentive Scheme*. Available at: https://www.thedti.gov.za/financial_assistance/docs/thedti_Incentive_Guide2014_2015.pdf (Accessed 07 July 2016).
- Du Toit, G.S., Erasmus, B. and Strydom, J.W. eds., 2010. *Introduction to business management*. Cape Town: Oxford University Press.
- Fox, W. and Bayat, M.S., 2008. *A guide to managing research*. Cape Town: Juta and Company Ltd.
- Gebre-Egziabher, T & Helmsing, A.H.J. 2005. *Local economic development in Africa: enterprises, communities, and local government*. Maastricht: Shaker Publishing.
- Gido, J. and Clements, J., 2014. *Successful project management*. Stamford: CENGAGE Learning.
- Gouws, J.S., 2001. *Sport management: theory and practice*. Knowledge Resources.
- Grassian, V., 1981. *Moral Reasoning Ethical Theory and Some Contemporary Moral Problems*. New York: Prentice Hall.
- Hamman, J.R., Loewenstein, G. and Weber, R.A., 2010. Self-interest through delegation: An additional rationale for the principal-agent relationship. *The American Economic Review*, 100(4), pp.1826-1846.
- Heldman, K., 2011. *Project management jumpstart*. Montreal: John Wiley & Sons.
- Hellreigel, D., Slocum Jr, J.W. and Woodman, R.W., 1998. *Organisational Behaviour*, St. Paul, MN: West Publishing Company.
- Henning, E., Van Rensburg, W. and Smit, B., 2004. *Finding your way in qualitative research*. Pretoria: Van Schaik.
- Houser, R.A., 2014. *Counseling and educational research: Evaluation and application*. Sage Publications.
- International Co-Operatives Alliance (ICA). 2015. *What is a co-operative?* Available at: <http://ica.coop/en/what-co-operative> (Accessed 05 May 2016).

- Jung, D.I. and Sosik, J.J. 2002. Transformational leadership in work groups: The role of empowerment, cohesiveness, and collective-efficacy on perceived group performance. *Small group research*, 33(3), pp.313-336.
- Köster, K., 2009. *International project management*. London: Sage Publications.
- Koul, O. and Dhaliwal, G.S., 2004. *Transgenic crop protection: concepts and strategies*. London: Science Publishers, Inc.
- Krantz, L., 2001. *The sustainable livelihood approach to poverty reduction*. SIDA. Division for Policy and Socio-Economic Analysis. Available at: http://www.sida.se/contentassets/bd474c210163447c9a7963d77c64148a/the-sustainable-livelihood-approach-to-poverty-reduction_2656.pdf (Accessed 08 December 2015)
- Kreitner, R. and Cassidy C., 2012. *Management*. 12th edition. Montreal: CENGAGE Learning.
- Kreitner, R., Kinicki, A. and Buelens, M., 2002. *Organizational behaviour*. New York: McGraw Hill.
- Kumar, R., 2005. *Research methodology: A step-by-step guide for beginners*. Frenchs Forest: Pearson Education.
- Larson, E.W & Gray C.F. 2011. *Project Management: The Managerial Process*. 5th edition. Singapore: McGraw Hill.
- Letsoalo, K.L. 2008. *An investigation of challenges faced by women in managing projects in the provincial department of public works in Limpopo Province*. Unpublished Dissertation. Durban: MANCOSA.
- Lievens, F., Van Geit, P., and Coetsier, P. 1997. Identification of transformational leadership qualities: An examination of potential biases. *European Journal of Work and Organizational Psychology*, 6(4), pp.415-430.
- Macmillan, J.H. and Schumacher, S. 2001. *Research in Education: A conceptual Understanding*. New York: Harper Collins.

- Maree, K., 2007. *First steps in research*. Pretoria: Van Schaik Publishers.
- Mawila, B.C. 2006. *An Analysis and application of the Maslow's theory in the management of Local government*. Paper presented at the Greater Giyani Local Government Regional Conference. Giyani, 2-4 September 2006.
- Mdaka ,L.M. 2010. The Emergence of Small Scale Sugar Cane Farming In the Siboshwa Tribal Authourity. A Paper Presented in the Nkomazi Farmers Day. Figtree 07 July 2010.
- Meier, G.M. and Rauch, J.E., 2005. *Leading issues in economic development*. 5th edition. New York: Oxford University Press.
- Mengel, T. 2006. Project management ethics: Responsibility, values and ethics in project environments. *The AMA handbook of project management*. New York: American Management Association, pp.227-235.
- Menon, S., Karl, J. and Wignaraja, K., 2009. *Handbook On Planning, Monitoring And Evaluating For Development Results*. New York: UNDP Evaluation Office.
- Meredith, J.R. and Mantel Jr, S.J., 2011. *Project management: a managerial approach*. Montreal: John Wiley & Sons.
- Milondzo KS. 2003. *The Principal's role in the development programmes for the teaching staff in the far North of the Limpopo province*. Unpublished Thesis. University of Free State: Qwaqwa Campus.
- Minaar, F. 2010. Strategic and performance management in the public sector. Pretoria: Van Schaik Publishers.
- Money, K. and Gardiner, L., 2005. Reputational management: ignore at your own peril. *Handbook of business strategy*, 6(1), pp.43-46.
- Mudau, J. and Netshandama, V. 2012. *Evaluation of Funded income generating projects: a case of government funded Agricultural Projects in Limpopo*. Conference paper "Towards Carnegie III" University of Cape Town 3-7 September 2012.
- Mullins, L.J. 2011. *Management and organisational behavior*. Rome: Prentice Hall.

