

**THE IMPACT OF COMMUNITY DEVELOPMENT PROJECTS IN SUSTAINING
THE LIVELIHOODS OF THE COMMUNITIES IN LEPELLE-NKUMPI LOCAL
MUNICIPALITY IN LIMPOPO PROVINCE, SOUTH AFRICA**

by

LETSOALO PHEAGANE KLASS

RESEARCH MINI-DISSERTATION

Submitted in fulfilment of the requirements for the degree of

MASTER OF DEVELOPMENT IN PLANNING AND MANAGEMENT

in the

FACULTY OF MANAGEMENT AND LAW

at the

TURFLOOP GRADUATE SCHOOL OF LEADERSHIP

SUPERVISOR: PROF. T. MOYO

2019

DECLARATION

I declare that THE IMPACT OF COMMUNITY DEVELOPMENT PROJECTS IN SUSTAINING THE LIVELIHOODS OF THE COMMUNITIES IN LEPELLE-NKUMPI LOCAL MUNICIPALITY IN LIMPOPO PROVINCE is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references and that this work has not been submitted before for any other degree at any other institution.

Mr. Letsoalo P.K.

Date

ACKNOWLEDGEMENTS

I want to thank the following persons for their respective contributions to this dissertation:

I would like to thank the Almighty God for protecting me throughout my life and studies.

To my supervisor, Prof. T Moyo, thank you for your encouragement, guidance and for being my motivator when it was difficult for me. You showed me great compassion when I thought I was losing the battle. You kept me going when I thought there was no light, May the Lord bless you.

To my wife Palesa Pearl Letsoalo, you've been my pillar of strength when things were very difficult for me, yet you believed and supported me.

My daughter, Reitumetse Letsoalo: you bring me joy, but when I was busy with my studies I did not give you quality attention when you needed it.

My mother, Mosebudi Welhminah Letsoalo for the courage and support you displayed to me.

My father, Mohale Samuel Letsoalo for the wisdom you gave me.

My siblings, Emily, Maseroka, Mapula, Maria and Peter Letsoalo for the unqualified support that you gave me throughout.

My classmates Julia Nkwane, Tlou Manamela, Rabalao Thato and Matsoso Sisimogang for your support and courage.

My friends Vincent Mosegane and Enoch Rabothatha for your courage and support.

ARTICLE PUBLICATION

1. Community development projects and sustainable livelihoods: evidence from selected projects in Lepelle-Nkumpi Municipality in Limpopo Province.

ABSTRACT

Development projects have been widely implemented in South Africa and the rest of the world in order to promote social and economic development. While many projects generate some income for beneficiaries, when they are assessed within the broader context of the meaning of development, it is not so clear if, in fact, they have made such impact. In its efforts to reduce poverty and unemployment and to grow the local economy, Lepelle-Nkumpi Municipality has implemented many community development projects. While the municipality has used its Integrated Development Plans (IDPs) to support such projects, the impact on the livelihoods of beneficiaries does not appear to be as pronounced. The aim of this study was therefore to assess more systematic and greater depth, the impact of community development projects in sustaining the livelihoods of communities in Lepelle-Nkumpi Local Municipality in Limpopo Province. The study was based on mixed methods research design where a small sample of nine beneficiaries from five different types of projects (crop farming, poultry farming, early childhood development (ECD) and tourism), and two municipal officials or other stakeholders were interviewed. Interviews were used to collect primary data from the respondents, and secondary data was collected from sources such as IDP reports, journals and articles. The Sustainable Livelihoods Framework was adopted as the theoretical lens for the analysis of selected projects. The findings from the study indicate that although beneficiaries of projects that were studied benefited in terms of income and employment, project interventions had a limited impact because they did not lead to any significant acquisition of assets by beneficiaries. The income was also deemed to be insufficient for the needs of the participants. Furthermore, there was no evidence that the beneficiaries were empowered by the projects.

Key words: Livelihoods; projects, development, sustainability, capability.

TABLE OF CONTENTS

PAGES

CHARPTERS OUTLINE

1. CHARPTER ONE: ORIETATION OF THE STUDY

1.1 Introduction	1
1.2 Background of the study	5
1.3 Statement of the problem	10
1.4 Motivation/Rationale or the study	11
1.5 Research questions	11
1.6 The aim of the study	12
1.7 Definitions of key concepts	12
1.8 Significance of the study	17
1.9 Ethical considerations	17
1.10 Summary	20
1.11 Outline of the research report	20

2. CHARPTER TWO: LITERATURE REVIEW

2.1 Introduction	22
2.2 Community Development in South Africa	23
2.3 Theoretical framework: Linking projects to sustainable livelihoods	30
2.4 Review of empirical studies	34
2.5 Conceptual framework	40
2.6 Synthesis	42
2.7 Conclusion	44

3. CHARPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction	46
3.2. Research design	47
3.3 Area of study	48
3.4 Population	49
3.5 Sample, sampling methods and sample size	50
3.6 Data Collection	56
3.7 Data analysis	59

3.8 Ethical considerations	60
3.9 Research limitation	62
3.10 Conclusion	63
4. CHAPTER FOUR: PRESENTATION AND INTERPRETATION OF FINDINGS	
4.1. Introduction	64
4.2. The sub-questions	64
4.3. Section A: Personal characteristics of the respondents	65
4.4 Section B: Findings and responses from project beneficiaries	75
4.5. Community projects and livelihoods of beneficiaries	81
4.6 Section C: Findings and responses from municipal officials	90
4.7 Section D: Perception of the municipal officials on the impact of the community projects	92
4.8 SECTION E: Community development projects and livelihoods	95
4.9 Perceptions of municipal officials on the continuity of the community projects	99
4.10 Interpretation of findings	104
4.11 Summary	105
5. CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
5.1 Introduction	106
5.2 The aim and objectives of the study	106
5.3 The impact of community development projects on the livelihoods of community members	107
5.4 The significance of the study	110
5.5 Areas for future research	111
5.6 Conclusion	111
6. REFERENCES	114
7. ANNEXURES	121
7.1 Annexure A: Faculty approval letter	121
7.2 Annexure B: Requisition letter to conduct a study	122
7.3 Annexure C: TREC certificate	123
7.4 Annexure D: Consent form	124

7.5 Annexure E: Interview guide for project beneficiaries (English version)	126
7.6 Annexure F: Interview guide municipal for officials (English version)	129
7.7 Annexure G: Consent form (Northern Sotho version)	133
7.8 Annexure H: Interview guide (Northern Sotho version)	136

LIST OF ABBREVIATIONS / ACRONYMS

ASGI-SA - Accelerated Shared Growth Initiative in South Africa

CBO - Community Based Organisation

CD- Community Development

CDM - Capricorn District Municipality

CDPs - Community Development Projects

DBSA - Development Bank of Southern Africa

DPLG - Department of Provincial and Local Government

ECD- Early Childhood Development

EPWP - Expanded Public Works Programme

FAO - Food and Agriculture Organisation

GEAR - Growth, Employment and Redistribution Strategy

IDP - Integrated Development Plan

IRD - Integrated Rural Development

LED - Local Economic Development

LEDA - Local Economic Development Agency

LIBSA - Limpopo Business Support Agency

PGDS - Provincial Growth Development Strategy

PRF - Poverty Relief Fund

RDP - Reconstruction and Development Programme

SEDA - Small Enterprise Development Agency

SLA- Sustainable Livelihood Approach

SMME - Small, medium and micro enterprises

UNDP - United Nations Development Programme

CHAPTER 1

ORIENTATION OF THE STUDY

1.1 Introduction

Globally, community development projects have become common practice as some of the many strategies that are used to support social and economic development of communities (Gilbert & Schipper 2009:14). At a conceptual level, the shift from centralised towards more decentralised approaches is recognition of the importance, power and potential of communities as drivers of their own development (Pieterse 2010:55). Community development had fostered an increase in international investments in agriculture, mainly in the form of financially strong private and public investors buying or leasing arable land on a long term basis in countries in Africa, East Europe, Central and Southeast Asia or Latin America. These land deals are seen as development opportunities by investors and governments of target countries, while NGOs and some media outlets refer to them as “land grabs” with a negative connotation (Arslan *et al.* 2011:14).

The theoretical dimensions of Community Development have been translated into practice all over the world to promote tangible development in deprived communities since the 1950s. During the first development decades of the 1950s and 1960s, community development was actively promoted throughout the developing world as part of the state building process, and as a means of raising standards of living by governments and by the United Nations through its affiliated institutions as part of independence and decolonisation movements in Africa (Briggs *et. al.* 1997:22). During this period, community development programmes and projects were established by the state to mobilise people in the local communities. This was done at macro, than at micro, levels, meaning the community development projects and projects were initiated by the government than the community themselves (top-down approach).

In the 1980s and 1990s, governments in Africa, including Ghana, increasingly downsized core public service operations, experimented with alternative ways of

delivering services, and down-loaded many services from government to communities, civil society organisations and individuals through the decentralisation concept (Kokor 2001:17). Community development projects and programmes received substantial support from governments and donor agencies. Therefore, many governments promoted development projects that aimed at environmental security, social renewal and income generation. The goals of these projects were to address poverty, hunger, disease and apathy that were endemic among the rural and urban poor. Attempts were made to encourage citizen groups, communities, churches and NGOs to participate in projects that could best be handled at grassroots level (Cohen 1996:89).

Local communities have responded in large numbers to some successful community projects and programmes that governments and non-government organisations (NGOs) initiated in the area of health and family planning, education, agriculture and infrastructure etc. For example, in the 1990s the Programme of Action to Mitigate the Social Cost of Adjustment (PAMSCAD), which the Provisional National Defence Council established (PNDC) aimed at, among other things, developing and rehabilitating rural housing (Cohen 1996:94). Community members were not involved at the planning and decision-making process of projects by government and NGOs as indicated by the above evidence. Even though local communities responded well to these community projects, there was no sense of ownership by the community. The extent to which these community development projects had an impact in sustaining the livelihoods of communities was not emphasised as the main focus was on poverty alleviation.

Evidence indicates that in Kenya, there have been several projects funded by donors such as the World Bank, DFID, CIDA and USAID, among others, to help alleviate poverty. Most of these projects have been designed for various communities living in Kenya. Urban and rural communities have been the centre of focus for many donor funded projects. In Zambia the government promoted and supported agricultural projects such as farmer's group projects, pig and goat projects. The government supported and promoted the community projects through funds to ensure their success (Bonye *et al.* 2013:55). The evidence does not dwell much on factors and

strategies that the government and NGOs put in place to promote sustainable livelihoods of communities.

The projects were implemented by various NGOs and government but the extent to which these projects contribute to the sustainable livelihood of communities and project beneficiary was not emphasised. Adhiambo (2012:55) argues that little evidence is available on the true impact of funded community projects on the lives of the poor in Kenya. According to Ababa (2013:78), one of the most critical obstacles is the extent to which projects are able to persist despite the exit of donors, while the beneficiaries reap dividends, and appreciate their participation and ownership role in the project. As a result, the projects are terminated and the livelihoods of communities or project beneficiaries become negatively affected.

In South Africa, community development has become one of the key strategies that the government and many other non-state agencies are using to support development at the local level. They have been used to reduce poverty and inequality which is rooted in past policies of discrimination and exclusion. The government of South Africa developed various strategies to deal with the issues of community development in the country such as the Reconstruction Development Programme, the White Paper of 1998, and Local Economic Development Programmes (LED). Community development is integrated in the Constitution of the Republic of South Africa under provisions on developmental local governance (South Africa government 1996 152-153) and mandated local government to assume a development role. Through the instrument of the Integrated Development Plan (IDP), local government, in consultation with communities, identifies their development priorities and is expected to allocate resources and support implementation thereof (Integrated Development Plan (IDP) 2016-2017).

Community development projects found in South Africa are initiated by the government, NGOs and communities. In a district called Philani in the Eastern Cape Province, there are various community development projects which were initiated by community members in order to sustain their livelihoods. Some of these projects are supported and funded by the government. At the provincial border between Northern

and Western Cape provinces, there are community projects focusing on *rooibos* production. The community and church, as custodian of the land, formally decided to initiate the *rooibos* tea project. From a legal perspective, the project was initially run as an 'association', though it has since been restructured as a co-operative (LANOK 2005:17).

Most of the studies conducted in South Africa confirm that there are various community development projects within the country such as agricultural projects (Crop farming, Goat Farming, Tourism, Construction, Revitalisation of irrigation schemes and Dry land projects), and these projects are aimed at addressing the issue of inequality and poverty in the country. The literature indicate that some of these projects are successful and others are not. Therefore the issue of projects and sustaining livelihoods of communities is still a knowledge gap and issue in many countries such as South Africa.

The study attempts to investigate the impact of community development projects in sustaining the livelihoods of communities. The research study is based in Lepelle-Nkumpi Local Municipality in Capricorn District, Limpopo Province. According to Census 2011, evidence shows that there are more people living in poverty in the municipality because of the high rate of unemployment in the area. This led to the introduction of community development projects aimed at poverty and unemployment reduction. Some of the projects found in the municipality are initiated by community members themselves and others by Local Economic Development (LED) and other organisations.

Based on the information gathered from the municipal integrated development plan (IDP), the functional community development projects are as follows: agricultural projects such as crop farming, goat farming, livestock farming, chicken abattoir, broiler, chicken farming and processing, tourism, construction; and manufacturing projects on bakery (IDP 2016 -2017). The majority of the above mentioned community development projects are funded and supported by the Local Economic Development (LED). LED is a government strategy which strives to alleviate unemployment and poverty by funding and supporting community projects. Amongst other responsibilities,

local government is expected to stimulate economic growth and ensure local economic development (Kayamandi Development Services 2013:09).

Community development projects like other projects experience challenges which hamper their success within the municipality and as result it negatively impacts the livelihood of communities. Studies indicate that some agricultural projects such as goat farming, chicken abattoir, broiler, chicken farming and processing; construction projects; and manufacturing bakery projects in the municipality have indicated evidence of their success while other projects have showed failure (Integrated Development Plan (IDP) 2013 -2014).

It was observed that community projects which were initiated by the community themselves were successful than those projects which were initiated by NGOs and government. There was a knowledge gap on factors that contribute to the impact of projects in sustaining the livelihoods of communities. This chapter discusses the background to the study, the statement of the problem, the significance and motivation of the study, the research aims and objectives, research questions, and study area of the study. Other issues covered in this chapter are definition of concepts, ethical consideration, and outline of the report.

1.2 Background to the study

It is well documented that before 1994 the majority of South Africans were denied political rights and excluded from participating in the political process (Lund 2008:44). Black Africans, coloureds and Indian people were excluded from participating not only in the political life of South Africa, but also in the economic mainstream, resulting in extreme social inequalities. Generated by the apartheid system, these inequalities were intense and led to gross human rights violations as well as widespread social and economic problems, including poverty. The advent of democracy in 1994 was associated with major political and economic policy shifts. On the political front, South Africa has laid the foundations for the design and implementation of policies to ensure democratic consolidation, competitive multiparty engagement and citizen participation.

The framework created for political representation is laid out in Chapter 1 of the founding provisions of the Constitution.

In spite of the political and economic advances since 1994, South Africa continues to be plagued by poverty and unemployment. Previous studies on the extent of poverty in South Africa show that almost half its population lives in poverty. Booysen (2001:13) corroborated this by using the asset index approach to measure poverty and to apply it to data from international Demographic and Health Surveys (DHS), and found that poverty in South Africa has increased. In addition, in their analysis of the 1999 October Household Survey and the 2002 Labour Force Survey, Meth and Dias (2004:88) also showed that the number of poor people in South Africa increased between 1999 and 2002.

It is evident that South Africa continues to be characterised by significant levels of inequality and vulnerability to falling into poverty (May *et al.* 2002). In this regard, the 2005 South African Social Attitude Survey (SASAS) conducted by the Human Sciences Research Council (HSRC) found that after 10 years of democratic rule, the majority of “black Africans still perceive themselves as lacking enough food and income that will meet all their household needs”. Whites, on the other hand, never experience shortages of food and income; Indians and coloureds also seldom go without it (Davids 2006:12).

This led the government to develop strategies to deal with the high rate of poverty and inequalities in the countries. Some of the strategies were in the form of community development projects. Currently, local municipalities and NGOs are promoting and supporting community development projects in order to alleviate poverty within the country. The extents to which these community projects sustain the livelihoods of communities were not clear as the focus was based on poverty reduction. There was a knowledge gap on the impact of community development projects and sustaining the livelihoods of communities.

1.2.1 Government strategies in relation to community development and reasons for failure in South Africa

After 1994 when the country has become a democratic country, the Constitution commits the South African government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. The government must therefore develop legislations to ensure that basic human rights are achieved. The aim within the Constitution is to maintain human dignity *the Constitution of South Africa (Act 108 of 1996)*.

The emphasis on community development in South Africa emanates from the Reconstruction and Development Programme (RDP) (South Africa, 1994) which was conceptualised to bring about social development by means of a people-driven process. The processes involve the fact that communities must take responsibility for their own development, and as a result, they have to be empowered to do so (Tamsane 1998:34). The RDP states that development is not about the delivery of goods to a passive citizen. It is about the active involvement and growing empowerment of the people in shaping their own environment and future. Active community participation representatives are key ingredients for the development of strong, effective and stable institutions (ANC 1994:77).

The RDP was initiated by the government as a strategy to address the social and economic problems that people face within South Africa. The aim of the RDP document is to address the alleviation of poverty, to address the imbalances of the past, and to revive the human dignity from which the African people were stripped off by colonialism. Though the RDP failed at the policy level and implementation, the objectives are still challenges that need to be embraced at societal level. After its failure, the government developed the White Paper in 1998 as a new strategy to community development (Luka and Maistry 2012:45).

The White Paper on Local Government of 1998 refers to local government as a developmental government. This means that local government is about development

in local sphere of governance and influence. The focus of that document is about fighting poverty directly and the restoration of human dignity through the rendering of service by the local government, and infrastructure development. The White Paper stipulates that developmental local government should involve the community and community groups in the design and delivery of services and infrastructural development.

The White Paper on Local Government advocates for an integrated and coordinated approach to development. People from all sectors, including national and provincial departments, parastatals, trade unions, community groups and private sector institutions must come together to coordinate an approach to development. The White Paper provides for the aims to achieve developmental objectives, including the following:

- Provision of household infrastructure and services;
- Creation of liveable integrated cities, towns and rural areas;
- Local economic development; and
- Community empowerment and redistribution.

These objectives could only be achieved through an integrated development approach that is aimed at capacity building, infrastructure development, improved service delivery and a coordinated local economic development (Luka and Maistry 2012:48).

1.2.2 Lepelle-Nkumpi Municipality and Community Development

Lepelle-Nkumpi is one of the municipalities in Capricorn District in Limpopo Province. Land capability is an expression of the effect of physical factors (e.g. terrain form and soil type), including climate, on the total suitability and potential for use for crops that require regular tillage for grazing, for forestry and for wildlife without damage. It involves the consideration of (i) the risks of damage from erosion and other causes; (ii) the difficulties in land use caused by physical factors, including climate; and (iii) the production potential. The land capability of the Lepelle-Nkumpi Local Municipality

indicates that 35% of the municipality falls within the municipality (Integrated Development Plan (IDP) 2017-2018).

1.2.3 Lepelle-Nkumpi (IDP) existing community development projects

Lepelle-Nkumpi contributes 12% to the agricultural sector in Capricorn District Municipality. The agricultural sector is not a large employer in the municipality, taking up almost 3% of the overall employment in the municipality. However, the sector is slightly increasing as an employment contributor at a faster rate compared to Capricorn District Municipality. The sector is also a quite significant employer at the district level, employing approximately 5% of its workforce municipal Integrated Development Plan (IDP-2016-2017). Currently, there are various agriculture development projects which are being initiated. The main agriculture development initiatives within Lepelle-Nkumpi include projects by Limpopo (South Africa Census 2011). The municipal has existing and proposed projects indicated within the IDP, see table below:

Project	Location	Description
Provision of tourism information	Lepelle-Nkumpi Local Municipality	Tourist attraction brochure
Protection and promotion of heritage sites	Lepelle-Nkumpi Local Municipality	Preservation of arts, culture and heritage
Mahlatji Tourism Centre	Mathabatha	Develop a tourism centre
Hospitality facilities	Lebowakgomo and Mafefe	Develop accommodation and hospitality facilities
Lebowakgomo Hydroponic	Lebowakgomo	Crop Farming
Integrated Goat Farming	Ga-Mphahlele	Goat Farming for the purpose of selling living livestock, goat meat and milk
Zebediela citrus juice	Zebediela	Processing of juice

Fresh produce market	Lebowakgomo	Vegetable market & distribution
Lepelle-Nkumpi Agricultural Marketing Project	Municipal wide	Mentoring & capacity building of emerging grain farmers
Chicken abattoir, broiler, chicken farming & processing	Lebowakgomo & Mphahlele	White meat production
Revitalisation of irrigation schemes	Scheming, Tooseng, Malekapane, Makgoba, Maseleseleng, Mokgobolang, Mashadi, Ga-Mampa	Agriculture
Grazing Land for livestock	Mogoto, Tooseng, Mamaolo, Mahlatjane	Livestock farming
Dipping Facility	Tooseng, Malekapane	Livestock farming
Resuscitation of Lebowakgomo hydroponic	Lebowakgomo	Agriculture
Vegetable co-operatives	Tooseng	Crop Farming
Dry Land Projects	Maseleseleng, Madikeleng, Makgolobeng	Agriculture

Source: (IDP 2016-2017)

1.3 Statement of the problem

South Africa is faced with social problems such as poverty, crime, unemployment and inequality. The high levels of poverty and unemployment within the country is increasing on a daily basis. According to statistics from census 2011, it is evident that in Lepelle-Nkumpi municipality, about 79% of households have an income of less than R3500 per month (the household subsistence level) or no income at all. Poverty alleviation is a central issue for the municipality and is addressed within the available resources through various IDP programmes and projects. Examples of these include the municipality's LED programme, EPWP, War on Poverty, Community Work's

Programme, labour intensive infrastructure and social programmes, and the provision of free basic services to qualifying households. (IDP 2016 -2017).

There are various functional community development projects within the municipality. However, there is no evidence which demonstrates the impact of these community projects on the livelihoods of the beneficiaries and in particular, determining whether or not these changes or improvements are sustainable. The research, therefore, was an investigation of the nature of community development projects, their implementation, and their impact in sustaining the livelihoods of communities. Much of the literature has indicated the importance of community development projects worldwide and their role, but not much have been said about the impact of projects in sustaining the livelihoods of communities. Therefore, the question that this paper sought to answer was whether these projects have a role to play in improving and sustaining the livelihoods of communities.

1.4 Motivation/Rationale or the study

According to De Vos (2011:113), in qualitative research, questions and problems for research most often come from real-world observations, dilemmas and questions. Consistent with this argument, the researcher has been motivated by a personal observation of a high rate of unemployment and poverty amongst the youth and community members in Lepelle-Nkumpi Municipality despite various community development projects in the community. Therefore, the researcher was motivated to investigate the impact of community development projects in sustaining the livelihoods of communities.

1.5 Research questions

The study was guided by the following key research questions:

- How are past and current projects designed and supported?
- How are past and current projects implemented, monitored and evaluated?
- How do the projects impact on the livelihoods of the community?

- What are strategies that can be applied in order to respond to issues that emerge from the study?

1.6 Aim of the study

The main aim of this study is to explore the impact of community development projects in sustaining the livelihood of the communities in Lepelle Nkumpi Local Municipality in Limpopo Province.

1.6.1 Objectives

The study was guided by the following key research objectives:

- To examine the design and implementation of past and current community development projects.
- To examine the monitoring and evaluation of the community development projects.
- To assess the impact of these projects on the livelihoods of community members.
- To suggest strategies that can be implemented in order to address issues that might emerge from the study.

1.7 Definitions of key concepts

The following are theoretical and operational definitions of key concepts of this study.

Community

Sense of community is a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that their needs will be met through their commitment to be together (McMillan 2000:34). According to van Deventer and Kruger (2009:37), a community may also refer to a cultural, ethnic, language group or a group of persons with the same or similar interests. The concept community is hereby defined as a group of people who have certain things in common. A community can be loose-knit or close-knit depending on the environment in which they are found. A community is said to be close-knit when there is a strong bond between its members. It could be loose-knit when there is no strong bond between its

members (McKay 1999:56). The research study has adopted the above mentioned definition of community.

Development

According to Kanbur (2006:77), development is a complex issue with many different and sometimes contentious definitions. Since development depends on values and on alternative conceptions of the good life, there is no uniform or unique answer. This is corroborated by Thomas (2004:223), who argues that development is contested, complex and ambiguous. Chambers (1997:77) holds that “development is good change”. The World Development Report as cited in Todaro and Smith (2006:79) emphasises the multidimensional nature of development. They see it as a process involving major changes in social structures; popular attitudes, national institutions as well the acceleration of economic growth, the reduction of inequality, and the eradication of poverty.

Gegeo (1998:69) brings in a fundamentally different dimension to the standard definitions. This is evidenced by his perception of development as a process of growth springing from within, which involves a growing individual and collective self-reliance, focusing not only on material and economic needs, but also on emotional, ethical and political empowerment. Thus, development is not only about material change, but has emotional and ethical dimensions as well. Sen (1999:40) sees development as a freedom that ushers in human rights into the development discourse. He argues that development is not simply about material change but has to encompass change which brings about freedom to human beings. These freedoms encompass five different types of freedom: political freedom, economic facilities, social opportunities, transparency and protective security. This study adopts Sen’s definition as it encompasses complex issues on development.

Clearly, there is no one definition of development. However, they are useful to the extent that each identifies and emphasises critical components of development. In this study, the approach was to combine these different perspectives. Development is therefore interpreted as positive social, economic, political and cultural change which enhances the freedom of human beings to function and to achieve their potential in all

spheres of life. It is a multidimensional and complex phenomenon. This conceptualisation of development shapes the analytical framework that guided this investigation.

Community development

Roux (1995:57) defines community development as a process whereby people are enabled to mobilise and manage forces and resources in a community by creating opportunities for democratic decision-making, active participation and co-operation, self-help, development of leadership and utilisation of education opportunities to promote the intrinsic potential and forces in the community as a whole. A similar view is offered by De Beer and Swanepoel (1998:78), who argue that community development is a method which brings about a “desired change”, a process in which local community groups could take the initiative to formulate objectives which involve change in their living conditions.

Rothman (1979:91) takes a different approach which is to locate community development within the framework of locality development, which can be defined as a process of creating conditions of economic and social progress for the whole community initiatives. Community development can, in the case of this research, be taken as overall development of the quality of life in a community. This development of a quality life in a community context is implemented by government through different projects initiated by the government.

Community development efforts seeks to unleash the productive potential of rural villages and communities through the identification of felt needs, local organisations and self-help, in the expectation that such activities would overcome the fatalism, powerlessness and traditional thoughts that characterise the lives of the rural poor (World Bank 1991:34). Community development, according to Ajayi (1995:88), is a social process by which human beings can become more competent to live with and gain some control over local conditions, thereby changing world.

Community development requires the involvement and participation of local residents in identifying the strategies they wish to use to improve quality of their life. Importantly,

it relies on interactions between people and joint action, rather than individual activity or what some sociologists call collective agency (Flora and Flora 1993:98). The common aspects of the definitions above is that they all indicate that community development is not just about helping people realise their own interests; it is about identifying assets that can help to develop the leadership to mobilise residents, build the capacity to act in the future and promote active participation of community members, and that community participation is frequently driven more by practice than theory. Roux's definition of community development is adopted in this study as it involves key principles of community development, which are participation, empowerment, ownership and sustainability.

Project

A project is a specific activity or event initiated by a community worker aimed at addressing the specific needs of that community (Rubin and Rubin 1992:34). "A project by its nature is defined as a "package" filled by activities to be achieved within a time-limited framework and cost-effective budget" (Cleaver 1999:597; Botes and Rensburg 2000:44). Maylor (2003:23) supports the above statement by indicating that a project is an interrelated set of activities that has a definite starting and ending point, resulting in the accomplishment of a unique often, major outcome.

According to Wideman (2000:34), a project is a novel undertaking to create a new product or service, the delivery of which signals completion and begins when resources are dedicated to its specific goal. Projects make a vital contribution to industrialisation, and hence the growth of a nation's economy. In this study, projects refers to community development projects which are found within the municipality and which contribute to the sustainable livelihood of project beneficiaries and their family members.

Sustainable development

Swanepoel and De Beer (1997:19) define "sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs". The authors indicate that "In its broadest sense, sustainable development strategy aims at promoting harmony among human beings

and between humanity and nature”. Gilbert and Schipper (2009:55) emphasize that since projects can be considered as temporary organizations that deliver (any kind of) change to organisations, products, services, business processes, policies or assets, sustainability links to projects in the sense that sustainable development requires projects.

Elkington (2004:35) developed this notion into the ‘triple bottom line’ or ‘Triple-P (People, Planet, and Profit)’ concept: Sustainability is about the balance or harmony between economic sustainability, social sustainability and environmental sustainability. But sustainability is a more holistic concept than balancing ‘profit’ with people and planet aspects. Sustainability in this study is based on the sustainability of the livelihood of project beneficiaries in terms of profit acquired within projects. Therefore, Elkington’s definition of sustainable development is adopted where the interconnection between environment, economic and social aspects will be explored in relation to community projects and livelihoods of communities.

Livelihoods

The concept of livelihoods is defined as a condition where all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preference (Hall 2003:56). In this study, livelihoods refers to the conditions of project beneficiaries in terms of affording a good living standard, better income, nutritious food, creation of employment, means of support, maintenance and being able to save and invest.

Beneficiaries

The concept of beneficiary refers to individuals or group of people that have been vetted from the verification list of claims lodged with the government, and who were found to be entitled to benefit from the claim (Hall 2003:17). In this study, beneficiaries refers to the people who benefit from LED projects and community development projects funded by various investors or donors.

The concept – impact

A precise definition of the concept of impact is an influence or results that emanate from an intended engagement in a certain activity (Chauke 2006:89). Another view is that the term impact could also refer to observable economic benefits and personal well-being accruing directly or indirectly to beneficiaries (Chauke 2006:88). Hall (2003) describes the term impact as the force of collision or the influence of something or affection. Based on these definitions, the term impact in this study refers to the change, influence and improvements that community projects contribute to the livelihoods of the people of Lepelle-Nkumpi Municipality. Therefore the study adopted the definitions of the above mentioned scholars.

1.8 Significance of the study

The significant of the study is guided by the need to investigate the impact of community development projects in sustaining the livelihood of communities or beneficiaries concerned. The findings of the study are expected to contribute towards a better understanding of the impact of community development projects on what knowledge of factors that influence their sustainability.

1.9 Ethical considerations

Sherlock and Thynne (2010:17) indicate that in research, ethics refers to moral, reflection, choice and accountability by a researcher during the research process. A fundamental principle of ethical research is to put measures in place to protect the rights of participants and to prevent violation of their rights. To achieve this, researchers should observe and respect the dignity of participants by obtaining their informed, voluntary consent to participate; to strive to do good to participants, while protecting them from harm; to do justice when recruiting participants, and to be suitably qualified to conduct research (Campbell-Crofts *et al.* 2013:19). Ethical considerations played a significant role in this research study. The researcher employed the following ethics when conducting the study:

Permission to conduct the study

The researcher requested permission to conduct the study from Turfloop Graduate School of Leadership Research and Ethics Committee before the commencement of

the study. In addition, the researcher requested permission from the local municipality. A requisition letter was submitted to the municipality authority.

Honesty and respect

The researcher explained to the participants that the interviews were part of his Master's studies, and that the findings would be used for academic purposes. Any possible publication of the work would not disclose names. Throughout the research process, the researcher treated all participants with respect and dignity.

Informed Consent

The researcher informed the participants about the purpose, aim and objectives of the investigation, the possible advantages, disadvantages and dangers to which respondents may be exposed to so that they could make informed decisions of participating or not participating in the study. Consent forms were given to the participants as an indication that their participation was voluntary.

Fair selection of participants

The researcher developed clear criteria for the selection of participants. As indicated in the section on sampling, purposive sampling was used. Since the focus of the study was on both officials in the municipality as well as project participants, the following procedure was used for the selection. Only those officials who are involved in project planning, implementation and management were included in the study. Furthermore, the researcher requested the municipality to provide a list of participants from different types of projects. The researcher then selected names in order to involve different projects, and take into account gender and age of the participants.

Avoidance of Harm to Participants

De Vos *et al.* (2002:44) state that it is very important for researchers to take note that in social sciences research, respondents can be harmed both emotionally and physically. Therefore, researchers carry the responsibility of ensuring that the participants are protected from any possible physical and emotional harm. The researcher informed the participants in time about the potential impact of the study. Thus, the participants were protected from any possible physical and emotional harm.

Confidentiality and Anonymity

The identity of respondents will not be publicly disclosed. Bless *et al.* (2013:23) explain that information provided by participants, particularly sensitive and personal information, should be protected and not made available to anyone other than researchers.

Privacy, Confidentiality and Anonymity

In this study the researcher ensured the privacy and confidentiality of the information shared by the project beneficiaries and the municipality officials by conducting semi-structured interviews in a private place, and by keeping the transcripts in a locked place, accessible only to the researcher. The rights to privacy of the participants were maintained throughout the study by asking only questions relevant to the aims and objectives of the study. Pilot and Beck (2012:23) indicate that researchers should ensure that their research is not more intrusive than it needs to be, and that the participants' privacy is maintained throughout the study. To further ensure privacy, the researcher informed the participants not to mention their names.

The identity of respondents was not publicly disclosed. Bless *et al.* (2013:24) explain that information provided by participants, particularly sensitive and personal information, should be protected and not made available to anyone other than the researchers. The researcher ensured that sensitive information about the participants remains confidential, and that their identifying particulars were not required when data was collected. Consent forms were signed by the participants as indication that they were volunteering and their identity were kept anonymous.

Dissemination of information

Dissemination of information was prominent in the proposed research study. After completion of the study, the researcher submitted copies of the mini-dissertation to the participants and the municipality. The aim was to inform the participants and other stakeholders of the findings of the study.

1.10 Summary

The chapter presented the background to the study. It started by describing the role of community development projects in development at a global level, and how this has become an important strategy in South Africa. The discussions on a statement of the research problem, the aim, objectives and key research questions which guided the study were outlined. The rationale for undertaking the study was provided and its significance was briefly explained. An important aspect of the chapter consists in the definition of the key concepts that are used in the report.

1.11 Outline of the research report

This report is structured into five chapters, which are outlined below.

Chapter 1: Introduction

In order to contextualise the study, the chapter describes the role of community development projects in development at a global level and how this has become an important strategy in South Africa. This is followed by a statement of the research problem, the aim, objectives and key research questions which guide the study. The rationale for undertaking the study is provided and its significance briefly explained. An important aspect of the chapter consists in the definition of the key concepts that are used in the report.

Chapter 2: Literature Review

The purpose of this chapter is to review and summarise the findings of various studies that may exist on the subject matter. The chapter begins by explaining the theoretical debates on the relationship between community development projects and development generally, and then specifically analyses their impact on sustaining the livelihoods of communities. Using various scholarly sources, the chapter reviews the findings of various studies, focusing on those carried out in the South African context. Knowledge gaps are identified in order to locate the present study accordingly.

Chapter 3: Research Methodology

This chapter describes the research design and methodology employed in the research. It explains the qualitative research paradigm which is adopted, and the

rationale for its selection. The chapter clearly defines the population and the method of sample selection. It also describes the methods of data collection and analysis as well as strategies of dealing with ethical issues that are likely to be encountered in the course of research.

Chapter 4: Presentation and Interpretation of Findings

The chapter presents and interprets the findings of the study within the framework of the aim and objectives as well as the research questions which were posed in chapter one.

Chapter 5: Summary, Conclusions and Recommendations

The chapter concludes the study by presenting the key findings and proposing recommendations that emerge therefrom. In order to arrive at a conclusion as to whether the impacts of community development projects are indeed sustaining the livelihood of the communities, the findings are compared to other studies as presented in the chapter on literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Development efforts across the globe have shifted towards more emphasis on community development (Gilbert & Schipper 2009:22). This has resulted from the failure of traditional or orthodox, market-based approaches in which it was assumed that once a nation achieves GDP growth, then development would necessarily cascade to all levels, including communities. Critics such as Chambers (2008:89), Theron (2008:33) and Pieterse (2010:78) are among authors who emphasise the crucial importance of micro-level approaches to development in which communities actively participate in and actually drive their own development. Some of the organisations such as the World Bank who, in the past tended to focus on the macroeconomic level, are increasingly emphasising the need for community-driven development.

This chapter reviews the literature on the link between projects and sustainable livelihoods of communities. It begins by providing a detailed background of community projects in the context of South Africa, focusing on the reasons for their emergence, how they were implemented and on their success or failure and the reasons thereof. The chapter also presents different theoretical perspectives on community projects and their role in development. The purpose of this review is to identify a framework that could be most useful in the analysis of the impact of such projects on the livelihoods of a community such as the one chosen for this study. Recognising that there are quite a number of other studies on the topic, the chapter also devotes some space to summarise key arguments and findings of those findings with a view to identify knowledge gaps. The importance of the review was to help in locating this particular study in terms of its potential value.

2.2 Community Development in South Africa

2.2.1 Community development projects in South Africa during Apartheid

In 1962 the Minister of Community Development P.W. Botha, claimed that South Africa was actually the vanguard of the global community development movement as it was actively creating the necessary machinery for its implementation by referring to the Group Areas Act, claiming that it was essential to resettle people in their own areas if development was to be achieved, hence the creation of homelands. He added that adherence to group areas and the resultant protection afforded to all racial groups would lead to a situation in which South Africa would eventually give the world an example of community development and good race relations (De Beer & Swanepoel 1998:55).

Clearly, the history of community development in South Africa shows that its origins are closely tied to the ideological and theoretical position of the apartheid government. The approach was adopted to bolster the political ideology of apartheid. The apartheid government of South Africa used the approach to argue in favour of the Nationalist Party's ideology of separate development of different racial groupings (Luka & Maistry 2012:32). The Pre 1994 history of community development in South Africa also shows that there were some attempts made for promotion of community development projects in some of the former homelands (also called Bantustans at the time). The prime cases of local self-help community projects groups included the following initiatives:

- **The primary health care groups**

The primary health care groups' initiative took place in the former Gazankulu area (North Province) by voluntary care groups in 1976. The initiative undertook activities that included raising the standard of hygiene, establishing vegetable gardening, introducing mud stoves, building toilets and introducing cheap, nutritious weaning food. The main aim of these community development projects was to improve the livelihoods of communities and to reduce poverty and malnutrition. The projects were not sustainable enough as the aim was to provide basic needs to the individuals such as food than creating employment (De Beer & Swanepoel 1998:54).

- **The Zenzele Women Associations**

The Zenzele Women Associations initiative took place in the former Nguni-speaking areas of KZN, Eastern Cape and Mpumalanga. The association spread knowledge of home economics such as sewing, knitting, gardening and home making among its members to improve their living standards (Fuller 2006:34). Although various projects and efforts are identified, it should be borne in mind that these were undertaken on a rather small scale. In none of the former homelands was community development adopted by all the departments as a general approach to rural development.

Although the apartheid government also implemented community development projects, their impact was very small largely because the number of projects was small and their scope was limited largely to income generation and assets accumulation. More importantly, the apartheid 'community development' model was flawed because it contradicted the essence of what development is all about. This was a model based on racial segregation and the obnoxious Verwoerd philosophy of 'separate development'. Such a model cannot be the basis for sustainable livelihoods (Mbecke 2016:02).

2.2.3 Community Development projects in Democratic South Africa

After 1994 when the country has become a democratic country, a new constitution was drafted. Among other things, it commits the South African government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. The government must therefore develop legislations to ensure that the basic human rights are achieved. The aim of the Constitution is to maintain human dignity (*Constitution of South Africa (Act 108 of 1996)*). The South African government developed many strategies in order to implement community development in the country.

The Department of Social Development (2008) is of the opinion that community development should enhance the capacity of communities in order to respond to their own needs and to improve their capacity for development. Furthermore, it contends

that community development is not an event, but a process or a set of processes with two essential elements. The first is the participation of people themselves in efforts to improve their level of living, developing a sense of ownership of the process, taking initiatives and contributing meaningfully to joint planning, decision-making, implementation and evaluation. The second is the mobilisation and provision of resources, and the creation of access to opportunities that encourage initiatives for self-help, and for mutual benefit.

Community development is expressed in projects and programmes designed to achieve a wide variety of specific improvements. Projects have become an accepted way in which development efforts can take place or brought to the ground level (Hart *et al.* 2005:106). A project has to be viewed as an initiative that comes up with a solution to a social problem. (Nel 2001:67) sees the role of a government institution with regard to community development as initiating policy formulation, overall planning, administrative structuring, financing, co-ordination and controlling, staffing and training, surveying, researching and evaluation.

Golini, Kalchschmidt & Landoni (2014:665) argues that for community development purposes, the organisation involved in community development project management must have the attitude and capacity of a learning organisation. Golini *et.al* (2014:665) further adds that the organisation involved in community development must be responsive to and anticipate events; it must embrace error, and must plan with the people. The Department of Social Development employs Community Development Workers whose responsibility is to ensure that community development projects are implemented and properly managed for the benefit of needy communities. The most important attribute of a Community Development Worker is the ability to work with the people and to be able to get ideas across.

The Department of Social Development, in collaboration with Lepelle-Nkumpi Local Municipality through the local municipality's Development Forum, Local Economic Development (LED), funds and co-ordinate many community development projects in the local municipality. These include food gardens (agricultural projects), Women's Co-operatives and Youth Development Projects, among others. These projects aim to

help local communities alleviate poverty. Their success depends largely on how they are run and the extent to which communities concerned have been allowed to participate in their conception, planning and implementation. There are various community developments projects in Lepelle-Nkumpi Municipality; some of these projects are funded and supported by different departments such as the Department of Social Development and LED in the municipality.

2.3.4 Policies and legislatives framework on development

South African law and policy provides a clear sanction for local authorities to engage in LED. There is a collection of legislative provisions by the South African government with institutional mandates put in place to plan and implement LED (Nel 2001:67). This comprises pieces of legislation such as the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) whose Section 154 stipulates that national and provincial governments must support and strengthen the capacity of local authorities by legislative and other measures to manage their own affairs and to promote social development and democracy at a local level (Kroukamp 2006:39).

The Constitution of the Republic of South Africa (Act 108 of 1996)

The Constitution of the Republic of South Africa is the supreme law of the country, prescribing and placing great responsibility on municipalities to facilitate LED. Furthermore, based on the Bill of Rights, the Constitution states that the government is expected to implement initiatives to alleviate poverty, unemployment and rural development. It calls for the establishment of a pro-poor developmental government and entrusts the local government with the responsibility of economic development. Section 152 of the Constitution provides for local government to promote social and economic development.

Municipalities are obliged to make provision of services to communities in a sustainable manner, promote social and economic development, and encourage the involvement of communities and community organisations in matters of local government. The Constitution (1996:112) further prescribes for the promotion of an

intergovernmental relationship between all spheres of government on issues related to the development of the economy. The intergovernmental relationship will promote the sustainability of projects through skills transfer and the enhancement of capabilities of project beneficiaries. The Reconstruction and Development Programme (RDP) was the first government strategy introduced by the democratic government in order to improve the livelihood of communities.

The Reconstruction and Development Programme (RDP)

The Reconstruction and Development Programme of 1994 prescribed for a developmental and pro-poor responsibility-driven government, with coherent and integrated socio-economic development to underpin most of government development policies aimed at reducing poverty, and redressing inequalities and injustices of apartheid. Aliber (2002:44) highlights key priorities contained in the RDP as guaranteeing access to social services such as water, jobs, land, education and health, and creating opportunities for all South Africans to develop to their full potential, boosting household income through job creation and establishing a social security system to protect the poor.

The RDP was discontinued due to lack of proper inter-departmental coordination, setting up of priorities and local government capacity. Some of the services were transferred to other government ministries for implantation (Chikulo 2003:23). The policy was developed well and its objectives were clear as it promoted the livelihood of communities through the creation of employment opportunities and land allocation.

The Growth, Employment and Redistribution Strategy of 1996 (GEAR)

GEAR was introduced as an overall strategy by government to replace the RDP. The strategy was geared towards the expansion of the private sector and the achievement of high rates of economic growth. It prescribes for the transformation of both the private and public sectors to create sustainable stable economies and favourable environments to attract and encourage private investment (Aliber 2002:27). However, GEAR imposed limitations on poverty alleviation and the creation of employment

opportunities, which led the strategy to fail. This strategy was not clear on sustaining the livelihood of communities. After its failure, the government introduced the Local Government Transition Act of 1993 as amended in 1996 to deal with development issues.

The Local Government Transition Act of 1993 as amended in 1996.

The Local Government Transitional Act of 1993 as amended in 1996 makes provision for the implementation of LED at the local government sphere in the post-apartheid South Africa to adopt sustainable ways (Abrahams 2003:65). The Act encourages community empowerment initiatives, resource redistribution, human resource development, poverty reduction and the promotion of local creativity and innovation on local resource mobilisation. In this effort, the involvement of the private sector leads to sustainable and successful LED initiatives, which in turn enhance the livelihood of communities.

The White Paper on Local Government (1998)

The White Paper on Local Government (1998) introduced the concept of “Developmental local government”, which is defined as “Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives”. The document clearly states that “Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities”.

The White Paper empowered municipalities to adopt integrated development planning, performance management and local economic development as strategic approaches to democratise development, while at the same time creating an environment conducive for people and communities to address their needs. This can be done by involving communities in decision-making and the participation of municipals’ Integrated Development Plan (IDP) in order to enhance their livelihood.

Municipal Structures Act of 1998

The Municipal Structures Act (chapter 4) of 1998 introduced participatory local democracy and local development. The Act places emphasis on consulting communities as part of engendering and enhancing participatory democracy in the local government sphere. The participatory approach requires the municipality to consult and involve communities in decision-making when initiating LED projects in order to ensure the sustainability of projects.

The National Framework for Local Economic Development in South Africa (2006-2011)

In terms of the framework, the evolution of LED policy in the post 1994 South Africa is closely associated with the transition to developmental local government. The framework is aimed at promoting a strategic approach to the development of local economies and a shift away from narrow municipal interests focused only on government inputs into ad-hoc projects. Nonetheless, DPLG states that LED is not clearly included in the schedule of municipal functions, and that this might be interpreted as “an unfunded mandate for municipalities” (DPLG 2006:18). It is evident that community based organisations are established by Non-Governmental Organisations as key coordinators of LED initiatives by providing the necessary expertise and networking for donor assistance on localised LED (Nel 2001:78).

The Local Economic Development Policy Paper

The Local Economic Development Policy Paper of 2001 states that there is no single common approach to LED which can work in every local area because all areas have unique opportunities and challenges. Special programmes must be developed to suit specific needs based on local context using resources available to establish pro-poor LED strategies. Therefore, situational analyses and surveys need to be made before LED projects can be implemented, and communities need to be consulted in order to ensure the sustainability of those projects.

The Municipal Systems Act (Act No 32 of 2000)

The Municipal System Act makes provision for LED initiatives to be reflected in the municipals' Integrated Development Plans. The regulatory framework for LED has various components, ranging from land and zoning, public-private partnerships, business enterprise support and economic linkages. The legislative and policy framework on Local Economic Development in South Africa is founded on legislation, policies and frameworks dealing with socio-economic development and poverty alleviation. The framework makes provision for government to foster growth of local economies and to address local needs, formulate strategies and implement those strategies to create jobs and community development (Nel 2005:21). It has been observed that the objectives of LED initiatives are clear, but the implementation processes have little impact within Lepelle-Nkumpi municipality. Therefore, the majority of community projects are not sustainable.

The constitution of the country has comprehensive policies and legislatives which promote community development across all spheres of the government. The policies and legislations on development enhance integrated services and collaboration of development stakeholders towards community development. There is a clear mandate from the constitution which indicates that local municipalities play a significant role in promoting local economic development through support of small entrepreneurs and the initiation of LED projects. The policies and legislatives are aimed at alleviating poverty and addressing the issue of inequalities, which will lead to a positive impact in sustaining the livelihoods of communities.

2.3 Theoretical framework: linking projects to sustainable livelihoods

There are a number of approaches in development. Some are market-based and others emphasise the role of state in development. This study discusses the significance of community development theories and concepts that have over the years, guided the community development practice. These theories include assets based approach, empowerment approach, the social capital approach, the capability approach and the sustainable livelihood approach. These approaches emphasise factors that enhance the sustainable livelihoods of communities. The study adopted

the sustainable livelihoods approach as it explains sustainable livelihood in detail, and encompasses broad aspects of sustainable livelihood.

2.3.1 People-centred or empowerment approach

Korten, as discussed in De Beer and Swanepoel (2001:101), describes the process of people-centred development as members of the society increase their potential and institutional capabilities to mobilise and manage resources to produce sustainable and justly distributed improvements in quality of their life consistent with their own aspirations. The approach emphasises four components: the support and advocacy of the people's role in development by the government; NGOs and voluntary organisations; population participation in development; and the need for sustainable development and empowerment of communities.

It is evident that the components of the people-centred or empowerment approach play a significant role in community development projects. The sustainability of community projects depends on the components of this approach. The approach plays a prominent role in community development projects as it enhances the livelihood and ensures the sustainability of projects as beneficiaries.

2.3.2 Asset Based Approach

Building on a community assets rather than focusing on its needs for future development is the basic approach of asset-based community development. The assumption of this approach is capacity building within a community. It also builds and strengthens a community's assets. The asset based approach focuses on a community's capacity rather than on its deficits. For instance, it focuses on the promotion of existing small businesses and project sustainability within the community. Forms of assets include human, financial, social and natural assets (Green & Haines 2012: 47).

It is important for municipal officials to recognise and engage communities in identifying available assets within the community when implementing LED initiatives.

During the planning of the municipal IDP, community assets should be included in order to improve the livelihood of community members and to ensure sustainable development of existing projects. The project beneficiaries should also identify assets available in the community so that they can strengthen the project's success and sustainability.

2.3.3 Social Capital Approach

Social capital is defined as trust, norms and social networks that facilitate collective action Coles and Genus (2016:89). In terms of the social capital approach, social relationships and networks are key elements and that external resources can be accessed and managed through these local ties. Social capital can be produced in a variety of ways within communities: establishing voluntary organisations to create social bonds and relationships to address some social needs. Social institutions such as churches and schools are sources of social capital (Gilchrist 2009:56).

Social capitals promote partnerships with outsiders (donors) and link community projects with business opportunities. Social capitals also assist community projects to market their services and products with outsiders for import and export in order to improve the livelihood of project beneficiaries and sustainable development. The approach unlocks project potentials and opportunities for investors, which will lead to the sustainability of a project.

2.3.4 Capability approach

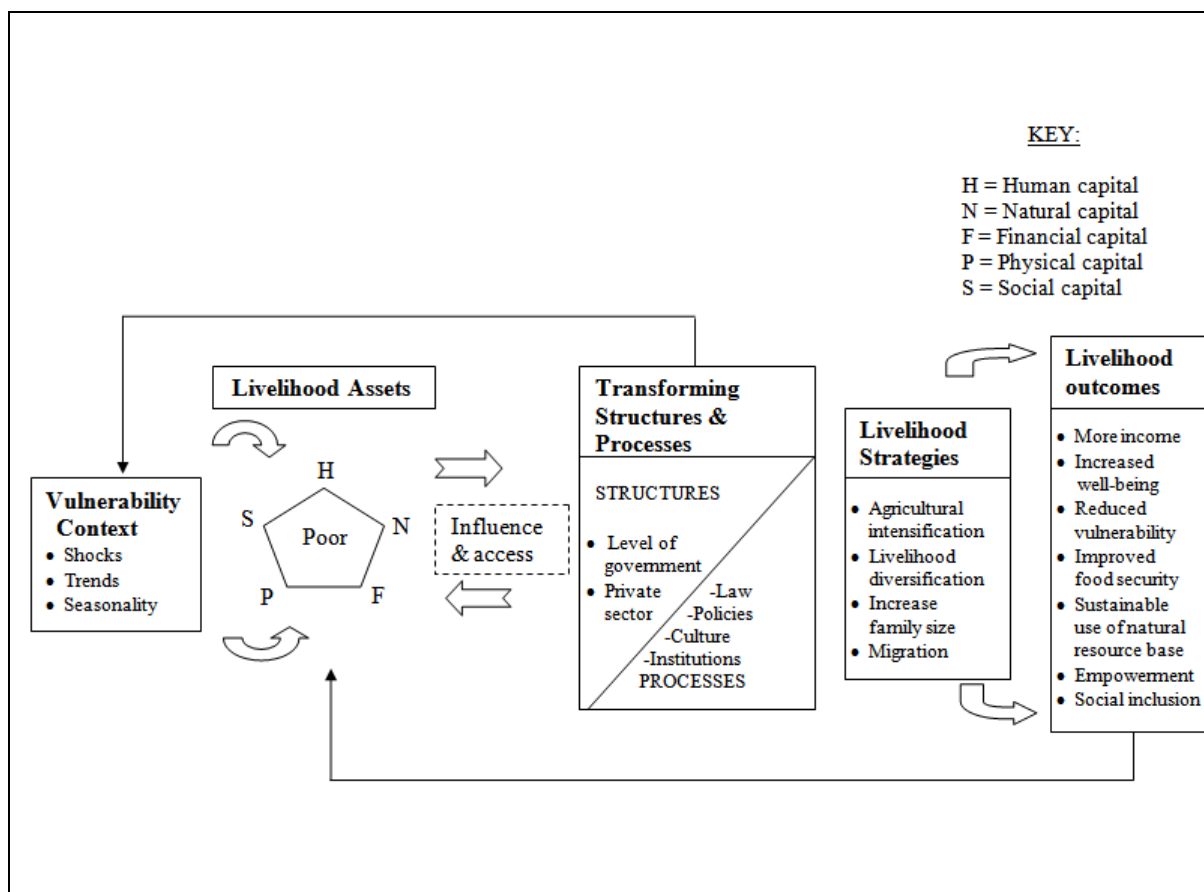
As explained above, the capability approach was developed by a well-known scholar Amartya Sen. Following on the discussion of the centrality of freedom in development, his approach focuses on people's ability to achieve what they value. It emphasises individuals' capabilities, skills, competencies and talents by enabling them to achieve their full potential. For instance, what a person is capable of doing and being. The capability approach acknowledges that people differ in their capability to fully develop their livelihoods due to various personal and locational factors and social arrangements (Sen 2005:44).