- Namara, R.E., Hanjra, M.A., Castillo, G.E., Ravnborg, H.M., Smith, L. and Van Koppen, B., 2010. Agricultural water management and poverty linkages. *Agricultural water management*, 97(4), pp.520-527.
- Neuman, L.W., 2011. *Social research methods: Qualitative and quantitative approaches*. New York: Pearson Education.
- Nkomazi Local Municipality. 2013. The State of Local Economic Development in Nkomazi
Local Municipality. Nkomazi Local
- Nyathi, J.N. *Changing the School Culture in the Northern Transvaal*. Paper delivered at the principal's conference. Manyeleti Game Reserve, 9-10 May 2009
- O'Brochta, M. 2016. Why Project Ethics Matter. *Pm Network*, 30(1), p.29.
- Oosthuizen, F. & Venter, R. 2012. *Project management in perspective*. Cape Town: Oxford University Press.
- Ortmann, G.F. and King, R.P., 2007. Agricultural cooperatives I: History, theory and problems. *Agrekon*, 46(1), pp.18-46.
- Partington, A. 2003. *Essentials skills for management research*. London: Sage Publications.
- Phelan, C. and Wren, J., 2006. Exploring reliability in academic assessment. *UNI Office of Academic Assessment*. Available at:
<https://www.uni.edu/chfasoa/reliabilityandvalidity.htm> (Accessed 23 June 2016).
- Philip, K., 2003. *Co-operatives in South Africa: Their role in job creation and poverty reduction*. Johannesburg: South African Foundation.
- Pingali, P.L., 2012. Green revolution: impacts, limits, and the path ahead. *Proceedings of the National Academy of Sciences*, 109(31), pp.12302-12308.
- Politis, J.D., 2004. Transformational and transactional leadership predictors of the 'stimulant' determinants to creativity in organisational work environments. *Electronic Journal of Knowledge Management*, 2(2), pp.23-34.

- Pouliquen, L., 2000. *Infrastructure and poverty. Background paper to the World Bank's, 2001*. Available at:
<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.197.1162&rep=rep1&type=pdf> (Accessed 02 September 2016)
- Qhosola, M.R. 2011. *The impact of motivation on employee performance at Nkentoana Municipality in Free State Province*. Unpublished MBA dissertation. Durban: MANCOSA.
- Quisumbing, A.R. and Pandolfelli, L., 2010. Promising approaches to address the needs of poor female farmers: Resources, constraints, and interventions. *World Development*, 38(4), pp.581-592
- Republic of South Africa. 1996. *Constitution of the Republic of South Africa, Act 108 of 1996*. Pretoria: Government Printers.
- Republic of South Africa. 2009. *Medium Term Strategic Framework (MTSF), 2009 to 2014*. Pretoria: Government Printers.
- Robbins, S.P., DeCenzo, D.A. and Coulter, M.K., 2008. *Fundamentals of management: Essential concepts and applications*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Rosegrant, M.W. and Cline, S.A., 2003. Global food security: challenges and policies. *Science*, 302(5652), pp.1917-1919.
- Saunders, M.N., 2011. *Research methods for business students*, 5th edition. New Delhi: Pearson Education.
- Schermerhorn, J.R., 2011. *Introduction to management*. John Wiley & Sons.
- Sen, A., 2001. *Development as freedom*. London: Oxford University Press.
- Smith, M.K. and Cronje, K. 2002. *The Ethics of Care in Education*. California: Sage Publications.

- Sousa, F.J. 2010. Meta-Theories in Research: Positivism, Postmodernism, and Critical Realism. Available at <https://www.researchgate.net/publication/228300432> (Accessed 22 January 2016)
- Statistics South Africa. 2011. Nkomazi Local *Municipality* | *Statistics South Africa*. [Online] Statssa.gov.za. Available at: http://www.statssa.gov.za/?page_id=993&id=nkomazi-municipality (Accessed 14 Jun. 2016).
- Statistics South Africa. 2011. *Quarterly Labour Force Survey, Quarter 1, 2011*. Available at: <http://www.statssa.gov.za/publications/P0211/P02111stQuarter2011.pdf> (Accessed 29 February 2016).
- Statistics South Africa. 2016. Mpumalanga Fact Sheet: Quarter 3: December 2016. Statistics South Africa: Pretoria.
- Swanepoel, H. and Beer, F.D., 2000. *Introduction to development studies*. Johannesburg. International Thomson Publishing.
- Thomas, A.B., 2004. *Research skills for management studies*. London: Psychology Press.
- Trochim, W.M. 2006. *Research methods knowledge base*. Available at: <http://www.socialresearchmethods.net/kb/> (Accessed: 08 December 2015)
- Turkulainen, V., Aaltonen, K. and Lohikoski, P., 2015. Managing project stakeholder communication: the QStock festival case. *Project Management Journal*, 46(6), pp.74-91.
- Wagner, P. and Barkley, B., 2010. *Global program management*. New York: McGraw Hill.
- Wellman, J.L., 2011. *Improving Project Performance: Eight Habits of Successful Project Teams*. New York: Macmillan.
- Welman, C., Kruger, F. and Mitchell, B., 2005. *Research methodology*. Cape Town: Oxford University Press.