According to Robeyns (2003:47), the capability approach evaluates policies according to their likely impact on people's capabilities, and covers all dimensions of human well-being. For example, asking whether people have access to a high-quality education, to real political participation, and to community activities that support them in coping with the struggles of daily life and in fostering real relationships. Sen (1999:89) states that the quality of life of the people needs to be understood in terms of the capability and freedom of people to have choices, and to be able to perform a range of activities such as being able to cope with stress and shocks, and to respond to adverse changes in conditions. Capability plays a significant role in projects and sustainable livelihoods as it recognises people's potentials and capabilities.

2.3.5 Sustainable Livelihoods (SLA) Approach

This approach takes into account the livelihood assets of people (human, natural, economic or financial, social and physical capital), which are influenced by the context (shocks, trends and seasonality), policies, institutions and processes. If policies, institutions and processes assist people to survive and prosper in the vulnerability context (of shocks, trends and seasonality) and improve livelihood outcomes without negatively affecting the environment, sustainable livelihoods are enhanced (Ferdoushi, Chamhuri and Nor Aini Hj, 2011:15).

The study adopts the SLA, as it will assist the researcher to assess the impact in terms of the various facets that are presented in the framework (asset accumulation, capability, empowerment, employment, incomes and social capital). The framework will also assist the researcher to be able to assess the impact in terms of project beneficiaries being able to afford a better living standard. For example, being able to save, invest, buy materialist and send their children to university.



Sustainable livelihood framework

Source: Ferdoushi et al (2011:17)

2.4 Review of empirical studies

Poverty in rural areas is strongly associated with lack of assets, or inability to put assets to productive use. Capital assets that can be used productively by rural people to sustain and secure their livelihoods are human, physical, financial, social and natural capital (Scoones 1998:89). Hamilton-Peach and Townsley (2004:44) describe the sustainable livelihood approach as a way of improving understanding of the livelihoods of poor people. Different livelihood strategies are employed in order to reach livelihood security. Livelihood security is the adequate and sustainable access to income and resources to meet basic household needs (including adequate access to food, potable water, health facilities, educational opportunities, housing and time for community participation and social integration).

According to the Department of Agriculture (2002:19), the decline of African farming led to the gradual loss of agricultural and rural capital, wealth, farming and entrepreneurial skills and experiences. Farming and rural enterprise activities have ceased to be a window of African entrepreneurial opportunity, management and technical development. To a greater extent, these historical legacies led to the current situation in which a majority of citizens (particularly Africans) do not have food security (Department of Agriculture 2002:19).

Agricultural development projects in Africa have predominantly followed the input output development model, which assumes that a country's economic and social development can be extremely introduced (Donnelly-Roark 1998:25 as cited by Hart, Burgess, Beukes and Hart 2005:104). The projects based on these models have not achieved sustainable development because they were not grounded in a participatory approach. The participatory toolbox e.g. Rapid Rural Appraisal (RRA), Participatory Rural Appraisal (PRA), etc. were seen as models to provide that platform (Hart *et al.* 2005:106).

Hart, Beurgess, Beukes and Hart (2005:106) propose a Participatory Project Management Cycle (PPMC) as framework and platform for managing participatory projects. A case study conducted on PPMC in 2002-2003 indicates that by identifying each phase and associated activities, the PPMC makes project managers and local participants aware of what is required in terms of activities, timing, methods and tools during each phase i.e. it communicates to all involved as to what needs to happen where, when and how (Hart, Burgess, Beukes and Hart 2005:107).

According to Machete (2004:2), the role of agriculture in the economy is generally acknowledged. He argues that since the majority of people in most developing countries live in rural areas and are engaged in agricultural production or agricultural related activities, agriculture is the most effective way of reducing poverty. The results of studies conducted in several counties indicated that the pro-poor role of agricultural growth could be dramatic and much more effective than other sectors at reducing poverty and hunger (Gue'ye 2003:55). Additionally, FAO (2004:12) indicates that

agricultural growth has a strong and positive impact on poverty, often significantly greater than that of other economic sectors.

Machete (2004:4) indicates that farming is the greatest contributor to household income where more than 40% of the total household income is generated from farming. Non-farm income includes old-age pension, remittances, wages and family businesses (Machete 2004:4). One of the encouraging developments in recent years has been the growth in support for home gardens, especially in peri-urban and urban areas, where small plots of vegetables in particular can contribute significantly to both livelihoods and nutritional standards (Department of Agriculture and Land Affairs 1998:7).

Agricultural community projects play a significant role in sustaining the livelihoods of community members nationwide. Studies conducted on crop farming shows that projects play a major role in agriculture and the enhancement of livelihood of communities. Crops may be grown for own consumption and for marketing by communities. Different types of crops are grown in different seasons of the year. A study conducted by Lewu and Mavengahan (2011:33) in KZN shows that crops grown in that area by project beneficiaries include sweet potatoes, maize and sugar-cane. The marketing of these crops is done to generate income and to improve the living standards of the households. Sugar cane has a well-established market since there are sugar millings, where sugar cane is processed to sugar in most rural areas.

Critics like Lewu and Mavengahama (2011:45) indicate that vegetables are produced as a livelihood strategy and for food security. They are grown for market and for own consumption. Some of the vegetables can be grown throughout the year but there are challenges concerning pests and diseases. Vegetables are grown as home gardens where a household has a garden for its own consumption and for selling the surplus. They are also grown in communal gardens where a number of households work together as a cooperative and share responsibilities and benefits from the communal garden.

According to Binns and Nel (1999:39), agricultural projects in the Eastern Cape Province had a positive impact in sustaining the livelihood of communities. This was evidence based on studies which were conducted on a project called The Philani ('making a living') and The Women's Zamukophila ('trying to survive') co-operatives. The projects were able to employ more than 300 community members and were sustainable for more than 15 years. They further indicated that the women were empowered with knowledge and skills, where some of whom were managers. The findings also showed that the majority of employees were able to acquire assets and adequate income.

It was evident that not all agricultural projects had a positive impact in sustaining the livelihoods of communities. This was based on the study of food security projects initiated in Kenya, and aimed at fighting against food insecurity within the country. The study revealed that the government and private sectors in Kenya played a major role in funding food security projects in order to ensure their sustainability. But these projects showed little impact after the end of funding. The findings revealed that the sustainability of food security projects is affected by group members' participation, rainfall patterns, leadership, management and funding levels (Wabwoba & Wakhungu 2013:17).

Chicken farming also plays a significant role in community development and the enhancement of the livelihood of communities in the country (Rainbow chicken 2013:17). Evidence indicates that chickens are a source of livelihood since they nourish the human body with proteins, and are a good source of relatively quick income. Gue'ye (2003:55) corroborates by stating that poultry can be used for bartering, that is, they can be exchanged for other commodities to meet the needs of a household. Chickens are raised by rural households as a source of income and for household consumption (Natukunda 2011:77). Other authors indicated that well managed poultry projects can provide good employment to reduce unemployment rate in rural areas (Gue'ye 2000:17; Iqbal & Pampori 2008:45).

Dinka (2010:67) states that many poultry projects in rural areas are able to generate income quickly. Indigenous chickens are raised for income generation and profit

making (Natukunda *et al.* 2011:30). However, Meena (2012:55) argues the profit is not satisfactory, meaning these projects can be sustainable, but its impacts on the livelihood of communities will be little or slow. Moreki (2012:32) supports Meena by articulating that the poultry business is fast as chickens are used for healing rituals which raise their demand but the profit is low.

Evidence indicates that there are factors that affect poultry projects to sustain the livelihoods of communities. Natukunda (2011:12) mentions that poultry projects experience challenges of theft, diseases and low income. The normally used scavenging system in raising chicken poses threat of predators and theft, resulting in low income. This can lead to the termination or closing of many poultry projects and, as a result, it may have a negative impact in sustaining the livelihoods of communities. Umayya (2014:89) indicates that in order to ensure the sustainability of poultry projects, shelter, security and food supplements should be provided when profit is made.

Literature states that small-scale sugarcane growers (SSGs) form the majority of cane growers in South Africa. Evidence indicates that the South African sugarcane industry is growing and the livelihoods of communities in KZN are sustained through sugarcane projects. There are challenges faced by these projects such as lack of capitals, low credit, declining productivity of crop land and lack of management (Hurly, Sibiya, Nicholson & King 2015:15). These challenges threaten the livelihoods of communities. Therefore, project beneficiaries should be provided with relevant resources needed in order to address those challenges and to promote their livelihoods.

Scholars like Moon and Indemudia (2012:44) argue that in order to promote the sustainable livelihoods of communities, governments and private sectors need to engage in activities intended to build the community's human capital (e.g., training for skills development, expanding the leadership base and developing an entrepreneurial spirit). Coles and Genus (2016:87) argue that local participation in community development projects play a significant role. Their view is based on a study conducted in London (USA) on sustainable energy projects. The findings of the study was successful as it was able to sustain the livelihoods of communities by promoting local participation through the recognition of small scale entrepreneurs into decision-

making. Projects promote sustainability of the livelihoods of communities through job creation and training skills (Coles & Genus 2016:88).

Some studies on ecotourism projects support the above statement by showing that community participation is prominent in sustaining the livelihoods of communities. Ecotourism sustainability is more likely to occur when the community is actively involved in the design and development of ecotourism projects, and consequently, becomes more environmentally conscious. Community leaders must develop and support programmes for families and children to learn more about environmental conservation and preservation. Community tourism decision makers should recognise the importance of promoting and publicising the potential economic benefits as a result of a community's ecotourism development (Vern & Thompson 2012:79). Community projects will have a positive impact in sustaining the livelihoods of communities if they are involved in the designing and implementation of community projects.

Evidence indicates that some tourism run projects emphasise the difficulties of obtaining self-sustainability in projects that rely heavily on external funds in their start-up and not on actual demand from visitors. However, it is also important to have patience in developing sustainable poverty alleviation and proper skills. Thus maintaining economic growth depends largely on how the trust will respond on market failure and the potential loss of jobs if the external funding comes to an end (Binns & Nel 2002:47). The statement emphasises that lack of financial management and other skills of managing projects may lead to project failure. It will negatively impact the livelihoods of beneficiaries.

Jonson (2013:23) is of the opinion that livestock projects contribute to the livelihoods of men than women. This evidence was based on a study conducted on the gendered impacts of agricultural asset transfer projects. The findings indicated that males received more income than females. Inadequacy of income and gender inequality within projects will impact negatively in sustaining the livelihoods of beneficiaries, leading to project failure. Studies conducted on Cocoa Farms in Ghana show that the cocoa livelihood programme (CLP) impacts positively on the lives of cocoa farmers

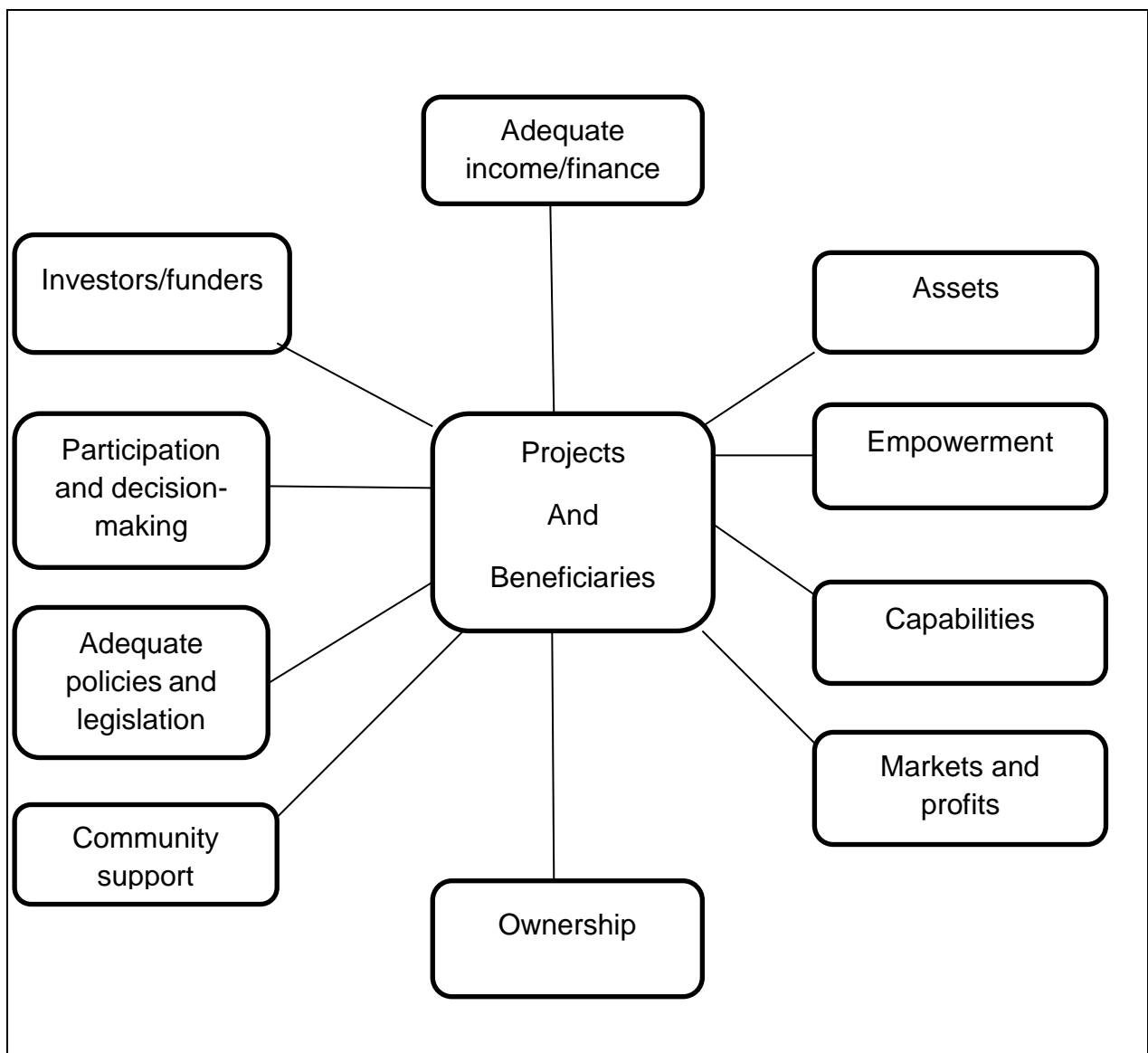
studied there by contributing to their social, natural, physical, financial and human capital livelihoods (Adduow 2015:12).

2.5 Conceptual framework

Based on extensive literature review done by the researcher, community development projects are aimed at alleviating poverty by sustaining the livelihood of community members. The literature has proved that there are many factors that influence the livelihood of communities within projects. The SLA emphasises that in order for projects to have a positive impact in sustaining the livelihood of communities, the five elements of the approach should be met. The literature from theoretical framework indicates that the livelihood of project beneficiaries will be fulfilled when the empowerment approach, the asset base approach, the capability and social capital approaches are implemented within the project. The following diagram represents the process of sustainability of livelihood of project beneficiaries within projects.

The diagram below emphasises that in order for projects to have a positive impact in the livelihoods of community members, project beneficiaries should be involved in the initiation and decision-making of community projects. The empowerment and capability approaches emphasise that when people are empowered with skills and knowledge, they are able to make positive decisions and feel a sense of belonging and ownership within the projects, which will lead to the sustainability of these projects and livelihoods.

To ensure sustainable livelihoods of project beneficiaries, there should be continuous flow of income within the projects, so that they should have long-term sustainability. There should be adequacy of incomes so that the projects should not just generate incomes, but adequate and satisfying incomes for beneficiaries. Relevant stakeholders, community development departments and private investors should ensure that project beneficiaries are empowered with knowledge and skills so that they can continue to run the projects and even to grow in future without their support. The beneficiaries should be able to create social capital by themselves for the purpose of enhancing their livelihoods.



Projects should be well managed and operate smoothly so that they are profitable enough to enable beneficiaries to acquire assets. In other words, if projects enable beneficiaries to acquire assets, they are contributing to their own sustainability in the future and enhance the livelihoods of beneficiaries. Projects should have clear objectives, and short term and long term goals to ensure the sustainability of the livelihoods of the beneficiaries. Stakeholders and private investors that support projects with finances should ensure that relevant training, capacity building, proper monitoring and support is provided to ensure the sustainability of these projects and livelihoods of project beneficiaries. The environment in which community projects are

operating within should be used effectively to ensure sustainability and protection of this environment.

2.6 Synthesis

A sustainable community development project should preferably have a positive effect on those involved. It should also bring about development in the community as a whole. Considering communities' livelihoods, one of the most important aspects mentioned by the agricultural economist Ellis (2000:59), is that 'sustainability' means the ability for humans to recover from shocks and stress. The sustainable livelihood approach presented by Ferdoushi *et al.* (2011:17) is a feasible theoretical instrument to understand the livelihoods of the rural population.

The framework presents the main assets influencing communities' livelihoods. There is no single asset which is sufficient for rural households to develop sustainable livelihood strategies; livelihood strategies will most likely depend on an interrelation between assets from the five capitals: natural, financial, physical, human and social. Altogether, access to these assets determines the vulnerability of the individual household to shocks, trends and seasonality (DFID 2002:47). Evidence from the literature shows that in order to understand the impact of community development projects in sustaining the livelihoods of communities, the elements of SLA should be understood and assessed. The livelihood of communities depends on the elements of the SLA, which are discussed below.

(i) Context

Context is based on the external environment, which may be responsible for many of the hardships faced by poor people. These may include:

- **Shocks** (e.g. floods, droughts, deaths in the family, violence or civil unrest);
- **Seasonality** (e.g. regular significant changes in temperature or rainfall); and
- **Trends** or **changes** (e.g. population growth, environmental change, technological development, changes in markets and trade, or globalisation). In the case of the study, the above mentioned hardships may have a negative impact in enhancing the livelihoods of community if they occur within projects.

(ii) Livelihood assets

Livelihood assets emphasise resources that poor people possess or have access to and use to gain a livelihood. These comprise:

- **Human capital** (health, nutrition, education, knowledge and skills, capacity to work and capacity to adapt);
- **Natural capital** (land and produce, water, trees and forest resources, biodiversity, wildlife and environmental services);
- **Social capital** (networks and connections, norms of reciprocity, participation in decision-making, leadership, common rules and sanctions);
- **Physical capital** (infrastructure for transport, water supply, sanitation, energy and communications; shelter and buildings; tools and technology for production, and agricultural materials); and
- **Financial capital** (savings, access to credit, remittances, pensions and wages). If project beneficiaries are able to have access to the above mentioned assets, their livelihood will be sustained and enhanced.

(iii) Policies, institutions and processes

Direct influencing factors such as governance, politics, power, patronage, access to resources, knowledge and information, policy, regulation, service delivery, economics, markets, religion, social norms, gender, age, education, etc, determine the livelihood of communities directly. The livelihoods of communities depend on how the institutions, organisations, policies and legislation determine access to assets and the choice of livelihood strategies.

(iv) Livelihood strategies

Livelihood strategies (LS) focus on the ways in which poor people deploy their assets and capabilities to improve their livelihoods e.g. consumption, production, processing, exchange, investment, savings and income-generating activities. LS of the poor are diverse and complex, reflecting variations of opportunities available e.g. for fishing communities, depended on fishing, fish processing, agriculture, tourism, petty trading, labouring, boat building, net mending, aqua culturist, etc.

Inter linkages between incomes and employment activities. Many of them are linked to vegetables, poultry and livestock projects. Key livelihood strategies may include greater youth engagement in productive activities as early as possible. Incomes return from economic are low/marginal, and leads to poverty. Poor people lack skills, knowledge, attitudes, organisational ability, confidence, finance, patronage linkages, access to resources, information and rights, especially amongst 'hidden poor' or those left out from many poverty focused development efforts.

(V) Livelihood Outcomes

Livelihood outcomes is based on the results of successful livelihood strategies, which could include improved income and more economically, sustainable livelihoods, increased wellbeing, reduced vulnerability and more sustainable use of the natural resource base. It can also lead to improvements in the well-being, health, incomes, happiness, knowledge, stable natural resources, choices, security, inclusion and poverty alleviation. Livelihood outcomes may improve, but for those whose livelihoods have worsened, living under growing resources, population and economic pressures, sustainability may be dubious.

The study adopted the SLA because it is useful to determine community resilience in a holistic way. The external environment can have detrimental effects on vulnerable communities if they are not sufficiently proposed by various groups of livelihood assets. External shocks, seasonality and other external trends, for example. An economic downturn or an environmental event such as drought can create sudden changes to the livelihoods of communities. The five types of capital described under livelihood assets are necessary in creating safety nets that can assist to ride out sudden changes caused by external changes or events. Institutions, policies and government support can assist in preserving these various forms of livelihood capital.

2.7 Conclusion

Community development projects play a prominent role in development practice in South Africa. Evidence from the literature review indicates clearly that the constitution of the country allocated powers and responsibilities to local municipalities to ensure

local economic development. Various approaches and case studies indicate that in order for projects to have a positive impact on sustaining the livelihoods of communities or project beneficiaries, the projects should be able to generate adequate income and assets, provide empowerment and promote capabilities of project beneficiaries, etc.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

The concept 'research methodology' refers to a specific research method that the researcher proposes to use to collect, analyse and interpret data in a particular study (Rawal 2001:33). The research method can be either qualitative or quantitative. But there are instances whereby the research requires the use of both qualitative and quantitative methods, and this is referred to as triangulation (McKay 1999:45). This chapter presents and outlines the research design and methodology used in the collection of data. A detailed analysis of the information collected will be outlined in the form of a research report highlighting the choice of the research design used. The chapter highlights the research design adopted, area of study, population, the data collection methods employed and a short summary on the analysis of the data collected.

3.2. Research design

A research design is the plan according to which we obtain participants (subjects) and collect information from them. In it we describe what we are going to do with the participants, with a view to reaching conclusions about the research problem (Welman and Kruger 2002:43). According to Babbie and Mouton (2006:89), a research design addresses the planning of scientific inquiry and the strategy for investigation. The authors further mentioned two major aspects of research design. Firstly, you must specify as clearly as possible what you want to find out, and secondly, you must determine the best way to do it. Verschuren and Doorewaard (1999:81) distinguish between two types of research designs namely, a conceptual research design and a technical research design. A conceptual research design determines what, why and how much we are going to study, where we mainly use concepts and relationships between the concepts.

This study adopted the interpretivist and positivist paradigms because of the mixed method approach. The interpretivist believes that reality is constructed by social actors and people's perceptions of it. They recognise that individuals with their own varied

backgrounds, assumptions and experiences contribute to the on-going construction of reality existing in their broader social context through social interaction. To understand the social world from the experiences and subjective meanings that people attach to it, interpretivist researchers are in favour of interaction and dialogue with the studied participants (Ponterotto 2005:146). Basically, the interpretivist holds that reality is constructed in the mind of the individual, rather than an externally singular entity (Hansen 2004:113). To support this, the interpretivist paradigm assisted the researcher to study the phenomenon by exploring the impact of community development projects in sustaining the livelihoods of communities wherein positivist paradigm assisted in the form of analysing data through frequency distributions and graphs.

In an attempt to explore the impact of community development projects in sustaining the livelihood of communities in Lepelle-Nkumpi Local Municipality in Limpopo Province, the mixed method design was adopted, which uses a combination of both quantitative and qualitative approaches. The study relied more on qualitative design but also made some limited use of quantitative design in the form of frequency distributions and graphs. Qualitative research is a situated activity that locates the observer in the world and consists of a set of interpretive, material practices that make the world visible. These practices turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, and attempt to make sense of, or to interpret phenomena in terms of the meanings people bring to them (Ritchie & Lewis 2003:56).

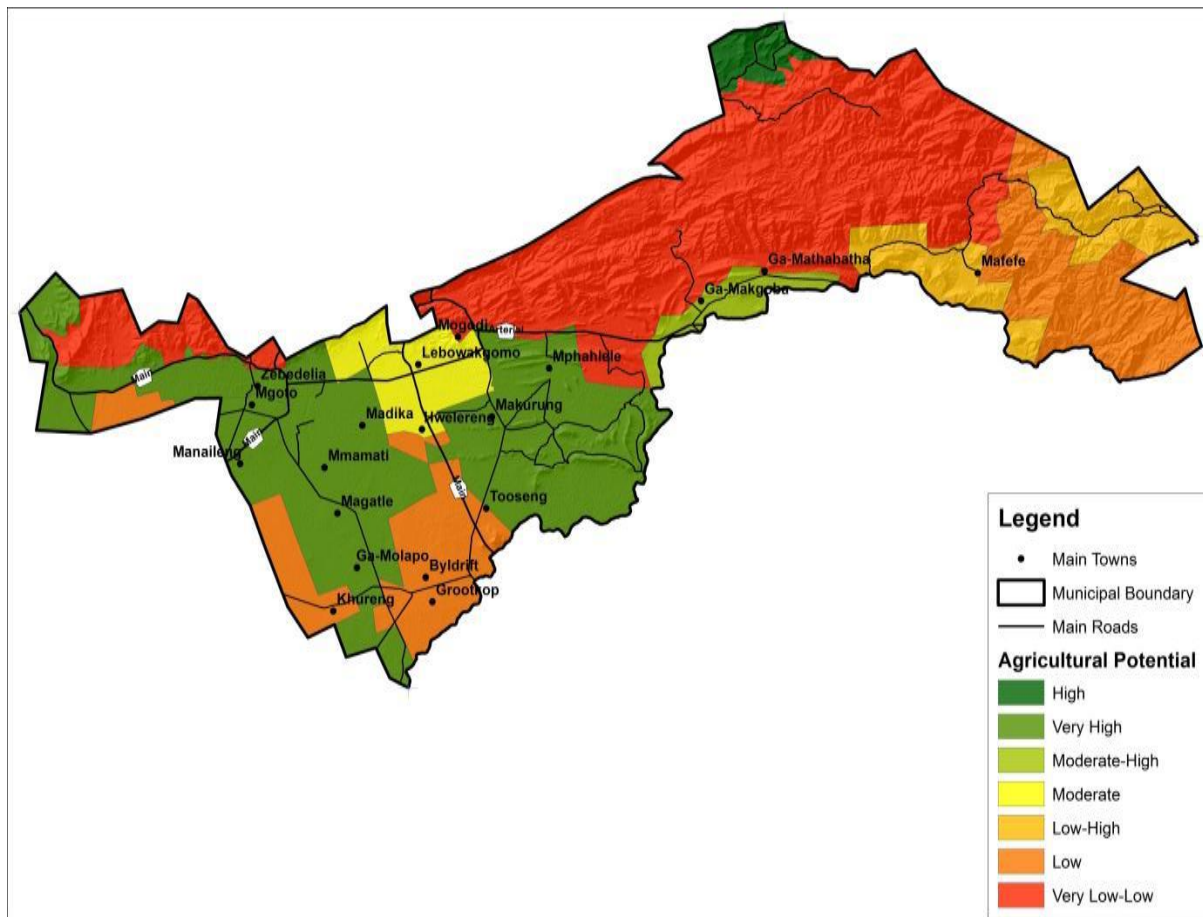
Rawal (2001:34) argues that qualitative research is a research method which places its emphasis on processes and meanings that are not rigorously examined or measured in terms of quantity, amount, intensity or frequency as this establishes the socially constructed nature of reality. Qualitative research enables the researcher to change the data so that a deeper understanding of what is being investigated can be achieved. The primary goal of this approach is to describe actions of the research participants in great detail and to understand these actions in terms of the actors' own

beliefs, history and context (Babbie and Mouton 2006:29). The advantage of using a qualitative research method is that it generates rich, detailed data that leaves the participants' perspectives intact and provides a context for healthy behaviour (Weinreich 2009:88).

The rationale of the choice of a research design is to enable researchers to explore the impact of community projects and livelihoods. This research study reveals the findings on the impact of projects in sustaining the livelihoods of beneficiaries and communities of Lepelle-Nkumpi Municipality. Interviews with the participants were conducted and their feelings, views, opinions, challenges and experiences were explored.

3.3. Area of study

The study focus area was at Lepelle-Nkumpi Local Municipality, which is located 61km on the southern part of Capricorn District and Polokwane city. According to Stats SA Census 2011 results, the municipality has an estimated population of 230 350 people with a total of 59 682 households and an average household size of 3.9. The population of Lepelle-Nkumpi has grown by 0.1, which is the second fastest growing population after Polokwane during the last ten years after a sharp decline between 1996 and 2001 when its growth was slower than the rest in the district. There were 30 wards in the municipality with an average size of 8000 people. Wards 22, 15 and 26 were actually the largest, with a population size of more than 10000 each. The predominant language used in the area was Sepedi, which was spoken by 86% of the total population, followed by IsiNdebele and Xitsonga, which were spoken by 4, 5% and 3, 7% of the population, respectively. The population of Lepelle-Nkumpi was dominated by young people of below 35 years old at 69%.



Source: Lepelle-Nkumpi Local Municipality IDP 2017/2018

The motive for selecting the area of study was motivated by a personal observation whereby the researcher noticed that within Lepelle-Nkumpi Municipality, there was a high rate of unemployment and poverty amongst the youth and community members, despite various community development projects in the community. Therefore the researcher was motivated to investigate the impact of these projects in sustaining the livelihoods of the communities.

3.4. Population

The concept of population has been described by various scholars. According to McKay (1999:67), the term population refers to all the organisms that belong to the same species living in the same geographical area. On the other hand, Rawal (2001:45) argues that population describes the study object which consists of individuals, groups, organisations, human products and events as well as a full set of

cases from which a sample is made. Wegerif (2009:123) also defines this concept as a well-defined collection of individuals or objects with similar characteristics.

Based on these definitions, the population of the study included selected community members of Lepelle-Nkumpi Local Municipality with special focus on different community development projects and their beneficiaries. The geographic location of community development projects is spread throughout the municipal boundaries with 70 of these projects listed as the overall population, some of which were established by the Department of Social Development and community members themselves. 70 community development projects were spread throughout the five clusters within the municipality, namely, Lebowakgomo, Zebediela, Mafefe, Mathabatha and Mphahlele clusters, from which a sample of the unit of analysis and respondents for the research was selected.

3.5 Sample, sampling methods and sample size

A sample is a subgroup of the target population that the researcher plans to study and from which he will make generalisations (Creswell 2013:37). In social research, sampling refers to the systematic selection of the target group which represent the population being studied (Mouton 1996:89). The issue of the minimum size of a sample is repeatedly addressed in the literature. Therefore, it is generally stated that the larger the population, the smaller the percentage of that population the sample needs to be, and “vice versa” (Neuman 2003:274). In this study the sample was the target population of 70 community development projects in Lepelle-Nkumpi Municipality. The researcher adopted purposive sampling which falls under the non-probability sampling method.

In purposive sampling, the researcher selects people or sites who or that can best help him to understand the phenomenon (Creswell 2013:40). The inclusion of the participants was based on their capacity to inform the research (Quinlan 2011:18). Cooper and Schindler (2003:77) indicate that members sampled are key informants on the topic under investigation because people who were responsible for community development projects were selected. The advantage of the sampling method is that

the participants have knowledge about the topic and can therefore give reliable information which will help to reach the objectives of the study.

The other reason for selecting purposive sampling was because the sample was not homogenous. Purposive sampling was used with a mix of different community development projects selected from different economic clusters. The aim was to vary the views and experiences based on the variety of products produced and the reason for choosing small sample is because every projects is unique and complex. The community development projects are classified as follows: agricultural projects 39, manufacturing projects 19, and environmental projects 12. A sample size of twelve participants was selected from different projects and municipal officials. The sample size consisted of three officials and nine beneficiaries within different community projects.

Lepelle-Nkumpi list of community development projects from the sample

Sector	Project	Location	Description
Agri-business	Irrigation Scheme	Along Lepelle River (Grootklip Citrus & Grapes project)	Production of citrus and grapes
	Zebediela citrus juice	Ga-Mphahlele	Goat Farming for Purposes of Selling living livestock, goat meat and milk
	Fresh Produce Market	Zebediela	Processing of juice
	Bee-hive Farming	Zebediela	Honey Production

	Crop Farming/ Poverty alleviation Gardens	Motserereng, Sekgophokgophong, Makweng, Motantanyane, Makushwaneng, Mahlatjane, fetsa tlala project in ward 27,	Crop Farming
	Revitalisation of irrigation schemes	Scheming, Tooseng, Malekapane, Makgoba, Maseleseleng, Mokgoboleng, Success, Madikeleng, Mashadi, Ga- Mampa, Mamotshetshi, Mantlhane, Hlapaye, Grootfontein, Mapagane, Mafefe, Moletlane and Mashite, Mogotlane	Crop Farming
	Grazing land for livestock	Mogoto, Tooseng, Mamaolo, Mahlatjane, Gedroogte, Magatle	Livestock farming
Tourism	Mathabatha Arts Centre	Mashadi	Arts, Culture and Heritage

	Picnic Sites	Mashadi, Tongwane, Ga- Mampa, Ramonwane, Mphaaneng,	Tourism
	Tourism Centres	Mafefe, Mathabatha (Mahlatji),	Tourism
	Hospitality facilities	Lebowakgomo, Zebediela and Mafefe	Tourism
Manufacturing Projects	Textile industry (Cooperatives)	Lebowakgomo	Clothing manufacturing
	Revitalisation of Industrial Area	Sekgophokgophong,	Clothing manufacturing
	Revitalisation of Industrial Area	Lebowakgomo Industrial Area	Infrastructure development and rehabilitation
Environmental Project	Recycling Project	Makweng, Motantanyane, Makushwaneng Makgoba, Lebowakgomo/ Landfill Site	Support of Waste recycling cooperatives

	Asbestos mine rehabilitation	Mathabatha / Mafefe Area	Rehabilitation and management of material of infrastructure built from asbestos
	Refuse removals and illegal dumps clearance	Ga-Molapo, Gedroogte, Sehlabeng, Dithabaneng, Makurung, Thamagane, Maralaleng, Sefalaolo, Mamaolo, Ga-Mampa, Mahlatjane, Ramonwane, Mphaaneng, Mafefe, Hlakano, Sekgweng, Mahlarolla, Matome, Rakgwatha, Lebowakgomo, Makotse, Ga-Ledwaba, Lenting,	Waste Management
Educational Facilities	Construction of Early Childhood Development Centres (Crèches & Pre-schools)	Kliphuiwel, Seruleng, Khureng, Gedroogte, Lebowakgomo Zone F, Lesedi, Hweleshaneng, Bolopa / Maake,	Early childhood development

		Bolatjane, Phalakwane, Mashite, Nkotokwane, Lehlokwaneng / Tswaing, Malemang, Bodutlulo, Maseleseleng, Makgoba, Mashadi, Madikeleng, Lekgwareng, Roma, Success, Matatane, Masioneng, Mahlaokeng, Matikiring, Hlakano, Sekgweng , GaMampa, Lenting, Morotse, Mankele, Thamagane, Maralaleng, Bophelong (Mshongo), Sehlabeng, Ga- Ledwaba, Seleteng, Madilaneng, Maijane, Ramoshoeu, Malemang extentions, Ward 28, Crèche in Mooiplaas	
--	--	---	--

Mining projects	Stone Crushers	Staanplaas (Feasibility Study)	Crushing of stone for civil, roads and building purposes
	Cement Mine	Zebediela	Cement Mining
	Lesego Mining	Mphahlele	Platinum Mining
	Tameng Mine	Mphahlele	Platinum Mining
	Aquarius Platinum Mining	Mphahlele	Platinum Mining

Source: Lepelle-Nkumpi Local Municipality IDP 2017/2018

3.6 Data Collection

3.6.1 Data sources

- **Primary data source**

The concept of primary data refers to the data collected by researchers through interactions with respondents (Hall 2003:58). It is quite important to note that primary data can only be collected through interviews and surveys. For purposes of this study, primary data were collected from project beneficiaries of Lepelle-Nkumpi Local Municipality and municipal officials. The rationale of using primary data was to gather first-hand information from project implementers and to explore their views, feelings, opinions and challenges. This enabled the researcher to observe and gather relevant information based on the study and to understand the challenges faced by the projects in sustaining the livelihoods of beneficiaries. Semi-structured face to face interviews were used with municipal officials, and focus groups with beneficiaries during data collection.

- **Secondary data collection**

The concept of secondary data refers to information gathered by the researcher for purposes other than the completion of a research project. This can be referred to as data that were collected by someone other than the user (De Vos 2002:340). Examples of sources of secondary data include censuses, surveys, organisational records and data collected through qualitative methodologies or qualitative research (De Vos 2002:341). During this study, secondary data were collected through review of project documents from Lepelle-Nkumpi Municipality. The researcher also made use of data sources such as journals, articles, books, internet, municipality documents, IDP reports, LED unit, municipality annual reports and other literature that contributed to enriching the findings of this study.

3.6.2 Data collection instruments

The study used interviews and focus groups as instruments to collect data, and was guided by an interview guide or schedule. A focus group is a structured discussion with the purpose of stimulating a conversation around a specific topic. The discussion is led by a facilitator who poses questions, from which the participants give their thoughts and opinions. A focus group discussion gives us the possibility to cross check one individual's opinion with other opinions (Abawi 2013:56). According to Davis (2000:89), an interview is a personal interrogation in which the interviewer attempts to get the respondents to talk freely about the subject of interest. Interviews were undertaken with municipal officials and project beneficiaries to get their views and opinions on the topic under investigation. The interviews involved three municipal officials and nine project beneficiaries.

3.6.3 Data collection procedure

Data collection procedure was done by sending a letter to the municipality requesting permission to conduct the study. Consultation with relevant stakeholders such as the LED unit, project managers, beneficiaries and community development officers seeking permission to interview them were made. The topic under investigation was discussed during meetings with the participants before they gave their consent to

participate in the study. The researcher ensured that the participants know exactly what was expected of them together with the costs and benefits before participating in the study. Smith (2003:80) indicates that researchers must ensure that participants are clear on the fact that participation is voluntary. An interview was conducted to get information and opinions from nine project beneficiaries and two officials responsible for community development in the area under study.

3.6.4 Data collection methods

A data collection method refers to the way in which information regarding the topic is collected. The study adopted the mixed method approach which uses a combination of both quantitative and qualitative approaches. The mixed method design relies more on qualitative but also makes some limited use of quantitative design in the form of frequency distributions and graphs. De Vos (2002:377) confirms that a qualitative study typically employs unstructured or semi-structured interviews. Sewel (in De Vos 2002:378) defines a qualitative interview as an attempt to understand the world from particular participants' point of view in order to unfold people's experience and to uncover their lived world prior to the scientific explanation. Babbie (2001:112) argues that a qualitative interview is the interaction between an interviewer and the respondent in which the former has a general plan of enquiry but not a specific set of questions that must be answered with particular words. There are three types of one-to-one interviews, namely, unstructured, semi-structured and structured interviews.

A semi-structured interview is an in-depth interview which is directed towards understanding experiences of other people, and the meaning they attach to those experiences. Semi-structured interviews are used to obtain a detailed picture of participants' beliefs or perceptions of a particular topic. In the study controversial issues are discussed through semi-structured interviews. An ethnographic interview is used to describe a particular kind of speech event, so these interviews are used to gather cultural data. Bless and Higson-Smith (2004:34) elaborates by referring to a semi-structured interview as a focused interview. Such interview has a structure provided by interviewing people who have experienced a particular event. In the case

of this study, the respondents are victims of crime. The people who are interviewed are known to have been involved in a particular situation.

The study adopted semi-structured interview, where an interview schedule to guide the interviews was designed, and a prepared questionnaire was used in focus groups. The interviews were based on semi-structured questions to allow flexibility and to give room for the researcher to make follow-ups on issues raised. In the research conducted, the interviewees included those who were participating in community development projects and municipal officials who are involved with the projects. The researcher utilised a semi-structured interview in order to obtain a detailed picture of the participants' perceptions and experiences as participants of community development projects and sustainable livelihoods.

Bless and Higson-Smith (2013:35) are of the opinion that semi-structured interviews help to clarify concepts and problems, and allow for the establishment of a list of possible answers or solutions which, in turn, facilitate the construction of more highly structured interviews. The interview schedule guide was used during interviews on twelve participants involved in three identified projects within the municipality. A face to face interview was used with three municipal officials who were involved in community development and as experts; they were knowledgeable on issues involving community projects and livelihoods. Focus groups were used with project beneficiaries as they participated well in groups than on face to face interviews. It was observed by the researcher that project beneficiaries were free to respond to questions asked in a focus group as they all experienced common challenges.

3.7 Data analysis

Data analysis means to pass a judgement, to use reasoning and to reach a conclusion based on evidence (Neuman: 2003:275). De Vos (2002:348) argues that data analysis in qualitative research involves a two-fold approach. The first aspect involves data analysis at the research site following a period of data collection, while the second involves data analysis away from the site following the period of data collection. The researcher collected data and examined it in order to come up with conclusions and

recommendations. The data is in the form of words as the researcher adopted the qualitative research design. Neuman (2003:276) supports the statement by mentioning that in qualitative research, data take the form of words, which are relatively imprecise, diffuse and context-based, and can have more than one meaning.

In the study the researcher adopted qualitative data which was analysed through thematic content analysis, and quantitative design in the form of frequency distributions and graphs. Thematic analysis is a method of identifying, analysing and reporting patterns (themes) within data. It minimally organises and describes data set in (rich) detail. However, it also often goes further than this, and interprets various aspects of the research topic (Braun and Clarke 2006:87). therefore the researcher made use of the raw data from interview transcripts, field notes and recordings were coded and themes developed so that meanings can be interpreted and conclusions made.

3.7.1. Recording of data

Field notes are used to record data or information heard or seen during the research (Schurink 2005:50; De Vos *et al.* 2005:377). The researcher recorded data using a note book and a tape recorder.

3.8 Ethical considerations

Sherlock and Thynne (2010:11) indicate that in research, ethics refers to moral reflection, choice and accountability by the researcher during the research process. A fundamental principle of ethical research is to put measures in place to protect the rights of participants and to prevent violation of their rights. To achieve this, the researcher should observe and respect the dignity of participants by obtaining their informed, voluntary consent to participate; to strive to do good to them while protecting them from harm; to do justice when recruiting them; and to be suitably qualified to conduct research (Campbell-Crofts *et al.* 2013:99).

Ethical guidelines serve as a standard, and a basis upon which each researcher ought to evaluate his own conduct. It is essential that the researcher follows and abides by ethical guidelines throughout the research process (Hinckely 2006:59), and to ensure that the entire research study is completed in an ethically correct manner (Strydom 2005:79). The researcher abided by ethical guidelines that sought to avoid harm to the respondents. He informed them in time about the potential impact of the study, and protected them from any possible physical and emotional harm. Seiber (1998:34) suggests that understanding of the cultural values of the participants and their community early in the process of the research design is important to avoid violating their rights.

The researcher requested permission to conduct the study from Turfloop Graduate School of Leadership Research and Ethics Committee before the commencement of the study, and permission was granted. A letter seeking permission was sent by the researcher to the municipality, indicating the purpose of the study, goals and objectives and the need to collect data from community members, as well as how information obtained would be used. The researcher obtained an approval letter from the municipality to conduct his research.

The researcher adopted the ethics of fair selection of participants, and developed clear criteria of selecting the participants. As indicated in the section on sampling, purposive sampling was used. Since the focus of the study was on both officials in the municipality as well as project participants, the following procedure was used for the selection. Only officials who were involved in project planning, implementation and management were included in the study. In the case of participants, the researcher requested the municipality to provide a list of participants from different projects. The researcher then selected names in order to include the different projects, and to take into account gender and age.

The respondents were not forced to participate in the study; participation was voluntary. Those who agreed and granted their permission were requested to sign a consent form. Each consent form was also signed by two witnesses from the community. Henning *et al.* (2004:57) is of the view that the participants' informed

consent is required at two levels namely: the utilisation of the research findings, their privacy and sensitivity, and how these will be protected. In order to ensure that the researcher's actions are deemed ethical, subjects must provide informed consent to participate (Henning *et al.* 2004:45).

The researcher also applied another key and crucial ethical consideration, that of 'confidentiality'. Mouton (2001:99) states that research is the collection of information and material provided to the researcher on the basis of trust and confidentiality. It is therefore vital that the participant's feelings, interests and rights are protected at all times. The participants were assured of anonymity and confidentiality. In fact, to ensure confidentiality, Babbie (1998:27) recommends that the researcher should undertake not to reveal information that might expose the identity of a respondent. This means that information might have names attached to it but that the researcher holds it in confidence or keeps it a secret, away from the public.

In the study the researcher ensured the privacy and confidentiality of the information shared by the project beneficiaries and municipality officials by conducting semi-structured interviews in a private place, and by keeping the transcripts in a locked place, accessible to the researcher alone. The rights to privacy of the participants were maintained throughout the study by asking only questions relevant to the aims and objectives of the study. Pilot and Beck (2012:91) indicate that researchers should ensure that their research is not more intrusive than it needs to be, and that the participants' privacy is maintained throughout the study. To further ensure privacy, the researcher asked the participants not to identify themselves. Dissemination of information was prominent in the proposed research study. After the completion of the study, the researcher submitted copies of the mini-dissertation to the participants and the municipality. The main aim was to inform them and other stakeholders of the findings of the study.

3.9 Research limitation

The current study should have covered all community development projects in Lepelle-Nkumpi Local Municipality, but due to time and financial constraints, only nine

community development projects and three LED officials were selected representatives of the overall projects. The following were some of the limitations of the study:

- Unwillingness of some project members to participate in the project.
- Lack of access to project documents like financial records, budgets and financial statements.
- Unavailability of some project members especially for collapsed projects.
- Character of some participants during the study affected progress of the project.
- Withdrawal of some project members during the study.
- The researcher's financial constraints hindered the development of the project.
- The level of education of the participants also hindered the development of the study.

3.10. Conclusion

A qualitative data collection method was used in the study. The natural environmental setting of the respondents was used to accurately report on the outcomes arrived at. The research was conducted over a period of one month due to the spread of the projects sampled for the purpose of the study being scattered across the Municipality. The respondents were supportive, patient and participated during the collection of data. There were no problems encountered during the process of the research study.

CHAPTER 4

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter presents and analyses the main findings of the research investigation. The findings are based on data collected from the respondents in terms of the impact of community projects in sustaining the livelihoods of the community at Lepelle-Nkumpi Local community in Limpopo Province. Data were gathered through observations, interviews and focus groups with respondents participating in five community projects (Mamaolo Crop Farming, Mbaob Poultry Farming, Itsoseng Bakery, Phaahla Nkushu (ECD) Project and Lebowakgomo Arts and Culture Projects) with a sample of nine project beneficiaries and two municipal officials. The data collected were subjected to qualitative analysis through thematic coding, and quantitative analysis in the form of graphs and frequency distributions. Based on the analytical framework of the Sustainable Livelihoods Framework described in chapter 2, the interview guide examined a wide range of issues.

4.2. The sub-questions

The following sub-questions were used to identify indicators proving whether or not the respondents' livelihoods improved:

- How are past and current projects designed and supported?
- How are past and current projects implemented, monitored and evaluated?
- How do the projects impact on the livelihoods of the community?
- What factors enhance or reduce impact?

The study was conducted in order to understand the impact of community development projects in sustaining the livelihood of communities in Lepelle-Nkumpi Municipality. The study was guided by the SLA in understanding factors that contribute to the livelihoods of project beneficiaries. The approach used incorporated fieldwork interviews for an unbiased assessment to measure the significance of community development projects in sustaining the livelihood of communities. Consideration was given to the makeup of the questions in the interview guide instrument to avoid

potential defensive conduct by the respondents and to reduce the effect of unreliable environments. The interviews and focus groups served as a tool of collecting primary data within a qualitative paradigm. The findings and interpretation of data collected are presented in the following way: responses from project beneficiaries, followed by the responses from municipality officials.

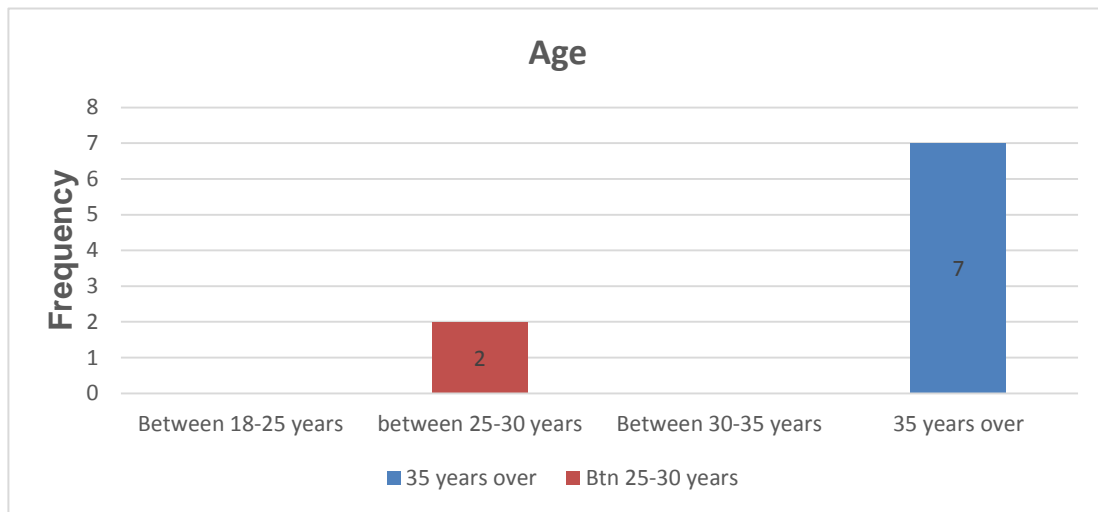
4.3. Section A: Personal characteristics of the respondents

We begin by describing the personal profiles of the respondents.

4.3.1 Gender

In terms of gender, most of the participants were female and few were male. Male participation in the community projects was undesirably small wherein females were more actively engaged in community projects. The skew in gender indicated that women were in the majority because men pursued different interests such as outside employment. The government also encourages woman empowerment by funding projects which were run by women as a way of addressing the issue of gender inequality. The findings indicated that most females were found in agriculture, tourism and early childhood development projects and few male in poultry projects. Evidence revealed that women have access to land in the municipality and are empowered. This evidence is consistent with the study which was conducted at the Eastern Cape by Binns and Nel (1999:39).

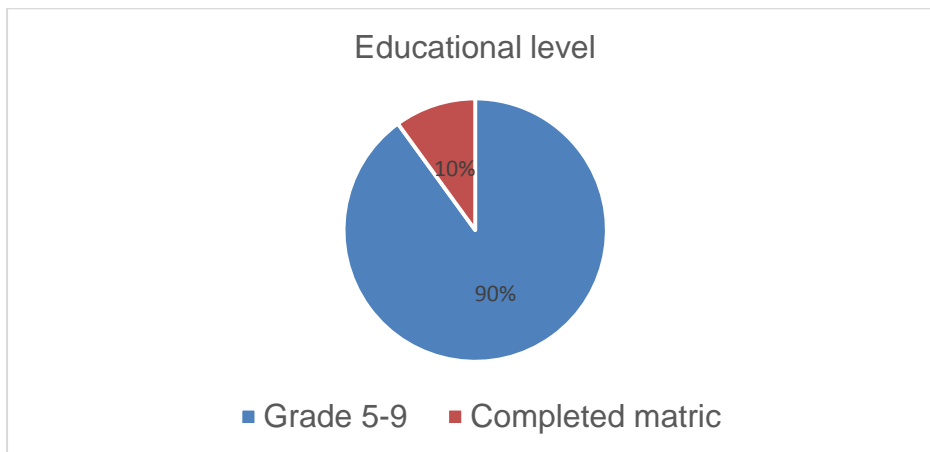
4.3.2 Age of the participants



The findings made at Mamaolo Crop Production showed that the participants were middle aged men and women between the ages of 45-50 years. There were no youth in the project. The participants in Mbao Poultry Project were young people between the ages of 25-30 years and two adult men between the ages of 45-50 years. Other results from Lebowakgomo Arts and Cultural Project showed that most of the participants in the project were between the ages of 45-50 years and there were no youth involved in the project. The findings at Phaahla Nkushu Project revealed that the participants were females between the age of 45-50 years and few youth between the ages of 25-30 years. At Itsoseng Bakery Project, the participant indicated that the projects had females only between the ages of 45-50 years and no youth involved.

The age characteristics of the different projects indicated different age patterns and variation. This was observed as most of the participants were mostly middle-aged men and women between the ages of 45-50 and few male youth. These findings indicated that generally the youth hardly participated in community projects as the dominant group were adults. Evidence revealed that most projects in the municipality have few youths, whilst youth unemployment is high. The youth also pursued different interests and did not see community projects as a business which one can survive in. Research results from an article by Bemridge (1991: 482) indicated less youth participation in agriculture and high adult participation.