White, C.J. 2002. *Research methods and techniques*. New York: Harper Collins College.

ANNEXURE A: DATA COLLECTION QUESTIONNAIRE

AN INVESTIGATION INTO THE EFFECTS OF PROJECT MANAGEMENT ON A RURAL POVERTY ALLEVIATION PROJECT: THE CASE OF THE WALDA SMALL SCALE SUGAR CANE FARMING CO-OPERATIVE

Dear respondent

You are requested to fill the questionnaires for academic purpose. Your identity will not be revealed in any manner.

Kind regards

Mhlongo Mpumelelo

Instructions for Filling the Questionnaire

Please indicate with an **X** the option that best describe you. You can only make one choice per question.

Q1. What is your gender?	Male			Female	
	Agree	Strongly agree	Disagree	Strongly Disagree	Uncertain
Q2. Challenges prevent the project to alleviate poverty and ensure sustainable livelihoods in the area of the study?					

Q3. There are challenges faced by farmers in the Walda Small Scale Sugar Cane Farming cooperative?					
Q4. Lack of resources impact negatively in project management?					
Q5. Lack of the application of management principles impact negatively on project management?					
Q6. Lack of delegation impact negatively on project management?					
Q7. Lack of infrastructure have an impact on your project					
Q8. Lack of corporate governance hamper the sustainability of the project?					
Q9. Lack of monitoring and evaluation hamper the success of the project?					
Q10. The availability of alternative strategies improve the management of poverty alleviation projects					

ANNEXURE B: INTERVIEW SCHEDULE

1. Does the lack of managerial skills hamper the management of the project in Walda Small Scale Sugar Cane farming Cooperative?
2. Does the lack of training programmes have an impact in the project?
3. Does the lack of ownership have an impact in the project?
4. Does the lack of adequate financial support have an impact on the project to alleviate poverty and ensure sustainable livelihoods?
5. Does the lack of clarity in policies have an impact in the sustainability of the project?

ANNEXURE D: GATE KEEPER'S LETTER

P.O. Box 343

Komatipoort

1340

15 July 2015

The Chairperson

Walda Farmers Small Scale Sugar Cane Farming Cooperative

Private Bag X 8169

Kwalugedlane

1341

Sir

REQUEST TO CONDUCT RESEARCH IN THE WALDA FARMERS COOPERAT

I am requesting to conduct a research on the investigation of the effects of the project management on the Walda Small Scale Sugar Cane Farming Cooperative. The research is conducted for academic purpose as part of the fulfillment of the requirements for Masters of Developmental Studies in the Turfloop Graduate School of Leadership of the University of Limpopo.

Kind regards

Mhlongo Mpumelo (Mr.)

Cell: 083 346 0312

ANNEXURE E: PERMMISION LETTER

Walda Farmers Small Scale
Sugar Cane Farming Cooperative

Private Bag X 8169

Kwalugedlane

1341

26 November 2015

P.O. Box 343

Komatipoort

1340

Dear, Mpumelelo

**RE: REQUEST TO CONDUCT RESEARCH IN THE WALDA FARMERS
COOPERATIVE**

Your request to conduct research in the Walda Farmer's cooperative is granted.

The cooperative wishes you the best in your studies

Kind regards

Sabelo Magagula (Mr.)

Chairperson: Walda Small Scale Sugar Cane Farming Cooperative

ANNEXURE F: EDITORS CONFIRMATION

EDITOR'S CONFIRMATION LETTER TO WHOM IT MAY CONCERN

I hereby state that I have edited the document:

AN INVESTIGATION INTO THE EFFECTS OF PROJECT MANAGEMENT ON A RURAL POVERTY ALLEVIATION PROJECT: THE CASE OF THE WALDA SMALL SCALE SUGAR CANE FARMING COOPERATIVE

Mini Dissertation

Submitted in the partial fulfillment of the requirements for the degree
Masters of Developmental Studies

by

MHLONGO MPUMELELO CIDRICK

(9210237)

University of Limpopo

Supervisor: Dr. KS Milondzo

Disclaimer

At time of submission to student, language editing and technical care was attended to as requested by student and supervisor. Any corrections and technical care required after submission is the sole responsibility of the student.

Kind Regards



Dr Thembinkosi Mabila, PhD English
Email: Thembinkosi.Mabila@ul.ac.za
DATE: 20 February 2016