4.3.3 Educational attainment



The findings made at Mamaolo Crop Production Project revealed that the participants dropped out of school between grade 5-9 and only the project manager had completed matric. The results found at Mbaio Poultry Project indicated that the participants also dropout of grade 5-9, and there were no employees who completed grade 12. This was also the case at Lebowakgomo Arts and Cultural Project and Itsoseng Bakery Projects as the participants did not complete their matric. There was had one participant (project manager) who completed matric in Phaahla Nkushu Project like one in Mamaolo Crop Production Project, and the rest of the participants had no matric. During the interview most of the participants made the following argument:

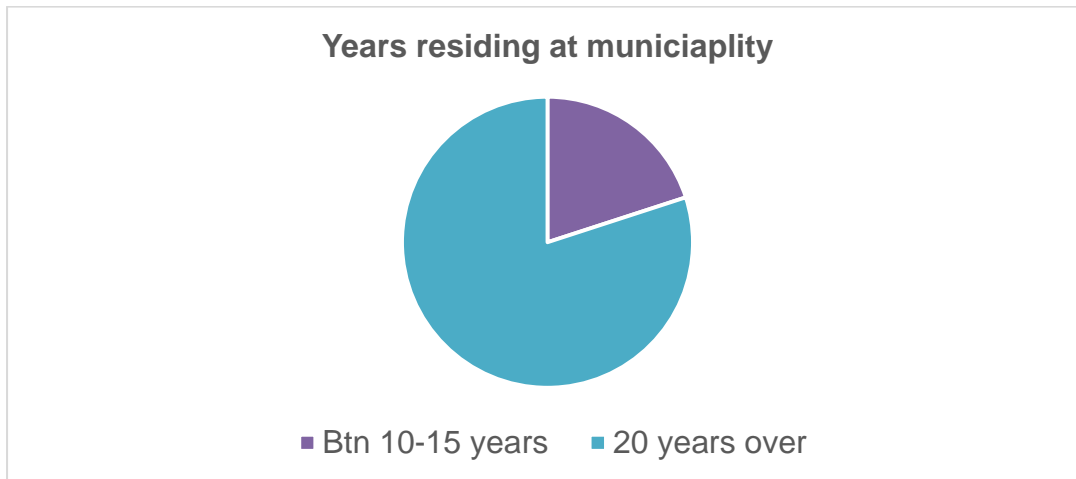
“I do not have matric because in my time education was not important, that’s why I dropped out from school and went to search for employment”.

The findings showed similarities across different types of projects investigated in terms of educational qualifications of the beneficiaries. These similarities are that most of the participants attained western education and dropped out in grade 5-9, while as indicated in the pie chart (4.3.3), few of the participants reported to have completed matric. The findings imply that most of the participants are illiterate or uneducated, and lack of participation in projects by the learned fraction in communities.

A study by Malope and Molapisane (2006) indicated that respondents with no formal education or with primary education were higher than those with secondary and

university education. A study by Masiteng and Van der Westhuisen (2001) affirms poor participation of graduates in agricultural activities, and that most dairy farmers in the North Eastern Free State had no formal education. The learned fraction in the community seemed to have better alternatives.

4.3.5 Years residing at Lepelle-Nkumpi Municipality



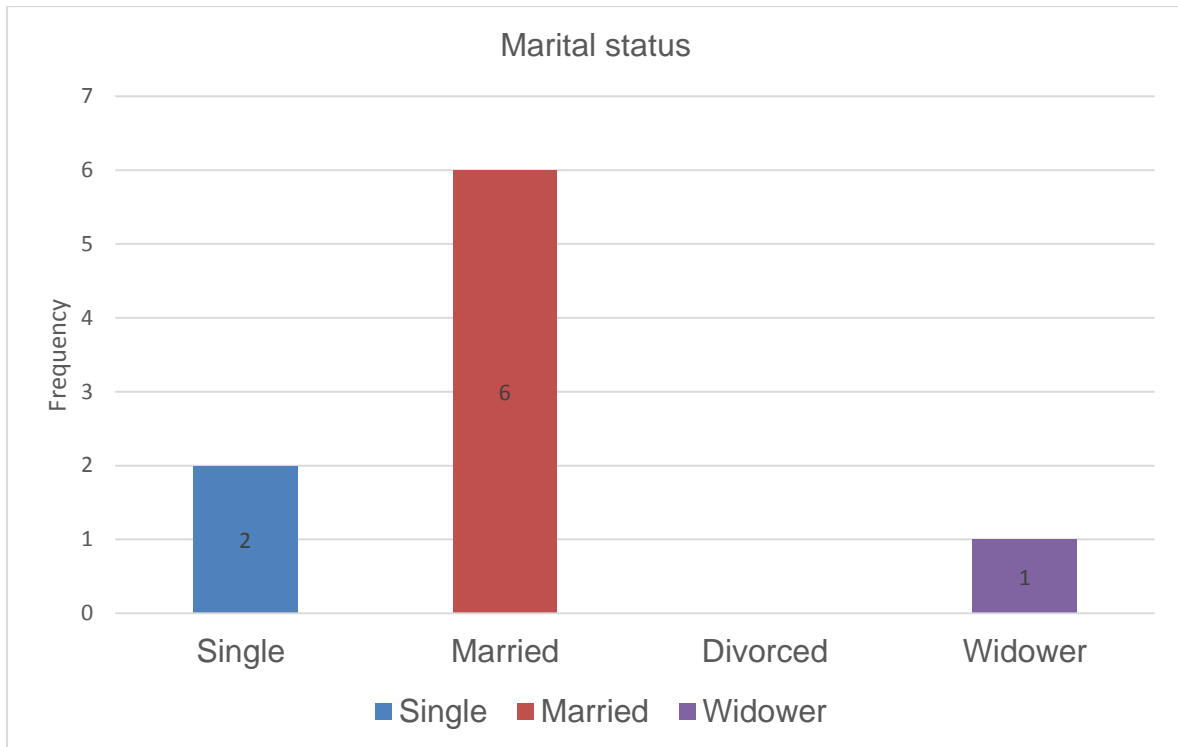
The results made at Mamaolo Crop Production project showed that most of the participants are residents of Lepelle-Nkumpi Municipality and they were born in the area. This was supported by findings in Mbaao Poultry Project, Lebowakgomo Arts and Cultural Project and Itsoseng Bakery Project. However, some participants from Phaahla Nkushu Project reported that they were not born in the municipality and have 10-15 years residing in the municipality. Their arguments were as follows:

Those who are born residents: *"I was born and bred within the municipality and I have lived here for my entire life"*. Those who have 10-15 years residing in the municipality: *"I came here because of my marriage and I have been living here since"*.

The findings showed that most of the participants were born and bred within the municipality and few participants reported that they have less than 10-15 years residing in the municipality. As indicated in the pie chart (4.3.5), evidence indicated that they relocated to the municipality because of marriage. Most of the participants were residing in the rural area. The findings imply that most project beneficiaries within

the municipality are local residents who depend on the projects to enhance their livelihoods.

4.3.6 Marital status



In terms of marital status, the findings indicated that most of the participants from Mamaolo Crop Project, Lebowakgomo Arts and Cultural Project, Phaahla Nkushu Project, Itsoseng Bakery were married and only one participant was a widower. Few participants from Mbao Poultry Project were youth and single. The findings showed similarities in terms of marital status amongst the investigated project beneficiaries as most of the participants are married. There is a little difference because few participants were single and widowers. These similarities were caused by the dominance of middle-aged men and women who are married and are involved in community development projects. The variance was caused by single participants.

4.3.7 Description of selected community projects

- **Mamaolo Crop Production**



The project is located in between Zone A and Mamaolo village and was initiated in 2008. It was established by two women. Their aim was to alleviate poverty and to create employment. The project had twelve employees, including the project manager and the assistance manager. Currently, the project is left with three employees and a manager, as the project had to retrench employees due to a financial crisis. The products found in the project are crops or vegetables such as spinach, tomatoes, cabbage and beetroot. The project get their inputs from the Department of Agriculture. Sometime they buy their inputs from NTK (industrial) in Polokwane. The findings showed that there were two participants who took part in the study, an employee and a project manager. Lewu and Mavangahama (2011:45) supported the above statement by indicating that vegetables are produced as a livelihood strategy and for food security.

- **Mbao Poultry Project**



Mbao Poultry Project is situated at Sepanapudi village near Lebowakgomo shopping mall. The project was initiated in 2010 by a community member who is now a project manager. The aim of the project was to alleviate poverty and to create employment. The project had nine employees and is currently left with four employees, including the manager. The main activity of the project is the production of chickens. The project buys small chicks at a factory in Polokwane called Limpopo Voere. These chicks are nurtured and raised until they grow to become full chickens.

The project also buys chicken feeds for these chickens, and when they are fully grown, the chickens are sold to the community. There were three employee participants who took part in the study. Their work is to care for the chickens and to make sure they grow well. This findings are in agreement with the study of Machete (2004:2) which states that the majority of people in most developing countries live in rural areas and

are engaged in agricultural production or agricultural related activities, agriculture is the most effective way of reducing poverty.

- **Lebowakgomo Arts and Cultural Project**



Lebowakgomo Arts and Cultural Project is located at Lebowakgomo area. The project had 13 employees, including the manager. The project was initiated by six community members and the intention was to create employment, alleviate poverty and preserve culture. The main activity of this project is to preserve culture and to attract tourists. The project produces and promotes traditional symbols and cultural dances, and sews cultural necklaces, bracelets, clothes, visual arts and crafts. The project generates funds by selling cultural products and charging entrance fees from tourists and local community. The findings showed that there were three employee participants and their work is sew and participate in cultural dancing. This findings are consistence with

the study conducted by (Hart, Burgess, Beukes and Hart 2005:107) which emphasize that the Participatory Management Cycle (PPMC) makes project managers and local participants aware of what is required in terms of activities, timing, methods and tools during each phase i.e. it communicates to all involved as to what needs to happen where, when and how.

- **Phaahla Nkushu Project**



ECD projects in Lepelle-Nkumpi Municipality are used as a tool to empower communities, especially women to sustain their livelihood with the support of the Department of Social Development as the main role player in facilitating development. Phaahla Nkushu ECD Project is situated at Makurung village. The project has ten employees, including the project manager. The project was initiated by four women

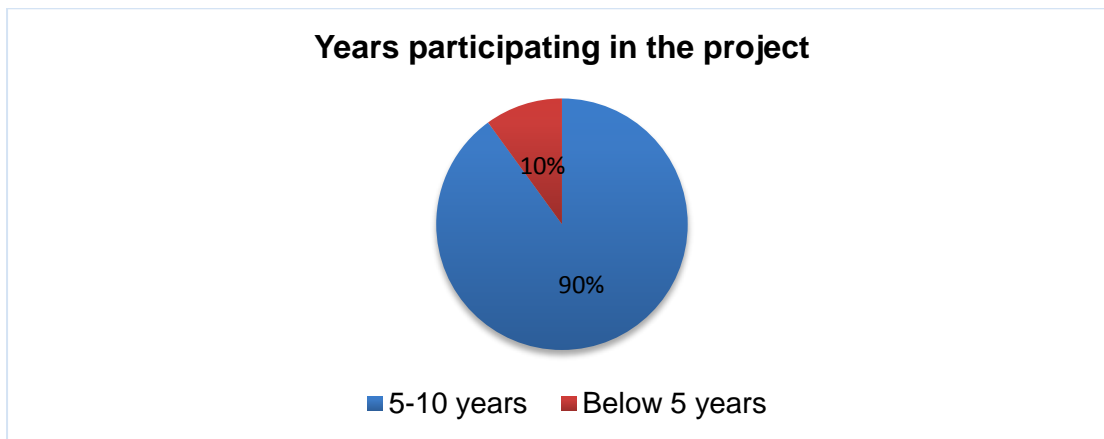
from the community. The aim was to alleviate poverty, to create employment and to protect children from abuse. The main activities of this project is to nurture, care and protect children in the community by offering them pre-education and after care. The results indicated that the participants of the study included two employees and a project manager.

- **Itsoseng Bakery Project**

Itsoseng Bakery Project was located at Makurung village and it was initiated by five women in the community. The purpose of the project was to the reduction of poverty and job creation. The project had 14 employees, and their duties were to produce and sell products in the community. The project beneficiaries were buying their inputs from Polokwane factories such as A1 supermarket and Macro Company. Before its termination, the project was producing bread, pancakes and muffins. The products were sold and marketed in the community. The results showed that the participant was a project manager.

Based on the findings made from the above projects, the results showed similarities between the projects in terms of their main activity. The participants indicated that *“the reason for initiating the project was to alleviate poverty and creation of employment”*. The projects were initiated by community members. This findings corroborate the study conducted by (Hurly, Sibiya, Nicholson & king 2015:15) which states that there are challenges faced by projects such as lack of capitals, low credit, and declining productivity of crop land and lack of management which lead to the failure or termination of the projects.

4.3.8 Number of years participating in project



The results from Mamaolo Crop Production project showed that most of the participants have been working in the project between 5-10 years. This was also supported by findings from Mbaio Poultry Project, Lebowakgomo Arts and Cultural Project and Phaahla Nkushu Project. Whereas some participants indicated that they have less than 5 years working in the projects, the findings from Itsoseng Bakery Project showed that the project failed within less than 5 years.

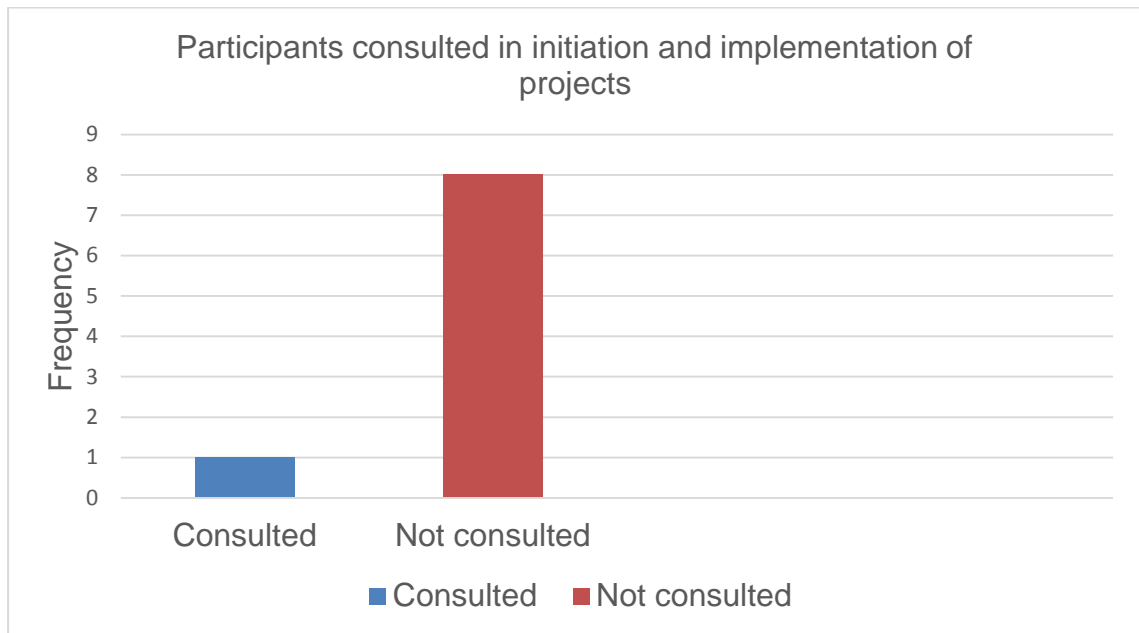
The findings revealed similarities between the projects. As portrayed in the pie chart (4.3.8), most of the participants showed to have had more than 5-10 years working in the project. Few participants showed variations of below 5 years. This implies that the community development projects have long been operating in the local municipality of Lepelle-Nkumpi. But their impact in sustaining the livelihood of communities remains questionable.

4.4 Section B: Findings and responses from project beneficiaries

The following were key findings of the study:

4.4.1 Perception on the impact of community development projects

4.4.1.1 Initiation of projects and implementation



The findings made from Mamaolo Crop Production showed that the project was initiated by two women, and its aim was to alleviate poverty and to create employment. The project had ten employees, a project manager and an assistance manager. Currently, the project has three employees and a manager, as the project had to retrench employees due to a financial crisis. The participants included two employees and a manager. The results furthered indicated that the employees were not involved in the initiation and implementation of the project. The findings revealed that the project was initiated by two women, and currently, one woman has left the project after it had experienced a financial crisis. The following statement were made by the employees (participants):

“I was not involved in the initiation and implementation of the project as I found the project operating when I was employed, we are also not consulted on the decision-making which concern the future planning of the projects. I am just an employee and the decisions which are concerning the project are made by the project manager”.

Mbao Poultry Project was initiated in 2010 by a community member who is now the project manager. The project had nine employees, and currently has four, including

the manager. The participants of the study were themselves employees of the project, and it was reported that they found the project operating when they were employed. When they were asked whether they are consulted by the project manager in decision-making which involve the future of the project, the participants said:

“We are just employees we are not consulted or involved into the decisions that concern the project. The project manager is the one who make decisions”.

Lebowakgomo Arts and Cultural Project has 13 employees, including the manager. The project was initiated by six community members who form part of a committee and management. The participants included three employees who were not part of the initiation of the project. The results indicate that the participants found the project operating when they were employed. It was reported that decisions concerning the project are made by the management, and that they are consulted on some few things:

“I found the project operating but the management consult us on some aspects that involve the success of the project such as what kind of material do we need for sewing cultural clothes, the management is the ones who make final decisions after we have consulted”.

The findings at Phaahla Nkushu ECD Project revealed that the project was initiated by four women from the community. The project consists of a committee and management. The participants included the project manager and two employees. The participant argued as follows:

“I was part of the initiation of the project and currently i am part of management, we consult the employees on everything we do within the project, we do not decide on their behalf”.

Another statement made by the employee (participant): *“I was not part of the initiation of the project as I found the project operating when I was hired, we are consulted on everything that concern the project and we are involved in the decision-making”.*

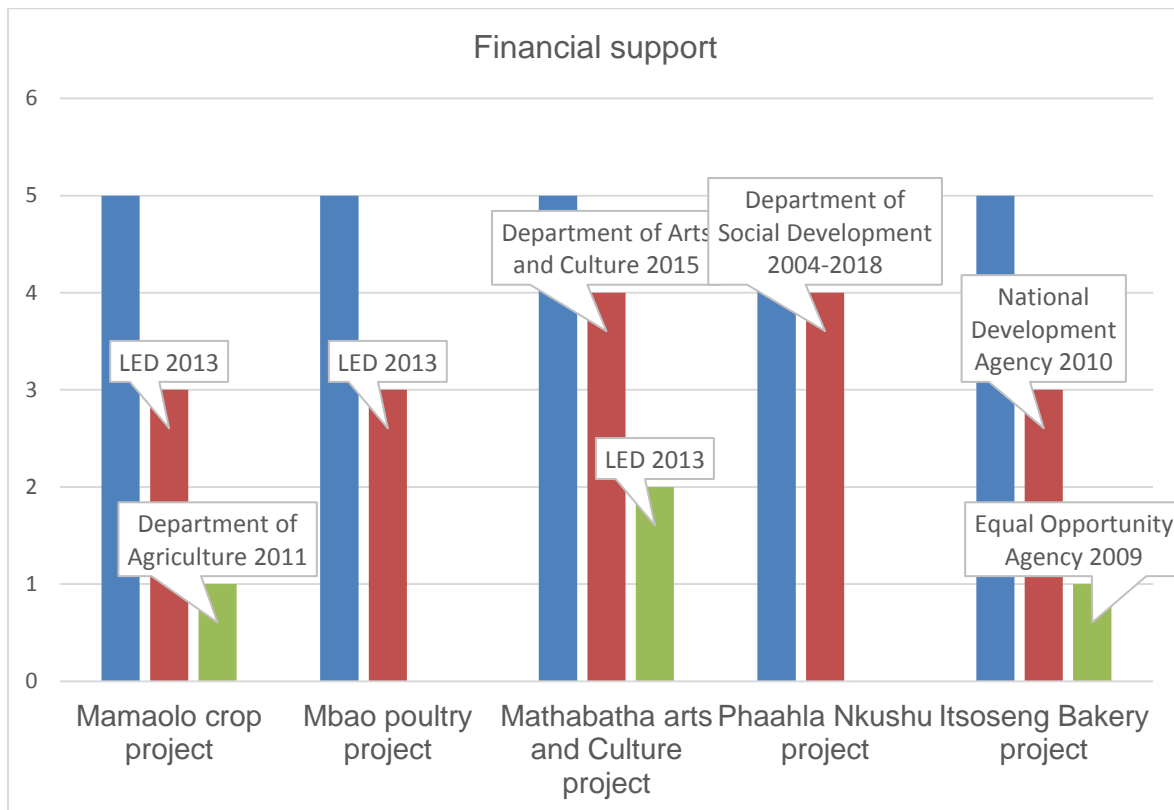
The results from Itsoseng Bakery Project on initiation and implementation of the project indicated that the project was initiated by five women from the community who were all part of management before the project collapsed. The project manager participant said:

“I was part of management and to be honest we didn’t consult the employees we made decisions on their behalf, I think that is one of the reason which lead the collapse of the project because employees were not consulted”.

Based on the findings from the above mentioned projects, the results show similarities between the projects in terms of initiation, implementation and consultation. Most of the participants indicated that they found the projects operating when they applied for employment. Few participants in management positions reported to have been involved in the design and implementation of the projects. The results showed that most of the participants were not involved in decision-making and implementation of the projects, and as a result, the sustainability of livelihoods of the participants were not enhanced as they did not feel a sense of ownership of the projects.

Coles and Genus (2016:87) argue that local participation in community development projects play a significant role and community members need to be consulted and involved in decision making in order to ensure the success of the projects, failure will lead to ineffective of community projects. Their view is based on a study conducted in London (USA) on sustainable energy projects. The findings of the study was successful as it was able to sustain the livelihoods of communities by promoting local participation through the recognition of small scale entrepreneurs into decision-making.

4.4.1.2 Projects and financial support



The participants from Mamaolo Crop Production Project reported that the project was initiated by community members, and the funds were applied from various departments such as the Department of Agriculture in 2011 and LED in 2013. It was reported that government departments, especially the LED unit, funded the project with the objective of creating jobs and alleviating poverty in the community. The results showed that the funding was a once-off. It was reported that after the project was given funds, there was no monitoring by government officials.

The results from the participants at Mbao Poultry Project indicated that the project is struggling with funds. The project was initiated by a community member, and government departments assisted with funding. The aim of the government was to promote small businesses and projects so that there can be job creation and poverty alleviation in the community. The project was funded by the LED unit in 2013. The funding was also once-off. It was reported that after the funds was given to the project, there was no monitoring and capacity building on how to use the funds. The project manager was left alone to make decisions on how to use the funds.

Evidence show that Lebowakgomo Arts and Cultural Project was initiated by community members and funding was offered by government departments. The community members (project beneficiaries) applied for funding from the LED unit in 2013 and from the Department of Arts and Culture in 2015. The funding was made to the project once. It was reported that the project beneficiaries were assisted by LED officials and municipal Community Development Workers to apply for funding. The decision on how to manage and use funds was left in the hands of the project beneficiaries as there was no monitoring done by municipal or government officials.

The findings from Phaahla Nkushu Early Childhood Development (ECD) Project indicated that the project was initiated by community members. The funding was applied from the Department of Social Development and protocol was followed. One of the role of the department is to fund ECD projects and NGOs in order to protect children from abuse, to create employment and to promote community development in the community. It was reported that the project has been funded by the Department of Social Development for 14 years. The findings show that the funding has been monitored by social workers on a monthly basis. Monitoring reports are compiled on a quarterly basis to ensure effective service delivery.

The results from Itsoseng Bakery Project indicate that the project was initiated by community members, and funds were applied from different donors and government departments, including the Equal Opportunity Agency (EOA) in 2009 and the National Development Agency (NDA) in 2010. It was once-off funding. The aim of the donors and government departments in funding the project was to promote community development, create jobs and alleviate poverty by empowering communities so that they can initiate community projects of their choice. There was no monitoring on how funding should be used and managed by government officials. This is one of the reasons which led to the collapse of this project as project beneficiaries were left alone to make decisions without expertise.

As shown in the pie chart (4.4.2), based on the evidence from the above mentioned projects, there were similarities in terms of funds received from various government departments and donors. The projects showed that they were financially funded after

applying to various departments. Some similarities shown were that the projects were not monitored by government officials. The results showed that the projects were initiated by community members not by government. The aim of the government departments and donors was to promote community development, create jobs and alleviate poverty in the community so that the livelihoods of community members can be sustained and enhanced.

The findings are validated by scholars such as Moon and Indemudia (2012:44) who argue that in order to promote the sustainable livelihoods of communities, governments and private sectors need to engage in activities intended to build the community's human capital (e.g., training for skills development, expanding the leadership base and developing an entrepreneurial spirit). wherein Scoones collaborate with the above mentioned statement by indicating that poverty in rural areas is strongly associated with lack of assets, or inability to put assets to productive use. Capital assets that can be used productively by rural people to sustain and secure their livelihoods are human, physical, financial, social and natural capital.

4.5. Community projects and livelihoods of beneficiaries

4.5.1 Products and marketing

Community projects and livelihoods of beneficiaries play a significant role in project sustainability. The projects that have positive impacts in the livelihoods of beneficiaries tend to be sustainable than projects that have a negative impact in the livelihoods of project beneficiaries. Findings from Mamaolo Crop Production revealed that the project produces crops or vegetables such as spinach, tomatoes, cabbage, beetroot and onions for income generating and for marketing purposes. The project depends on crop production for survival of the beneficiaries. These crops are sold within the project, and sometimes within the service pay points in the community.

This statement was made by a participant: *“we are unable to make a good profit or market our products due to lack of transport, currently we depend on customers who come to our project to buy our product but the support is not satisfying as we have*

competition". It was reported that project beneficiaries generate their incomes by marketing these crops, and that the project does not have specific suppliers. The findings showed that the project experiences challenges such as poor market, low profit and lack of community support.

Mbao Project is a Chicken (Poultry) farming project. Its main focus is production of poultry. The project buys small chicks in Polokwane, which are raised until they grow. The project also buys food for these chickens, and when they are fully grown, they are sold to the community. The project does not have specific suppliers as the chickens are sold within the project, and sometimes they are sold at pay points within the community when the transport is available. The findings revealed that there are challenges experienced by project beneficiaries while raising the chickens and selling them.

Chicken flue, which is the most dangerous chicken disease, is one of the challenges encountered by the project, this findings is supported by the scholars such as (Gue'ye 2003:55, Umayya 2014:89 and Natukunda 2011:12) . The market of these chickens require transport, which the project does not have. Another challenge the project experience is that the profit is low and the community is not supportive. This statement was made by the project beneficiaries to support the above mentioned information: *"we are just working for the sake of working as the project does not have customers and sometimes we manage to sell two chickens and at times were unable to sell any stock"*.

Lebowakgomo Arts and Cultural project is a tourism project whose main function is to preserve culture and attract tourists. The project produces and promotes traditional symbols and cultural dance, sewing of cultural necklaces, bracelets and clothes, visual arts and crafts. The project generates funds through selling of cultural products and entrance fees from tourists and local community in order to sustain the livelihood of project beneficiaries. The challenges experienced the project is lack of participation amongst the youth, limited infrastructure and low profit generated to sustain the livelihood of the beneficiaries.

The following is statement made by the participants: *“The challenges that we are facing is that the youth of nowadays are not interested into preserving our culture and is difficult to find youth who are interested into our project, they like western culture than their own”*. The results showed that the project does not have specific suppliers, but at times, the project beneficiaries market their products at pay point because this is where lots of customers are found during week days, and it was reported that it is too expensive to hire a transport.

Evidence indicates that ECD projects in Lepelle-Nkumpi Municipality are used as a tool to empower communities, especially women in order to sustain their livelihood with the support of the Department of Social Development being the main role player. The main focuses of Phaahla Nkushu ECD Project is to nature, care and protect children within the community by offering them pre-education and life skills programmes. The project generates income from parents through crèche fees, selling of vegetables and by submitting monthly claims to the Department of Social Development for continuous payments or funding. The project beneficiaries depend on the above mentioned factors to promote and sustain their livelihoods. The problems encountered within the project are competition as there are many ECD projects within the community and the profit generated is low.

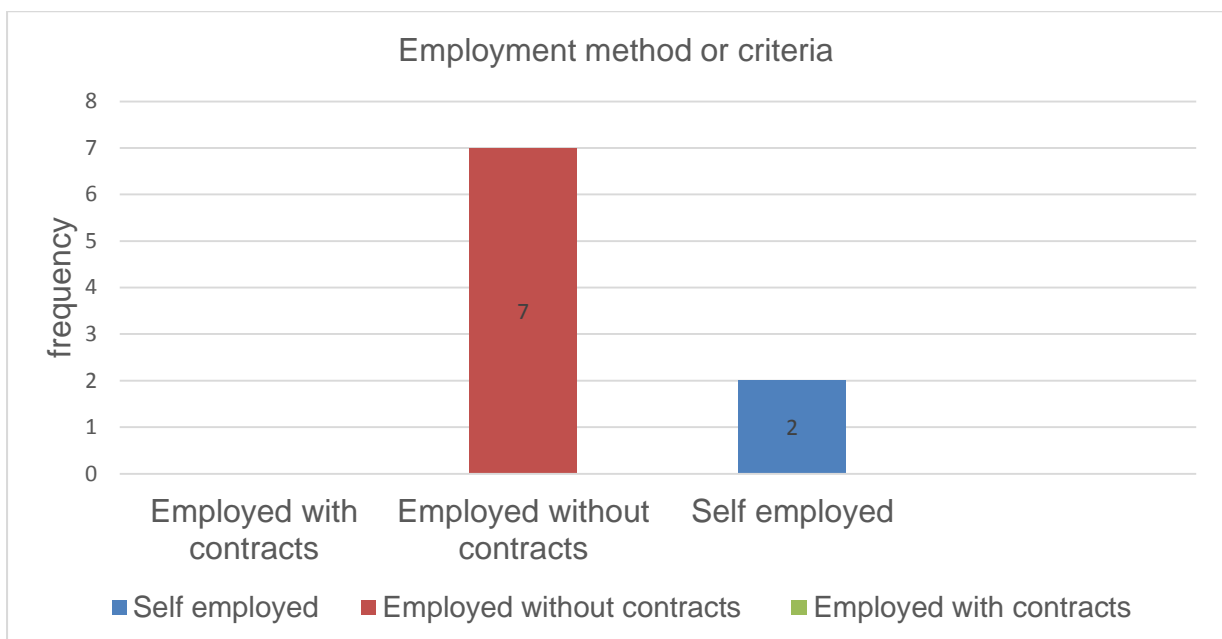
The Itsoseng Bakery Project was located at Makurung village. Before its termination, the project was producing bread, pancakes and muffins. The project beneficiaries were marketing their services within the community and they did not have specific suppliers. The project failed because there was no market, no community support and the profit was too little. As a result, the project beneficiaries' livelihoods were not sustained, which led to the collapse of the project. The following argument was made by the participants:

“Our project collapsed because we didn't have market and the community was not supportive, they preferred to buy bread and pancakes from shops”.

The findings show similarities in the above mentioned projects in terms of challenges encountered, including lack of community support, low profit and poor marketing strategies. The results showed differences in terms of the products they were

producing. Evidence revealed that the challenges that the projects encountered had a negative impact in sustaining the livelihoods of project beneficiaries. Some of these challenges led to the collapse of Itsoseng Bakery Project. This was the case in the studies conducted by (Moreki 2012:32, Meena 2012:55 and Dinka 2010:67) who argued that projects are developed for income generation for poverty alleviation but the majority of projects do not make a good profit.

4.5.2 Employment method or criteria

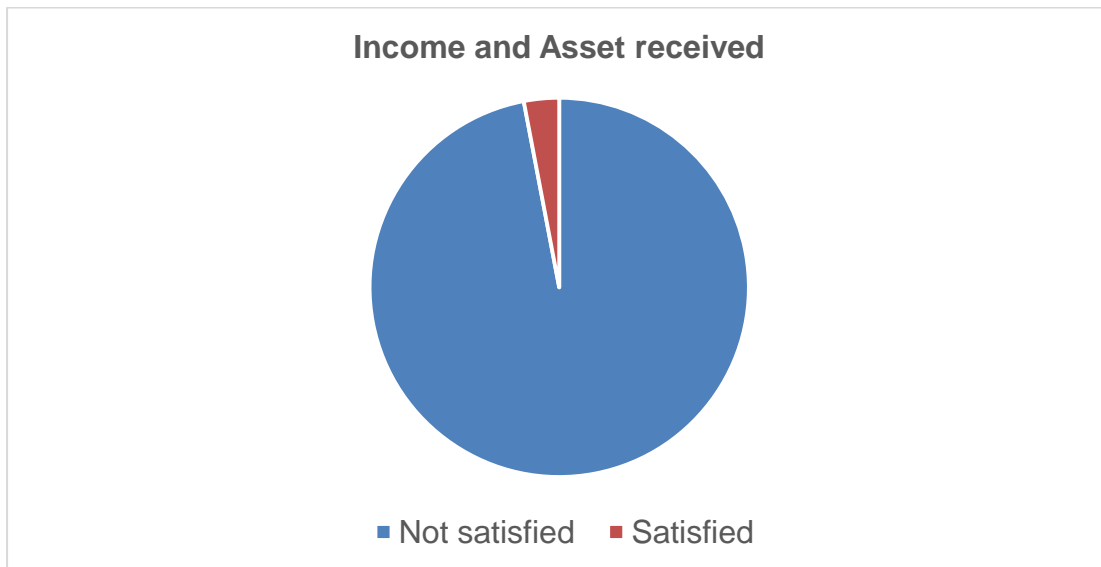


Most of the participants were employees and few were project managers. The findings from five projects indicated that most of the participants were offered employment without contracts and have been employed for more than 10 years. Few participants reported that they were involved in the design and implementation of the projects. As indicated in the graph above (4.4.4), that is how they were employed (self-employed).

The following is a statement made by one participant: *“I came to the project seeking a job and I was offered one, I have never signed a contract”*.

The findings revealed that most of the participants indicated that the projects are not contributing in building their capacities and competencies. A statement made by a participant reads: *“Since I was employed I have been doing the same work over and over again, I haven’t attended any workshop or empowered by the project am just working”*. This may be caused by lack of poor management and lack of project ownership by employees. Based on the evidence from the five projects, the results showed similarities in terms of employment criteria as most of the participants indicated that they were employed without contracts. Another similarity was that the projects never contributed to building capacities and competencies to the project beneficiaries. The results showed that the projects had a negative impact in sustaining the livelihoods of project beneficiaries as their capacities and competencies are not enhanced and developed.

4.5.3 Income and Asset acquired



Evidence revealed that most of the participants from the five projects earned less than R2000.00. The income was not adequate to meet their household needs or well-being. It was indicated that the income that the participants received was not enough to buy household groceries, and they showed dissatisfaction of the income that they received as portrayed in the pie chart (4.4.5).

The participants argued as follows: *“I cannot even say I am receiving an income as the money is too small, I just buy a maize meal and is gone”*.

“I don’t receive an income is a stipend because I cannot buy grocery which can last for a month”.

“I can’t even make savings from the money I receive and buy food for my family at the same time”.

“I am unable to afford a better education for my children with the money I get”.

“I am unable to afford a better health care and invest with the money I receive”.

The findings also revealed that most of the participants were unable to acquire assets with the income they received from the project since they were employed. The following statements were made by the participants: *“I have never acquired asset since I was employed as the income is inadequate”*.

“The money I receive cannot buy any asset as it is too little”.

“How can I buy asset while am unable to buy grocery for my family with the money I receive”.

“I have more than 10 years employed in this project but I don’t have asset which I bought with the money I received from this project”.

The above mentioned findings indicate that the five projects investigated do not have a positive impact in sustaining the livelihoods of the project beneficiaries in terms of income, capabilities, empowerment, sustainability and assets. This led to the collapse of one project as it was unable to have a positive impact on the livelihood of project beneficiaries. Most of the participants indicated that the projects were unable to generate good profit due to lack of community support and poor marketing, which led inadequate income. Scholars such as (Moreki 2012:13 and Nakutunda 2011:12) supported the above findings by stating that most of the projects do not make a good profit and as the results the income that the beneficiaries receive is unsatisfactory.

4.5.4 Policies on Gender equality



The participants from Mamaolo Crop Production Project indicated that the project does not have a policy on gender equality. This was evident to other three projects (Mbao Poultry, Itsoseng Bakery and Lebowakgomo Arts and Cultural Project). The results showed that even these projects did not have policies on gender equality. The project beneficiaries were both males and females, meaning that both genders were catered for. The results indicate that women were empowered and allowed to work in the projects.

This findings show similarities where most of the projects did not have policies that promote gender equality, and the projects employed both men and women to show the inclusion of both genders and as a way of empowering women. Phaahla Nkushu ECD Project showed variation as the project had policies that promote gender equality in terms of empowering women. The project had a balance in terms of the employment of both men and women. Based on the findings, it was clear that the majority of projects in Lepelle-Nkumpi Municipality were operating without gender equality policies.

This led some of the projects to have a negative impact in sustaining the livelihood of project beneficiaries as women were not empowered. The mentioned findings contradict with the study conducted by Binns and Nell (1999:39) on the project called The Philani ('making a living') and The Women's Zamukophila ('trying to survive') co-operatives. The projects were able to employ more than 300 community members and were sustainable for more than 15 years. They further indicated that the women were empowered with knowledge and skills, where some of whom were managers. The findings also showed that the majority of employees were able to acquire assets and adequate income.

4.5.5 Factors enhancing or reducing the impact of project

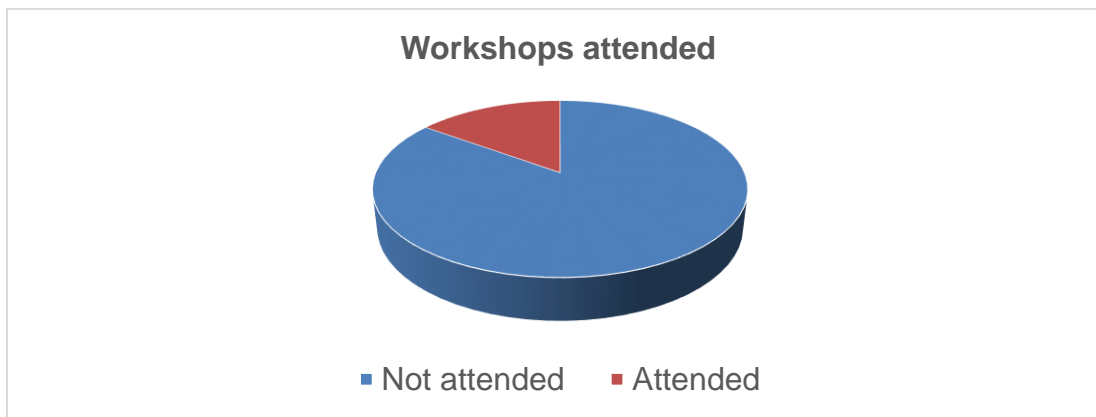
Sustainability of the livelihood of project beneficiaries or communities depends on factors that enhance the sustainability of the projects. Based on the SLA elements of sustainability, natural resources, income, assets and empowerment play a major role in sustaining the livelihoods of communities and project beneficiaries. The findings revealed that Lepelle-Nkumpi Municipality has environmental resources which contribute to the livelihood of the project beneficiaries.

Evidence revealed that most of the projects studied depend on natural resources such as land, water, the sun, forest and rivers. The agricultural (Mamaolo Crop Production) and poultry projects (Mbao Poultry) depend on land, water and the sun for production, whereas the ECD (Phaahla Nkushu) and (Lebowakgomo Art and Cultural) tourism projects depend on the use of forest, land, water and infrastructure such as roads and buildings. The above mentioned natural resources were found within the investigated projects.

The findings revealed that most of the projects were operating without long term and short term goals. This led the projects not to be sustainable; the majority of the projects were operating without objectives and goals. Lack of clear long term and short term goals led to the failure of some projects. This had negative impact in sustaining the livelihoods of project beneficiaries. Most participants revealed that they wish to see the success of their projects as they depend on them for survival. One participant said:

“We wish to see the project growing so that it can make a good profit in order to get a good income in return”. The findings are contradicting with the following theories: the capability approach and the sustainable livelihood approach (Sen (2005:44) and Ferdoushi et.al (2011:17).

4.5.6 Training or workshops attended for skills development



The SLA indicates that livelihood assets for human capital are enhanced when project beneficiaries are able to receive adequate health, nutrition, education, knowledge and skills, capacity to work and capacity to adapt (Ferdoushi et. al. 2011:811). As indicated in the above pie chart (4.6), the findings indicate that most of the participants did not receive formal training and workshops for skills development since they have been employed.

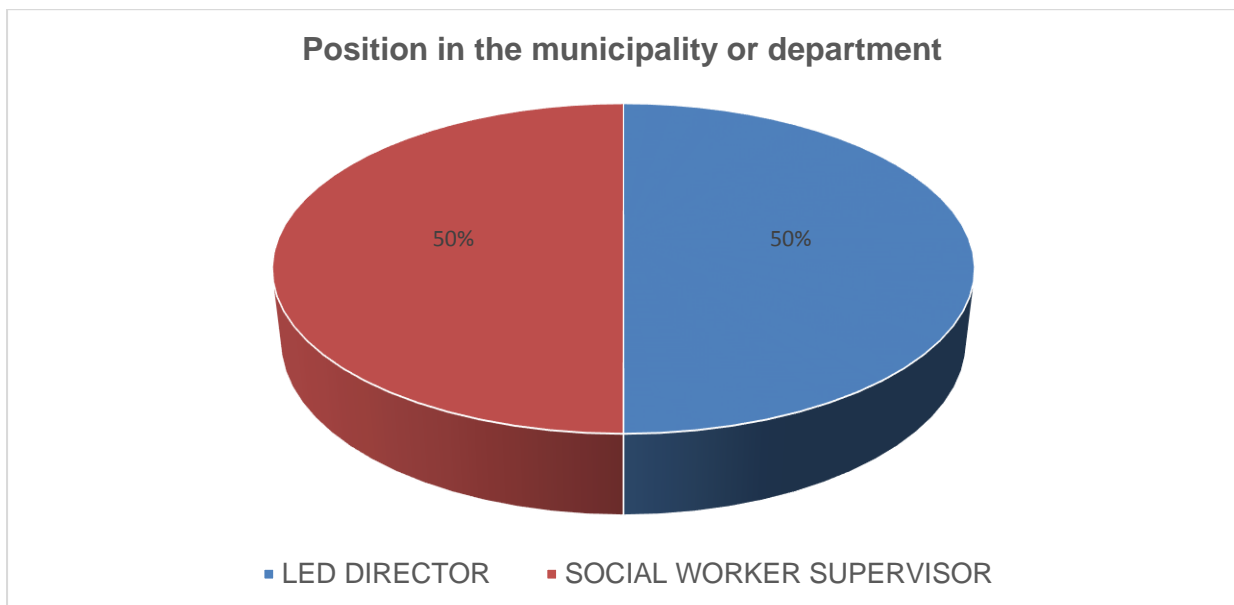
The results from Mamaolo Crop Production indicate that the participants were hired and were never offered formal training. The participants indicated that they use knowledge they have acquired from subsistence farming. This was the case with the three projects investigated (Mbao Poultry, Lebowakgomo Arts and Cultural and Itsoseng Bakery). The participants from Phaahla Nkushu ECD Project indicated that they have been offered in-service training by the Department of Social Development and acquired career certificates from the Department of Education.

Evidence further revealed that most of the project beneficiaries have been working within their projects without skills, knowledge and competency of managing projects. This had a negative impact on sustaining their livelihood where few participants from Phaahla Nkushu ECD Project indicated that they received training and capacity building. Lack of capacity building and skills development led to incompetency of operating projects, which had a negative impact in sustaining the livelihoods of beneficiaries. This may be one of the reasons which led to the collapse of Itsoseng Bakery Project. The findings are contradicting with the following theories: the capability approach and the sustainable livelihood approach (Sen (2005:44) and Ferdoushi at.al (2011:17).

4.6 Section C: Findings and responses from municipal officials and other stakeholders

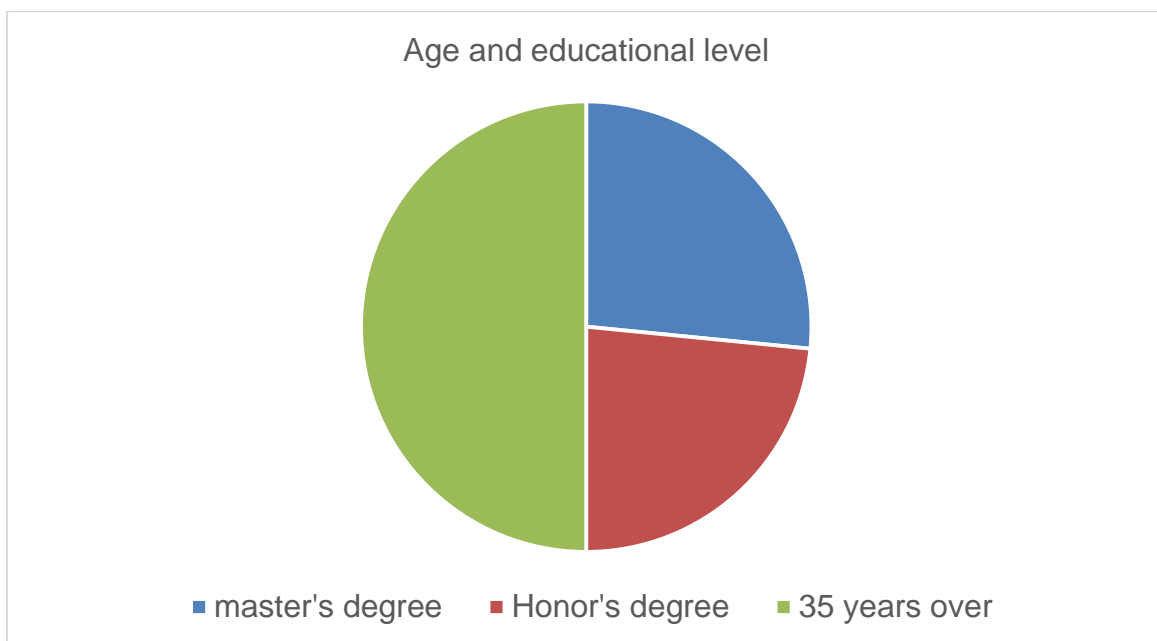
4.6.1 Information on participant's demographic

4.6.2 Position in the municipality and department



The pie chart above indicates the findings from municipal officials and other stakeholders from other departments who participated in the research study. The findings reveal that the LED director from the municipality and the social work supervisor from the Department of Social Development are actively involved in community development through the promotion of development projects in order to sustain the livelihoods of the communities.

4.6.3 Age and education status



The above pie chart (4.7.2) indicates the age and educational level of the participants. The findings revealed that the participant from the municipal LED has acquired a Master's degree in Development Studies and the participants from DSD an Honours degree in Social Work. The findings indicate that both participants are experts in their fields and experience in development issues.

4.6.4 Working experience



Based on the information from the interview, the findings revealed that the participants have more than six years of working experience in the field of community development. The results have been portrayed in the graph above (4.7.3). These findings show that the participants have more experiences of working with communities and project beneficiaries.

4.7 Section D: Perception of municipal officials on the impact of community projects

4.7.1 The role of municipal officials in community development projects

The findings from the LED official indicated that from the past 10 years, their role was to address development backlogs and to alleviate poverty through the initiation and funding of LED projects in the community in order to promote sustainable economic growth. The participant indicated that their role changed after the review of the LED programmes in 2015. The LED programme was reviewed because most of the funded LED projects were not sustainable and the LED unit was working at a loss and its objectives were not attained.

The participant reported that the new LED programmes were implemented in 2017 as mandated by municipal IDP. The objective of the new LED programmes is to encourage local business growth and support for new enterprises by linking them with relevant stakeholders. He further reported that their role is to link project beneficiaries with relevant stakeholders such as the Departments of Agriculture, Arts and Culture, Health and Social Development, etc. The other role is to provide information and marketing assistance to project beneficiaries. The participant indicated that the municipal LED unit is no longer supporting community development projects financially.

Other findings revealed that the role of DSD officials is to promote community development projects by supporting existing projects with skills and knowledge in order to enable these projects to sustain the livelihoods of communities. The DSD provide funds, workshops and capacity building to project beneficiaries. The projects are monitored on a quarterly basis to ensure effective service delivery. Meetings are conducted on a quarterly basis by DSD officials together with project beneficiaries; they are involved in decision-making. The findings revealed that support provided to the project beneficiaries is effective as most projects that are within DSD database are sustainable. The findings were supported by the Municipal policies and IDP documents (IDP 2017:40)

4.7.2 Conditions and requirements needed for project funding

The findings revealed that the LED unit is no longer funding projects in the municipality, but play a role of linking the projects with funding departments. The conditions and requirements needed for the LED unit to assist emerging projects to link them with relevant stakeholders for funding of the projects include the name of the project, members involved within the project, the residential address, the objectives, the mission and vision of the project. DSD conditions and requirements needed for funding of ECD projects and other projects are as follows: the constitution, the name of the ECD, the banking details of the project, the health inspector's report, proof to occupy (PTO), traditional or municipality letter indicating proof of allocation of the land and adherence of the norms and standards of the DSD. The findings revealed that both

departments do not limit the intake of projects per year. Projects that meet the minimum requirements for registration are registered on a monthly basis.

4.7.3 Workshops and training offered to project beneficiaries

The findings revealed that the LED unit provides services that promote self-reliant, self-growth, empowerment, capacity building and services that build on capabilities of communities by linking the project beneficiaries with relevant stakeholders such as the Limpopo Economic Development Agency (LEDA), the National Youth Development Agency (NYDA) and the Sector Education and Training Authority (SETA) with community projects. The participants indicated that the new LED programme is effective as it enhances the livelihoods of communities and project beneficiaries in terms of promoting sustainable economic growth. The above mentioned stakeholders provide various workshops and training to the project beneficiaries depending on the nature of their projects and training provided. To name a few are financial management, how to write proposal and apply for funding, leadership skills and management skills etc. The results show that the projects investigated were not involved in the new programme of LED as the programme is still new.

The results from the DSD participants revealed that there are various workshops provided by the department to the project beneficiaries. The DSD provides workshops and capacity building on financial management, children's act, ECD management tools, and office administration etc. Based on the information gathered, it is clear that project beneficiaries are provided with workshops and training in order to be able to operate their projects effectively. It was revealed that not all project beneficiaries are able to be offered workshops and training due to the department's budget constraints.

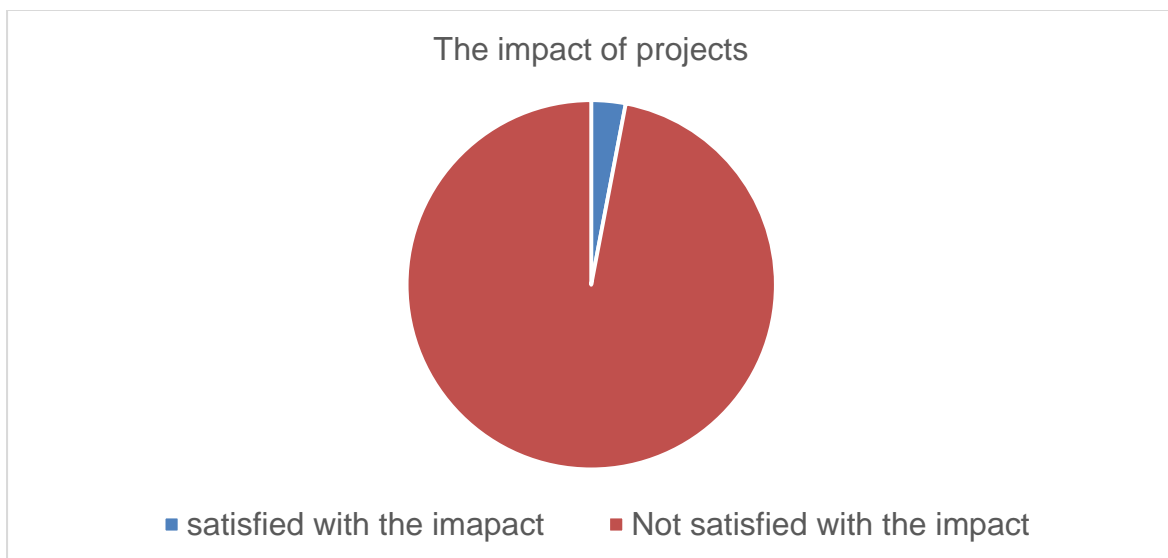
The findings indicate that the participants agree that not all workshops and training provided to the project beneficiaries are effective due to the fact that the majority of these beneficiaries are illiterate and uneducated. So it makes it difficult for them to implement what they have acquired and to be innovative. The findings are contradicting with the scholars such as Moon and Indemudia (2012:44) who argue that in order to promote the sustainable livelihoods of communities, governments and

private sectors need to engage in activities intended to build the community's human capital (e.g., training for skills development, expanding the leadership base and developing an entrepreneurial spirit).

4.8 SECTION E: Community development projects and livelihoods

There are different indicators of assessing the impact of project beneficiaries on livelihoods based on the SLA. These indicators are income, empowerment, assets, natural resources and sustainability. The income is assessed within the project to check if the income of project beneficiaries received is adequate and has a positive impact in their livelihoods. The community development projects are assessed if they are contributing towards asset acquisition of project beneficiaries, and if these projects are contributing in building capacities and competencies of project beneficiaries by empowering them. If the above mentioned indicators are met within the projects, the sustainability of the livelihoods of project beneficiaries are enhanced and sustained over time.

4.8.1 The impact of projects on the livelihood of project beneficiaries



The results from Mamaolo Crop Production revealed that most of the participants are not satisfied with the impact of the projects on their livelihood. The findings showed that the participants are not satisfied; their income is not adequate; the project is not

growing and they are not included in decision-making of the projects. The findings showed that the participants were not capacitated and empowered; they reported that they never acquired assets with the income they receive. The project is operating at a loss rather than making good profit, and the beneficiaries did not have a transport to market and deliver their products. The results show that the participants wish to see the projects survive for a long time so that their livelihood can be improved.

One of the participants said: *“I am coming to work because there is no other work out there but here I am not benefiting and the income I receive is peanuts (little) I am unable to take my children to better school”*.

The participants from Mbao Poultry Project indicated that the project is not empowering them and the salary they receive is inadequate. The results showed that the participants do not have assets which they acquired while working in the project. They complained about not being involved in the decision-making of the project and, as a result, they do not feel a sense of belonging to the project. The findings indicated that the project has retrenched employees and is currently left with few project beneficiaries due to lack of funds. The project is unable to make good profit as the market is low and there is no transport to market the products.

One of the participants argued: *“If I was offered a work somewhere else I was going to leave because here I feel like I am volunteering, I don’t see the future of this project”*.

Based on the results at Lebowakgomo Arts and Cultural Project, the participants are not pleased about the salary they are receiving as they are unable to acquire assets. The project is not making a good profit; therefore the beneficiaries are paid very little. Evidence showed that unlike in the above mentioned projects, the beneficiaries are involved in the decision-making and the management is taking their ideas. The participants complained about the youth who do not have interest in the project as they are the future key of the success of the project. The project is still developing, and it was reported that the community is supportive. Evidence shows that the participants wish to see the success of the project in the future so that their livelihood can be enhanced.

A participant said: *“We are happy to be part of the project even though the income we are receiving is little I can’t afford a good health and we can’t afford private hospital, the challenge we are experiencing is lack of youth support”*.

Findings at Phaahla Nkushu ECD Project show that the participants are also dissatisfied with the income that they are receiving. The results showed that none of the participants acquired asset with the income they are receiving. The project was reported not to have been making a good profit and the participants indicated that they made a garden for more income generation. Evidence showed that the participants are receiving in-service training and workshops from the Departments of Social Development and Education for empowerment and building capacities of project beneficiaries. The results show that the participants are involved in the decision-making of the projects and their suggestions and ideas are considered by the management. They indicated that the long term goal of the project is to see it growing and making a good profit so that they can be able to receive a better income.

A participant made the following statement: *“We are not happy with the income that we are receiving but the project is keeping us busy and we wish to see it grow in future”*.

The livelihoods of project beneficiaries of Itsoseng Bakery Project were not sustained or enhanced and, as a result, it led the project to collapse. Evidence show that the project was unable to market its products and there was no profit made. Another reason which made the project to collapse is the fact that the project was unable to build the competency and capacity of project beneficiaries. The results showed that the beneficiaries were not involved in the decision-making of the project by the management and they did not feel a sense of belonging. The participants reported that the project lacked community support, vision and mission and, as a result, it collapsed. These findings confirm that the project had a negative impact in sustaining the livelihoods of project beneficiaries.

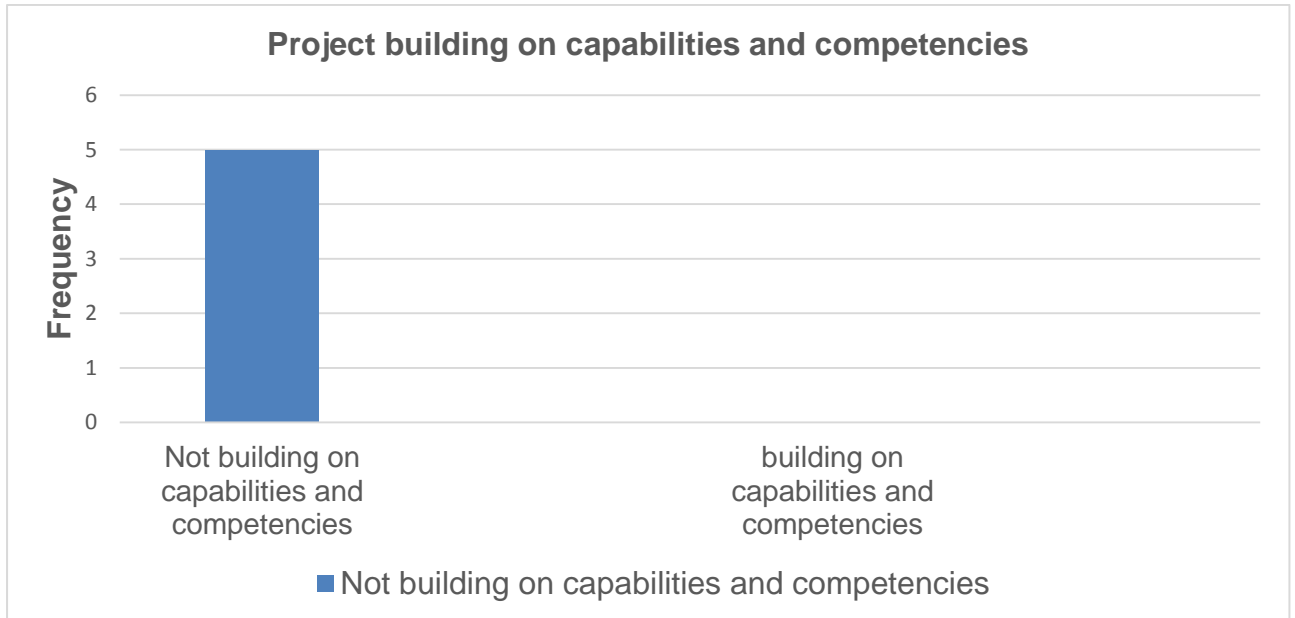
One participant said: *“We didn’t have the support of the community. There was no long term goal (vision and mission) within the project and there was no adequate income which leads the collapse of the project”*.

The results from government officials showed that there are no innovative ideas emerging from the projects due to the fact that the majority of these projects operate on a small scale without long term goals; and others are depended on the government for survival and funding. The participants indicated that the majority of these projects are unable to sustain the livelihoods of project beneficiaries and do not meet the requirement of the framework of the SLA due to the fact that most of them operate at a loss rather than making profit, and others are charity than business driven. The projects are sustainable due to the fact that the beneficiaries are dissatisfied as the projects are unable to contribute in building their capacities and competencies, and the income received is inadequate to cater for their needs. The projects are unable to empower the beneficiaries so that they can be able to acquire their own assets and invest. The project beneficiaries are unable to afford better education and health because the projects have a negative impact in their livelihoods.

Evidence from government officials indicated that government departments have good policies which promote gender inequality and strengthen community capabilities, but there is poor implementation of these policies. This has led most of the projects to operate without gender equality policies due to poor monitoring from government officials. The findings revealed that both of the participants agree that most community projects do not sustain the livelihoods of project beneficiaries as they operate as charity than business ventures. The findings are contradicting with the following theories: assets based approach, empowerment approach, the social capital approach, the capability approach and the sustainable livelihood approach (Swanepoel (2001:101), Green & Haines (2012: 47), Gilchrist (2009:56), Sen (2005:44) and Ferdoushi at.al (2011:17).

4.9 Perceptions of municipal officials on the continuity of community projects

4.9.1 Competencies and capabilities acquired by project beneficiaries within the projects



As indicated in the graph (6.1), the findings revealed that the study projects do not build on capacities and competencies of project beneficiaries as most of them are at smaller scale and their impact is limited. Based on the information gathered, the results show that there are no initiatives or enterprises emerging from the projects under study. It is evident that community development projects are not contributing to the capabilities and livelihoods of project beneficiaries. Therefore, the majority of projects are not surviving over time as they are not sustainable because they operate at a loss.

The results from Mamaolo Crop Production indicate that the participants were hired but never offered formal training. They indicated that they work with the knowledge that they acquired from subsistence farming. They indicated that they need capacity in agricultural training. During the interview, it was observed that marketing, financial management and administration management skills are also needed. Evidence showed that there was no proper administration office and filing. The participants indicated that the management know about their needs but due to financial constraints these needs are not met.

A statement made by one of the participants: *“We do not have proper skills in agriculture and we need agricultural training so that we can be able to plant our crops well and be able to attract our customers’ competitors out there”*.

At Mbao Poultry Project the results showed similarities and variation in terms of training needed. The results showed that the participants do not have proper skills in poultry farming. They use their day to day experience to care for the chickens. The participants indicated that things would have been better if they had formal training in poultry courses. The participants indicated that the project manager promised to take them for training but it is not happening due to financial problems.

One of the participants said: *“Things should have been better if we were empowered on how to raise and care for this chicken because we do not have formal poultry training and at times we do not know what to do when we experience challenges such as chicken disease”*.

Based on the information gathered it was evident that the project beneficiaries need financial management, administration management and marketing skills. It was observed that the project beneficiaries do not have knowledge on how to market their products and the project did not have a proper administration office and filing. The findings revealed that at Lebowakgomo Arts and Culture Project, the beneficiaries did not attend any training or workshop. This had a negative impact on the success of the project and the livelihoods of the beneficiaries.

The results indicate that the project beneficiaries rely on their day to day and informal experiences to produce their product. It was reported that knitting and drawing training or skills is needed by project beneficiaries, and that the management was on the process of providing the needed skills. A participant: *“We are waiting the management to offer us training on knitting and crafting”*. The project had formal proper administration office and their filing was in order as they had an administrator. Evidence showed that the project needs marketing and financial management skills as the project was not making a good profit.

Participants from Phaahla Nkushu ECD Project indicated that they have been offered in-service training by the Department of Social Development and acquired career certificates (level 1-5) from the Department of Education. The project has a qualified administrator and their filing is in order. The project manager had acquired a certificate in financial management.

One of the participants said: *“The Department of Social Development and Education has offered training to some of us and we have acquired certificates and we are grateful”*.

Evidence indicated that the project is not making a good profit even though some of the project beneficiaries have acquired training in various fields. It was observed that marketing skills and innovation ideas on how to make a good profit are needed within the project so that it can have a positive impact on the livelihoods of the project beneficiaries. The results revealed that most of the project beneficiaries have been working in their projects without skills, knowledge, and competency of managing the project.

This had a negative impact on sustaining their livelihood where few participants from Phaahla Nkushu ECD Project indicated that they received training and capacity building. Lack of capacity building and skills development led to incompetency of operating the projects which had negative impact in sustaining the livelihoods of project beneficiaries. This may be one of the reasons leading to the collapse of Itsoseng Bakery Project. The findings are contradicting with the following theories: assets based approach, empowerment approach, the social capital approach, the capability approach and the sustainable livelihood approach (Swanepoel (2001:101), Green & Haines (2012: 47), Gilchrist (2009:56), Sen (2005:44) and Ferdoushi at.al (2011:17).

4.9.2 Factors contributing to the sustainability of projects

The results from government officials revealed that most of the projects that survive over time are tourism, livestock, ECD and agricultural projects. Factors that contribute

to their success include the availability of the market. ECD projects are successful as they are funded on a monthly basis and they are able to generate other sources of income apart from the funds they receive from the departments, but the profit is low. Livestock projects are able to generate profit as their market is in demand. The participants agreed that even though the above mentioned projects are surviving over time, the project beneficiaries are unable to make adequate profit to sustain their livelihoods. The reason why the projects are unable to make a good profit is because some of these projects do not have good marketing strategies, lack community support and most do not have transport for marketing purposes.

Evidence also shows that most of the projects are unable to make good profit because of the type of the projects they are. This is because some of the projects are charity based than business oriented. Most of them have employed older people who are illiterate or uneducated, and therefore unable to come up with innovative ideas to improve their projects. They are unable to make profits or to improve because they depend on government funding rather than generate their own. Based on the above mentioned findings, projects have a negative impact in sustaining the livelihoods of project beneficiaries. The findings are contradicting with the following theories the capability approach and the sustainable livelihood approach (Sen 2005:44 and Ferdoushi et.al 2011:17). Some scholars such as (Moreki 2012:13 and Nakutunda 2011:12) supported the above findings by stating that most of the projects do not make a good profit and as the results the income that the beneficiaries receive is unsatisfactory

4.9.3 Effects of projects on the environment

The participants mentioned that the majority of the projects within the municipality do not have a negative impact on the environment. The municipality has campaigns on the promotion of environmental control and protection. The municipality's IDP also discusses strategies of protecting the environment. This is observed in the case of Mamaolo Crop Production Project, whose results indicate that project beneficiaries are using different crops on various seasons to avoid soil eruption and smart irrigation systems in order to save water. The chemicals are used to prevent insects that destroy

the crops are not harmful and are bought from qualified agricultural industries in Polokwane. Plastic bags and other garbage that need to be destroyed are concealed inside the soil so that they decompose in order to make the soil fertile. Plastics that cannot be decomposed are thrown into the dustbin and collected by the municipal workers for reuse.

Evidence from Mbao Poultry Projects show that the project beneficiaries use approved chemicals to diffuse smell made by chickens, which can affect the environment. The chickens are always locked inside the yard, and chemicals used to prevent chickens being infected from diseases are not harmful. The results showed that chickens that die due to diseases are not thrown away; they are buried properly to protect them from destroying the environment. There are trees which are not destroyed within the project that are used for fresh air and for decorations.

In Lebowakgomo Arts and Culture Project, the results indicate that the garbage and plastic bags that they are no longer using are put inside dustbins. Municipal workers collect them on a weekly basis. When there is a function or events in the project, the beneficiaries collect all the trash and waste made by tourists and community members and put them in municipal plastic bags to prevent them from destroying or polluting the environment. There are lot of trees and grass within the project premises that are used for decorations, resting places and as a way of conserving nature.

The findings at Phaahla ECD Project revealed that there are trees which were not destroyed within the project. It was indicated that these trees are used for fresh air and for nature conservation. The garbage and trash is thrown into their garden to give them time to decompose in order to enable the soil become fertile. The other trash and plastics are thrown in dustbins to keep the environment clean. Evidence showed that the project is using a small water pipe in the garden for irrigation purposes to prevent the misuse of water.

Based on findings from government officials, it was reported that the municipality has strategies that protect the environment. Some of these policies include payment of fines. The EPWP programme is responsible for cleaning and cutting of trees at the

municipality. The results revealed that the study projects are protecting the environment from being negatively harmed. They have put in place strategies to protect the environment.

4.9.4 Strategies which can promote the sustainability of projects

The findings revealed that the participants (municipal officials) are of the view that the projects can operate in future and be sustainable if they are monitored on a quarterly basis. The participants mentioned that training and workshops that build on the capacities and competencies of the project beneficiaries are needed and should be prioritised by various community development stakeholders and government officials. Budget on workshops such as management skills, marketing skills, office administration and financial management should also be prioritised by government departments and private donors.

The participants mentioned that the project beneficiaries should be advised to avoid charity projects and to focus on profit driven projects. The government should also focus on recruitment and policies that attract the youth in development projects. These findings indicate that for the projects to have a positive impact in sustaining the livelihoods of project beneficiaries, they should be able to generate a good profit and be business driven than small scale projects. The project managers within the project should involve the project beneficiaries (employees) in decision-making and inputs. Coles and Genus (2016:87) argue that local participation in community development projects play a significant role and community members need to be consulted and involved in decision making in order to ensure the success of the projects, failure will lead to ineffective of community projects

4.10 Interpretation of findings

What do these findings mean overall? The Sustainable Livelihoods Approach (SLA) which was described in the theoretical framework is used as a lens to interpret the results. The SLA clearly demonstrates that the sustainability of the livelihoods of individuals or communities critically depends on their access to or ownership of

livelihoods assets; the existence of transforming structures and processes for their empowerment or upliftment; the kind of livelihood strategies that are used; and the livelihood outcomes from interventions or actions that are implemented by the individuals themselves or government or non-government actors. Those livelihood outcomes should include, but are not necessarily limited to increased income, increased well-being, reduced vulnerability, improved food security, empowerment and social inclusion.

The results of the study indicate that although the beneficiaries of projects that were studied benefited in terms of income and employment, interventions on the projects had a limited impact because it did not lead to any significant acquisition of assets by the beneficiaries. The incomes were also deemed to be insufficient for the needs of the participants. Furthermore, there was no evidence that the beneficiaries were empowered by the projects.

4.11 Summary

While the failure of community development projects has been well documented by, for example, Binns and Nel (2002:47) and Vern and Thompson (2012:79), the findings of this study are unique in terms of the analytical approach that was employed. A more comprehensive frame of impact was used in the form of the SLA. But even then, the results showed limitations of community development projects as a source of livelihoods for the members.

These results are consistent with findings by Ferdoushi et al. (2011:811), who have also applied a SLF in different contexts and jurisdictions. The value of the study lies in its confirmation of the importance of a comprehensive approach in assessing the success or failure of community development projects. Otherwise, in many instances, the little income that they generate to the participants has been used, sometimes for political reasons, to exaggerate the successes of some local economic development initiatives.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary of the research findings and the conclusions drawn by the researcher. It outlines efforts by the researcher to investigate the impact of community development projects in sustaining the livelihoods of communities in Lepelle-Nkumpi Local Municipality in Limpopo Province. The researcher was motivated by a personal observation whereby he noticed that the IDP indicates that there is a high rate of unemployment and poverty in Lepelle-Nkumpi Municipality amongst the youth and community members despite various community development projects in the community. Therefore the researcher was motivated to investigate the impact of community development projects in sustaining the livelihoods of communities.

5.2. The aim and objectives of the study

The main aim of the study was to investigate the impact of community development projects in sustaining the livelihoods of project beneficiaries in Lepelle-Nkumpi Local Municipality. The study was guided by the following key research objectives: (i) to examine the design and implementation of past and current community development projects; (ii) to assess the impact of these projects on the livelihoods of community members; and (iii) to suggest strategies that can be implemented in order to address issues that might emerge from the study.

The interview guide was guided by the following key research questions: (i) How are past and current projects designed and supported; (ii) How are past and current projects implemented, monitored and evaluated; (iii) How do the projects impact on the livelihoods of the community; (iv) What factors enhance or reduce the impact; and (v) What strategies can be applied in order to respond to issues that emerge from the study?

5.3. The impact of community development projects on the livelihoods of community members

The researcher has adopted the Sustainable Livelihoods Approach (SLA), which was described in the theoretical framework as a lens to measure the results of the study. The SLA clearly demonstrates that the sustainability of livelihoods of individuals or communities critically depends on their access to or ownership of livelihoods assets; the existence of transforming structures and processes for their empowerment or upliftment; the kind of livelihood strategies that are used; and the livelihood outcomes from any interventions or actions that are implemented by the individuals themselves or government or non-government actors. Those livelihood outcomes should include, but are not necessarily limited to increased income, increased well-being, reduced vulnerability, improved food security, empowerment and social inclusion. The following are the major findings of the study guided by the SLA indicators to meet the objectives of the research study:

1.1.1 The design and implementation of past and current community development projects

The study revealed that past and current community development projects were initiated by community members themselves with the intention of alleviating poverty and unemployment. The initial perception from members of establishing community projects was based on the belief that there would be guaranteed income for the participants in order to sustain their livelihoods. Evidence showed that most of the project beneficiaries were not involved in the design and implementation of the projects. This impacted negatively on the success of the projects as there was no sense of ownership.

Decisions concerning the survival of projects are made by project managers. The results from the study showed that there were no LED projects initiated from projects that form part of the study. The projects were financially supported by various government departments and private sectors, and it was a once-off funding. The findings revealed that although the projects were supported financially, most of them continued to experience financial problems and most beneficiaries their lost jobs. For

instance, when Itsoseng Bakery Project collapsed, beneficiaries lost their jobs and their livelihoods were negatively influenced.

5.3.2. Community development projects and livelihoods of beneficiaries

Community development projects are used as a tool to promote social and economic development of the communities in order to sustain their livelihoods (Gilbert & Schipper, 2009:21). The livelihoods of project beneficiaries depend on the success and sustainability of the projects. If the projects are not sustainable, the livelihoods of project beneficiaries are impacted negatively. The following findings were made during the study:

5.3.2.1 Income generated

The research revealed very limited impact based on the indicators used to determine the actual impact of each of the identified community projects. Very few of the projects could show the expected financial rewards as expected by the respondents, but the rewards are not satisfactory. The research has shown limited income being derived from the proceeds made by the projects, and any form of funding given to the projects is used to pay salaries rather than re-invested into the entities to create new opportunities in order to improve the livelihood of the members linked to the projects, and to make it possible for the projects to produce quality products that will appeal to the consumers.

The findings from the study revealed that although the beneficiaries of the projects that were studied benefited in terms of some income and employment, this income was deemed to be insufficient for the needs of the participants. It was insufficient to buy grocery, pay accounts and invest. The respondents made it clear that as part of poverty alleviation, they expected the projects to bring sustained income and more employment opportunities for members so that they can be able to access adequate health, education and save for their future generation.

5.3.2.2 Asset accumulation

The results showed that the projects had a negative impact on the livelihood of the beneficiaries due to the fact that the interventions had a limited impact because they did not lead to any significant acquisition of assets by beneficiaries. The project beneficiaries indicated that they are unable to make savings, purchase land and livestock for investment purposes because of inadequate income from the projects.

5.3.3.3 Competencies and capabilities acquired

The findings indicated that most of the project beneficiaries argued that the projects are not contributing towards building their capacities and competencies for empowerment and development purposes. There was limited evidence about whether or not the beneficiaries attended workshops, skills training and capacity buildings. This had a negative impact in the livelihood of the beneficiaries as they operated without skills and knowledge, which resulted in failure of some of the projects and dropout of project beneficiaries.

5.3.2.2 Products and marketing

Evidence revealed that lack of appropriate up-markets for the products also reduced the possibility of most of the projects to break-even and subsequently thrive in the competitive business industry. The environments in which the majority of these projects are operating are at rural and township settings where the buying power is not sufficient to increase their financial viability. The markets targeted by the projects are pay-points and communities; the projects do not have specific suppliers. This has serious financial implications on the profitability of entities operating in such environments.

However, the findings revealed that most community projects did not have a positive impact in sustaining the livelihoods of the beneficiaries and, as a result, some participants are unmotivated and discouraged. The results indicated that most of the projects adopted charity characteristics of expecting continued financial support set in most of the projects without proper marketing, management, quality assurance and

market research being conducted. Most projects therefore found it difficult to maximise profits due to the market's lack of positive response to their products.

The findings of the study are consistent with the study of some scholars who conducted studies on community development projects and sustainable livelihoods of communities. A study by Lewu and Mavengahan (2011:33) in KZN shows that most crop production projects are able to generate income and employment for the beneficiaries, but their impact is limited due to inadequate income received. Dinka (2010:67) corroborated by indicating that many poultry projects in rural areas are able to generate income quickly but the profit is not adequate or satisfactory. These studies agree with findings of the study as most community development projects are able to create employment and generate income but the profit is low. Therefore, the livelihood of project beneficiaries is not sustained as they are unable to access quality education and health, and to acquire assets.

5.4 The significance of the study

While community projects have become a very important tool for development in many South African communities, evidence does not really show that they have been effective in sustaining the livelihoods of communities. Additionally, even though many municipalities are implementing various projects in their areas, there is limited information on their impact, particularly when considered in the broader context embodied in a sustainable livelihoods framework. Many projects yield incomes to beneficiaries but the extent to which they develop or strengthen their capability is not clear. In addition, evidence is also limited in terms of how far projects have enabled communities to acquire assets and build social capital.

These gaps justify the need for further research on the subject of projects. This study aimed to contribute towards filling this knowledge gap. The significance of the study was guided by the need to investigate the impact of community development projects in sustaining the livelihood of the communities or beneficiaries concerned. The findings of the study are expected to contribute towards a better understanding of the impacts of community development projects as well as knowledge of factors that influence their

sustainability. The findings may also assist Lepelle-Nkumpi Local Municipality officials to plan effectively in their strategic management by including the recommendations of the study to integrate them within the municipal's IDP.

5.5. Areas for future research

Recognising that the findings of a qualitative study cannot be generalised because of the small sample size, it is recommended that these findings could be used as a basis for a larger quantitative study which is representative of the different types of projects in the municipality. The purpose of that study would be to assess the extent to which community development projects can be a basis for sustaining the livelihoods of communities

5.6. Conclusion

It was evident that the projects were initiated in response to poverty, unemployment and other social challenges which exist in the municipality. The findings revealed that the projects were initiated for the purpose of promoting culture, the creation of employment and the alleviation of poverty. Although the study was based on a small sample of projects in Lepelle-Nkumpi Local Municipality, some useful findings were unearthed. Based on the analytical framework of the Sustainable Livelihoods Approach, it was found that even though these projects did generate some jobs and incomes to the beneficiaries, they were not impacting significantly on their livelihoods.

A number of observations led the researcher to this conclusion. Firstly, most of the participants were not included in the design of the projects and decision-making. Secondly, the impact of the projects was not as expected because the income generated was not adequate for the needs of the beneficiaries. Thirdly, the beneficiaries did not acquire any assets from the income received, and did not feel empowered by virtue of having participated in the projects; as a result there was no ownership. Lastly, the projects were not financially sustainable, implying that their future existence was questionable. The researcher therefore concluded that these projects are not a viable basis for the sustainability of livelihoods of the beneficiaries.

Therefore, it is recommended that the municipality can also draw lessons from this study. In particular, they could consider the following specific recommendations which emanate from the study:

5.6.1. Customised training of community project members

Community projects that are funded by government departments should be taken through a series of customised training programmes that suit the respondents' educational levels and the type of business ventured into with a view of improving on the current levels of performance.

5.6.2. Community projects as businesses

Community projects should be seen or viewed as business ventures than just mere poverty alleviation projects. They should therefore be run as businesses rather than as projects entitled to funded by sponsors. Currently, members expect to be recipients of financial support from sponsors rather than refine the quality of their products in order to appeal to, and attract, more clients.

5.6.3. Quality assurance on products and services

Types of capacity buildings provided to project members should encompass a series of training on quality assurance and product selection; so that project beneficiaries can be able to prove to sponsors that the business concept ventured into has viability and sustainability potential in the future. Projects funded by sponsors need to have return on the value of public resources invested into them.

5.6.4. Monitoring and evaluation of sponsored community projects

Municipalities need to assist in the monitoring of state funded projects and integrate their update reports during their public participation programmes for the projects to be held accountable on the utilisation of public funds and resources.

5.6.4. Public and private preference procurement policies

Public and private sectors sponsoring community projects should prioritise the procurement of products from funded projects as a way of empowering them. This is mostly relevant when considering the fact that government and private sectors are spending substantial amounts of money funding projects but are not purchasing products from those funded projects, leaving them to seek evasive markets, inevitably exposing them to failure.

6. REFERENCES

- Ababa, C.T. 2013. *Factors influencing sustainability of rural community based water projects in Mtito Andei, kibwezi sub-county*. MA Project: University of Nairobi.
- Adhiambo, L. 2012. Factors affecting the effectiveness of donor funded projects in Akerlund, prevention program sustainability: The state's perspective. *Journal of Community Psychology*, 28: 353–362.
- Adduow, O.G. 2015. The impact of corporate social responsibility initiative on sustainable livelihood capitals of cocoa farmers in Ghana: a case study of cocoa livelihood program in Ahafo Ano South District. *Department of Social Science and Philosophy*. Corporate Social Responsibility.
- African National Congress. 1994. *The reconstruction and development programme: a policy framework*. Johannesburg: Umanyano.
- Ajayi, A.R. 1995. Community self-help projects implementation procedures: A case study of Ekiti South-West Local Government area of Ondo State. *Agro search*, 1 (1): 17-55.
- Amartya, S. A. 1999. *Development as a freedom*. New York: Anchor Books.
- Bless C., Higson-Smith, C. & Sithole, S.L. 2013. *Fundamentals of social research*.
- Briggs, X. & Mueller, E.1997. From neighbourhood to community: *evidence on the social effects of community development corporation*. Community Development Research Center. Cape Town SA: Juta and Company.
- Botes, L. & Rensburg, D. 2000. Community participation in development: *Nine plagues and twelve commandments*. *Community Development Journal*, 35: 44-58.
- Chauke, P.K. 2006. *The socio-economic impact of the settlement land acquisition grant (SLAG) and Land Redistribution for Agricultural Development (LRAD) projects in the Limpopo Province*. Unpublished Doctoral degree in Agricultural Economics. University of Venda. Thohoyandou. South Africa.
- Cleaver, F. 1999. Paradoxes of participation: Questioning participatory development. *Journal of International Development*, 11: 597-612.
- Chambers, R. 1997. *Whose reality counts?* London: I.T Publications.
- Coetzee, J. 1989. *Development*. Johannesburg: South Book publishers Ltd.

- Cohen, S. 1996. Mobilizing communities for participation and empowerment, in Servos, J., Jacobson, T.L. & White, S.A. (eds), *Participation for Social Change*, New Delhi: Sage
- Cyper, J. & Dieth, Z. 1997. *The process of economic development*. Britain: Redwood Books.
- Cleary, D. 2003. *People centred approaches: a brief literature and comparison of types*. FAO. LSP WP 5. People-centred approaches in different cultures.
- Coetzee, J.K. 1989. *Development is for people*. 1st edition. Johannesburg. Southern Books.
- Coetzee, J.K. & Graaff, J. 1996. *Reconstruction, development and people*. 1st ed. South Africa: International Thompson Publishing.
- Coles, A.M., Piterou, A. & Genus, A. 2016. Sustainable energy projects and the community: Mapping single-building use of micro generation technologies in London. *Urban Studies*. Vol. 53(9): 1869–1884.
- DBSA. 2005. Development report. *Overcoming underdevelopment in South Africa's second economy*. DBSA
- De Vos, A. S. (Ed.). 2005. Research at grass roots: *For the social sciences and human services professions*. 3rd edition. Pretoria: Van Schaik Publishers.
- De Beer, F. 1997. *Participation and capacity building, in participatory development and management and the RDP*. Kenwyn. Juta.
- Department of Agriculture. 2002. *Integrated food security strategy for South Africa*. Pretoria: South Africa.
- Dinka H, Chala R, Dawo, Leta S. & Bekana, E. 2010. Socio economic importance and management of village chicken production in rift valley of Oromia, Ethiopia. *Livestock Research for Rural Development* 22 (11).
- DPLG. 2000. *A policy paper on integrated development planning*. Pretoria: DPLG.
- Dunham, A. 1970. *The new community organization*. New York: Thomas Crowell and Sons.
- Ferdoushi A, Chamhuri S. & Nor Aini Hj. I. 2011. The sustainable livelihood approach: reduce poverty and vulnerability. *Journal of Applied Sciences Research*, 7(6): 810-813.

- Flora, C.B. & Flora, J.L. 1993. Entrepreneurial social infrastructure: a necessary ingredient. *Annals of the American Academy of Political and Social Sciences*, 539: 48-58.
- Fonjong, L. 2011. *Fostering women's participation in development through non-governmental efforts in Cameroon*. Department of Women and Gender Studies, University of Buea.
- Golini R, Kalchschmidt M. & Landoni, P. 2014. Adoption of projects management practices: The impact on international development projects of non-governmental organizations. *International Journal of Project Management*, 33(2015) 650-663.
- Gegeo, D.W. 1998. Indigenous knowledge and empowerment: Rural development examined from within. *The Contemporary Pacific*, 10 (2): 289.
- Gilchrist, A. 2009. *The well connected community a networking approach to community development*. University of Bristo: Policy Press.
- Gilbert, A.J & Schipper, R. 2009. The integration of sustainability and project management. HU University of Applied Sciences Utrecht.
- Green, G.P. & Haines, A. 2012, *Asset building and community development*. Thousand Oaks: Sage.
- Gue`ye, E.F. 2000. Women and family poultry production in Africa. *Development in Practice* 10: 98-102.
- Gue`ye, E.F. 2003. Information dissemination for family poultry research and development. *Livestock Research for Rural Development* 15 (2).
- Hegde, N.G. 1999. *Development of infrastructure for rural prosperity. presented at the nird foundation day seminar on rural prosperity and agriculture: strategies and policies for the next millennium*. National Institute of Rural Development, Hyderabad: 10.
- Hall, R. 2003. *LRAD Rapid systematic assessment survey: nine case studies in the Eastern Cape*. Unpublished Paper. Programme for Land and Agrarian Studies, University of the Western Cape.
- Hart, T., Burgess, R., Beukes, O. & Hart, C. 2005. *Reducing pitfalls in agricultural development projects: a case for the participatory management cycle (PPMC)*. *South African journal of Agricultural Extension*. 34 (1).

- Hindson, D. & Vicente-Hindson, V. 2005. *Whither LED in South Africa: A comprehensive report on the policy guidelines for implementation local economic development in South Africa*. March 2005.
- Hurly, K.M., Sibiya, T.G., Nicholson, R. & King, M. 2015. Roadmap for small-scale grower sustainability. *Proc S Afr Sug Technol Ass* 88:318 – 336.
- IBRD. 1988. *Rural development: World Bank experience, 1965-86*, Washington, D.C.
- Iqbal, S. & Pampori, Z.A. 2008. Production potential and qualitative traits of indigenous chickens of Kashmir Livestock. *Research for Rural Development* 20 (11).
- Johnson, N.J. Njuki, E. Waithanji, M. Nhambeto, Rogers, M. & Kruger, E.H. 2013. *The gendered impacts of agricultural asset transfer projects: Lessons from the Manica Smallholder Dairy Development Program*. CAPRI Working Paper No. 115. Washington, DC: International Food Policy Research Institute.
- Creswell, J.W. 2003. *Research design qualitative: qualitative and mixed methods approach*. University of Massachusetts.
- Judy N. Muthuri, J.N., Moon, J. & Idemudia, U. 2012. Corporate innovation and sustainable community development in developing countries. *Business & Society* 51(3): 355-381.
- Korb, K, 2012. *Conducting educational research*. Validity of Instruments.
- Kokor, J.Y. 2001. *Organizational Consideration for Community Development*. *Community Development in sub-Sahara Africa*. Germany: Spring Center.
- Lepelle-Nkumpi Municipality. 2006. *Lepelle-Nkumpi Municipality: 2006/2011 IDP Draft*. Lebowakgomo: Lepelle-Nkumpi Municipality.
- Lepelle-Nkumpi Municipality. 2016. *Lepelle-Nkumpi Municipality: 2016/2017 IDP Draft*. Lebowakgomo: Lepelle-Nkumpi Municipality.
- Lepelle-Nkumpi Municipality. 2017. *Lepelle-Nkumpi Municipality: 2017/2018 IDP Draft*. Lebowakgomo: Lepelle-Nkumpi Municipality.
- Limpopo department of agriculture. 2002. *Revitalization of small irrigation schemes: A business plan for the revitalization of small holder irrigation schemes in Limpopo*. Polokwane: The Department.
- Luka, S. & Maistry, M. 2012. The institutionalization of community development in democratic South Africa. *Africanus*, 42(2):14-28.
- Machete, C.L., Mollé, N.M., Ayisi, K., Mashatola, M.B., Anim, F.D.K. & Vanasch,

- F. 2004. *Smallholder irrigation and agricultural development in the Olifants River basin of Limpopo Province: Management transfer productivity, profitability and food security issues*. Report to the water Research Commission on the project “Sustainable local management of smallholder irrigation in the Olifants Basin of Limpopo Province. Water research commission.
- Matlala, S.F. 2017. Ethical Issues related to research on pregnant teenagers in South Africa. *African Population Studies*. (31)1: 3247-3252.
- Maylor, H. 2003. *Project management*. 3rd edition. Pearson Education Ltd.
- Mbecke, P. 2016. Developmental Social Work: A Derailed Post-Apartheid Development Approach in South Africa. *International Journal of Economics and Management Engineering*. 10(9) 2016.
- McMillan, W. & Chavies D.M. 2000. Sense of community: A definition and theory. *Community Psychology*. 14.
- Meena, K.C, Singh, B. & Shivhare, M.K. 2012. Nutritional and livelihood security through backyard poultry for small and landless labours. *Current Opinion in Agriculture*, 1(1): 24 -26.
- Moreki, J.C., Dikeme, R. & Poroga, B. 2012. The role of village poultry in food security and HIV/AIDS mitigation in Chobe District of Botswana. *Livestock Research for Rural Development* 22 (3).
- Natukunda, K., Kugonza, D.R. & Kyarisiima, C.C. 2011. Indigenous chickens of the Kamuli Plains in Uganda: 1. Production system and flock dynamics. *Livestock Research for Rural Development* 23 (10).
- Nel, E. & Binns, T. 2002. *Evaluating local economic development initiatives in South Africa: Evidence from the cities*.
- Neuman, L.W. 1997. *Social research methods: Qualitative and Quantitative Approaches*. Third edition. Allyn and Bacon.
- Farley, O.W., Smith, L.L. & Boyle, S.W. 2002. *Introduction to social work*. Ninth edition. Allyn & Bacon.
- Payne, M. 2005. *Modern social work theory*. 3rd edition. Great Britain: Palgrave Macmillan.
- Pieterse, J.N. 2010. *Development theory: deconstructions/reconstructions*. Sage Publishers.

- Rahamato, D. 2002. Civil Society Organisations in Ethiop. In *Ethiopia, the challenge of democracy from below*. (eds). Zewde, B & Pausewang S. Forum for Social studies. Stockholm: Elanders Gotab.
- Robeyns, I. 2003. Sen's capability approach and gender inequality: selecting relevant capabilities. *Feminist Econ*, 9:61–92.
- Rothman, J. 1979. Three models of community organizations practice, their mixing and phasing. In: COX. FM: Erlich, JL: Rothman, J & Tropman, JE (eds). *Strategies of community organization*. 3rd ed. Itasca, Illinois: FE Peacock Publishers.
- Rubin, H.J. & Rubin, I.S. 1992. *Community organizing and development*. 2nd ed. Boston: Allyn & Bacon.
- Regan, C. & Smith, D. 2002. *Development: describing and debating the idea, in 80:20 Developments in an equal world*. Ireland: Genprint.
- RSA. 1996. *Constitution of the Republic of South Africa*. Act 108 of 1996. Pretoria: Government Printers.
- RSA. 2000. *Municipal Systems Act*, Act No. 32 of 2000.
- Sen, A.K. 2005. Human rights and capabilities. *J Human Dev*. 6:151–166.
- Singh, R.K. & Sureja, A.K. 2006. *Trans-disciplinary Research in Southern Africa*, 2 (1): 73-102.
- Shuttleworth, M. 2015. *Internal consistency reliability*.
- Stats SA. *Stats SA (Statistics South Africa)*. 2012. *Census 2011: Census in brief*. Pretoria: Stats SA.
- Swanepoel, H. & De Beer, F. 2000. *Development studies*. Cape Town: Oxford University Press.
- Thomas, A. 2000. Development as practice in a liberal capitalist world. *Journal of International Development*, 12 (6): 773-787.
- Todaro, M.P. 1989. *Economic development in the third world*. (4th ed). New York: Longman inc.
- Todaro, M.P. & Smith, S.C. 2006. *Economic development*. (9th ed). London: Edinburgh Gate.
- Vern, C. & Thompson, W. 2002. Assessing community support and sustainability for ecotourism development. *Journal of Travel Research*, 41 (2002): 153-160.

Wabwoba, M.S.N. & Jacob, W., Wakhungu, J.W. 2013. Factors affecting sustainability of community food security projects in Kiambu County, *Agriculture & Food Security*, 2 (9).

Welman, K.M. 2005. *Research methodology*. Third edition. Oxford University Press.

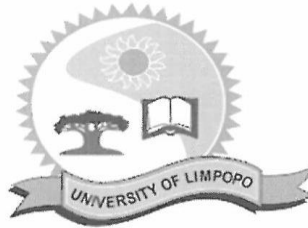
Wideman, M.K. 2000. *First principles of project management*. Revision 16, 00-11-03. AEW Services: Vancouver, BC.

Williams, M. 2003. *Sustainable development and social sustainability*. Hull, QC: Strategic research and Analysis, Department of Canadian Heritage. Reference: SRA-724.

World Bank. 1991. *World Development report: The challenges of development*. Washington: Oxford University Press.

7. ANNEXTURES

7.1 ANNEXTURE A



University of Limpopo
Faculty of Management and Law
OFFICE OF THE EXECUTIVE DEAN
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 2558, Fax: (015) 268 2873, Email: johannes.tsheola@ul.ac.za

08 November 2017

PK Letsoalo (200720619)
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP
Masters of Development in Planning and Management (Course Work)

Dear Mr PK Letsoalo

FACULTY APPROVAL OF PROPOSAL

I have pleasure in informing you that your Masters proposal served at the Faculty Higher Degrees Committee meeting on **18 October 2017** and your title was approved as follows:

"The Impact of Community Development Projects in Sustaining the Livelihoods of the Communities in Lepelle -Nkumpi Local Municipality in Limpopo Province".

Note the following: The study

Ethical Clearance	Tick One
Requires no ethical clearance Proceed with the study	
Requires ethical clearance (Human) (TREC) (apply online) Proceed with the study only after receipt of ethical clearance certificate	✓
Requires ethical clearance (Animal) (AREC) Proceed with the study only after receipt of ethical clearance certificate	

Yours faithfully,

Prof MP Sebola

Chairperson: Faculty Higher Degrees Committee

CC: Prof T Moyo, Dr KS Milondzo, Acting Programme Manager and Prof MX Lethoko, Acting Director of School

Finding solutions for Africa

7.2 ANNEXTURE B

P.O.BOX 288
LEBOWAKGOMO
0737
01-03-2018

LEPELLE NKUMPI MUNICIPALITY
LEBOWAKGOMO
0737

DEAR: SIR/MADAM

REQUISITION OF PERMISSION TO CONDUCT A STUDY

I am Letsoalo Pheagane Klass, a student studying Master in Development Planning and Management, Turfloop Graduate School of Leadership at the University of Limpopo, researching on the "Impact of community development projects in sustaining the livelihood of the communities in Lepelle Nkumpi local Municipality in Limpopo Province. I am requesting a permission to conduct a study at your department and only three officials involved in community projects are requested to form part of the study.

Anticipating your positive response!

Kind Regards

Letsoalo P.K

Signature:  P.K.

Date: 01.03.2018

7.3 ANNEXTURE C



University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 4029, Fax: (015) 268 2306, Email: Abdul.Maluleke@ul.ac.za

**TURFLOOP RESEARCH ETHICS
COMMITTEE CLEARANCE CERTIFICATE**

MEETING: 07 February 2018

PROJECT NUMBER: TREC/12/2018: PG

PROJECT:

Title: The impact of community development projects in sustaining the livelihood of the communities in Lepelle-Nkumpi Local Municipality in Limpopo Province.

Researcher: PK Letsoalo

Supervisor: Prof T Moyo

Co-Supervisors: N/A

School: Turfloop Graduate School of Leadership

Degree: Masters of Development in Planning and Management


PROF. T. B. MASHEGO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

- Note:**
- i) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee.
 - ii) The budget for the research will be considered separately from the protocol.
PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

7.4 ANNEXURE D

Research topic: The impact of community development projects in sustaining the livelihood of the communities in Lepelle-Nkumpi local Municipality in Limpopo Province.

CONSENT FORM

I am Letsoalo Pheagane Klass, a student in the Master in Development Planning and Management, Turfloop Graduate School of Leadership at the University of Limpopo, researching on the “Impact of community development projects in sustaining the livelihood of the communities in Lepelle-Nkumpi local Municipality in Limpopo Province”. The study is supervised by Professor T Moyo. Below is a summary of what the study is all about so that you can make an informed decision about your participation.

PURPOSE OF THE STUDY

The investigation explores the impact of community development projects in sustaining the livelihood of communities in Lepelle-Nkumpi Local Municipality in Limpopo Province. The study findings are expected to inform the municipality so that they can factor them in the design of future projects. In order to collect data for the study, the researcher plans to interview beneficiaries or participants of the community development projects and municipal officials that are responsible for their design and implementation.

a. PROCEDURE

As one of the possible participants of the study, the researcher hereby seeks your permission. Kindly note that:

- i. Participation in this study is voluntary, you have the choice to discontinue with the interview at any stage should you feel uncomfortable without providing any reason.

- ii. You have the right to choose the place of the interview within the village where confidentiality will be possible.
- iii. With your permission, the interview will take 45-60 minutes long.
- iv. The interview will be audio-recorded.

b. CONFIDENTIALITY

All information, including your identity and responses in this interview, will be kept confidential and only used for research. All audio-recorded materials, transcripts of the interview and completed interview schedules will be safely stored in a locked cabinet in the researcher's office and in a computer which is pass word protected. All materials will then be stored in a storeroom at the Faculty of Management and Law at the University of Limpopo, prohibiting all people, including the researcher and study leader from having access. The individual interviews will be conducted in a quiet place to avoid interruptions. The researcher will maintain anonymity as far as possible during the research process.

c. DECEPTION OF RESPONDENTS

You as the participant will be briefed about the aim of the research and no information will be withheld from you in order to allow you to make an informed decision regarding your participation in the research and to ensure no deception.

d. BENEFITS AND RISKS

- The findings of the study are expected to contribute towards a better understanding of the impacts of community development projects as well as the knowledge of factors that influence their sustainability.

e. COSTS

There will be no cost to you as a result of your participation in this study.

f. PAYMENT

You will receive no payment for participation.

You are welcome to ask the researcher any questions before you decide to give your consent. You are also welcome to contact me or my study leader if you have any further questions concerning your participation in the study.

g. VOLUNTEER STATEMENT

I agree that the procedures and processes of the interview have been clearly explained to me; that my identity and responses will be kept private and confidential; and that I may choose to discontinue with the interview at any stage should I feel uncomfortable without providing any reason. I also consent that the interview be audio recorded digitally and electronically so that data is made available for analysis and findings of the study are reported for research purposes. This is the only place where your name will appear; otherwise you can mark with an "X".

Name of Participant_____

Signature of Participant_____

I, Letsoalo Pheagane Klass as the interviewer, has explained all procedures to be followed during the interview and the risks and benefits involved as well as my ethical obligations.

Signature of Interviewer_____

Cell no: Mr. P.K Letsoalo 076 6069 986

Cell no: Prof. T Moyo 0727972404 Office number: 015-268-4246

h. FEEDBACK OF FINDINGS

The researcher commits to sharing the main findings of the study with all participants.

Thank you.

.....

Mr. P.K Letsoalo (MDPM student)

.....

Prof T Moyo

Study Leader and Supervisor

7.5 ANNEXTURE E

INTERVIEW GUIDE: FOR COMMUNITY PROJECT BENEFICIARIES

The impact of community development projects in sustaining the livelihood of the communities in Lepelle-Nkumpi local Municipality in Limpopo Province.

(Note: this interview will take 45-60 minutes of your time!)

Section A: Demographic profile of participants

1.1 Please indicate your age category

18-25 years		25-30 years		30-35 years		35- years and above	
-------------	--	-------------	--	-------------	--	---------------------	--

1.2 Level of education

Grade1-4		Grade 5-9		Grade10-12		College		University	Other	
----------	--	-----------	--	------------	--	---------	--	------------	-------	--

1.3 Years residing at Lepelle-Nkumpi Municipality

Below 5		5– 10		10 – 15		15– 20		20 years and above	
---------	--	-------	--	---------	--	--------	--	--------------------	--

1.4 Marital status

Single		Married		Divorced		Widowed		Other (Specify)	
--------	--	---------	--	----------	--	---------	--	-----------------	--

1.5 Employment status

Employed		Unemployed		Self-employed		Other (Specify)	
----------	--	------------	--	---------------	--	-----------------	--

1.6. Type of project in which you are or have been involved with

1. Agriculture	
2. Livestock farming	
3. Crop Farming	

4. Tourism	
5. Goat Farming	
6. Chicken farming & processing	
7. Other (specify)	

1.7 Number of years participating in project

Below 1 year	1-2 years	3-4 years	4-5 years	5-6years	Over 6 years

1.8. Position in the project

1.	Project leader	
2.	Member	
3.	Employee	
4.	Other (specify)	

Section B: Perception of the impact of community development projects

2 How are past and current projects designed?

2.1 What was the reason for developing the project?

2.2 Who were involved in developing the projects?

2.3 Were you involved in the design of the project?

2.4 If so, explain how you were involved?

3. How are past and current projects supported?

3.1 How is the project supported financially?

3.2 Who are the investors of the project?

3.3 What are the conditions or requirements needed by the investors?

3.4 How do these conditions affect the success of the projects?

3.5 How would you describe the community participation in the project?

4. How does the project impact on the livelihoods of the community?

- 4.1. What services or products is the project manufacturing and producing?
- 4.2. To what extent is your project contributing to building capacities and competencies of its beneficiaries for growth over time?
- 4.3. What kind of enterprises may emerge from these initiatives?
- 4.4. If so can you mention some of these enterprises which exist in the project?
- 4.5. What assets have been created through the incomes generated from the project?
- 4.6. How would you describe how were you employed in the project?
- 4.7. How long have you been working in the project?
- 4.8. Which position are you holding in the project?
- 4.9. How adequate is your income to meet your needs or well-being?
- 4.10. What are you able to do with the income that you earn from the project?
- 4.11. What are the policies at your disposal that address gender inequality?

5. What factors enhance or reduce the impact of project?

- 5.1. What kind of environmental resources are used in the project?
- 5.2. How do you use those resources within the project?
- 5.3. What are the mechanisms of stewardship over resources that are used in the projects?
- 5.4. How would you describe the short term goals of the project?
- 5.5. How would you describe the long term goals of the project?
- 5.6. Where do you see the success of the project in future?

6. What kind of training or workshops have you attended for skills development?

- 6.1 What kind of training and workshops have you attended?
- 6.2 How often do you attend the training or capacity building?
- 6.3 In your view, do you think the training or capacity building is useful and effective?

7.6 ANNEXURE F

INTERVIEW GUIDE: FOR MUNICIPAL OFFICIALS AND OTHER STAKEHOLDERS

The impact of community development projects in sustaining the livelihood of the communities in Lepelle-Nkumpi local Municipality in Limpopo Province.

Note: this interview will take 45-60 minutes of your time!

Section A: Demographic profile of participants

1. Information on participants' demographics

1.1 It will be important to associate the responses with the position of the person.

What is your position in the municipality?

1. LED Officer	
2.LED Supervisor	
3. LED Director	
4.Community development officer	
5. Community development Supervisor	
6. Community development Director	
7. Other (specify)	

1.2. Please indicate your age category

18-25 years		25-30 years		30-35 years		35- years over	
-------------	--	-------------	--	-------------	--	----------------	--

1.3. Level of education

Grade12 and below		Diploma		Bachelor's degree		Master's degree		Above master's degree	
----------------------	--	---------	--	----------------------	--	--------------------	--	--------------------------	--

1.4 Years residing at Lepelle-Nkumpi Municipality

Below 5		5– 10		10 – 15		15– 20		20 years and above	
---------	--	-------	--	---------	--	--------	--	--------------------	--

1.5 Number of years of working experience

1. below 2 years	
2. 3-4 years	
3. 5-6 years	
4. 5-6 years	
5. Above 6 years	

1.6 Please indicate your department

Department of Local Economic Development		Department of Social Development		Other departments	
--	--	----------------------------------	--	-------------------	--

Section B: Perception on the impact of the community projects

2. What is your role in community development projects?

2.1 What kind of support do you provide to project beneficiaries?

2.2 In your opinion how effective is that support?

3. What are conditions or requirements needed for a project to be funded?

3.1 What criteria are you applying when selecting projects for funding?

3.2 Which requirements are needed for the project to be funded?

3.3 Which policies are you guided by in funding these projects?

3.4 How many projects do you consider every year for funding?

4. What kind of training or workshops do you offer the project beneficiaries?

4.1 What kind of training are you offering project beneficiaries?

4.2 How often are you providing the training or capacity building?

4.3 Do you think the training or capacity building is effective?

Section C: Community development projects and livelihoods

5. What is the impact of these projects on the livelihood of beneficiaries?

5.1 Are you satisfied with the impact that you have identified?

5.2 If you are not satisfied, what do you think should be done to enhance the impact?

5.3 What innovations have emerged as a result of engaging in those projects?

5.4 To what extent are the projects contributing towards the achievement of sustainable livelihoods in terms of the framework?

5.5 Which policies do you have that emphasise strengthening the capability of community members to enable them to take initiatives to secure their own livelihoods?

5.6 Which policies do you have that address gender inequality in the projects?

6. What are your views concerning the continuity of the community projects?

6.1. To what extent are the community development projects building capacities and competencies for beneficiaries so that they can grow the projects over time?

6.2. What kind of enterprises are emerging from these initiatives?

6.3. If so, can you mention some of these enterprises?

6.4. In your opinion, do these projects survive over time?

6.5. If they do not survive, can you give reasons why this is so?

6.6. In your opinion, what types of projects survive over time?

6.7. In the case of these projects, what factors contribute to their survival?

6.8. From your observations, how do community projects affect the environment?

6.9. How do project beneficiaries deal with the environmental effects?

6.10 How does the municipality respond to these effects?

6.11 What strategies are there that protect the environment in projects which may have some effects on the environment?

6.12. In your opinion, can these projects continue to operate in the future?

6.13. What measures would be necessary to ensure that projects survive long into the future?

7.7 ANNEXURE G (NORTHERN SOTHO)

SEGOMAREŠWA SA A

Projeke ya dinyakišišo: Ditla morago tsa go hlolwa ke diprojeke tsa go hlabolla setshaba le go tswela pele go hlabolla mapelo a ditshaba ka masepaleng wa Lepelle-Nkumpi ka Profentshe ya Limpopo.

FOROMO YA BOITLAMO

Nna ke le Letsoalo Pheagane Klass, moithuti wa Masethase (MA) wa Yunibetsithi ya Limpopo ke nyakišiša ka Mabaka a ditla morago tsa go hlolwa ke diprojeke tsa go hlabolla setshaba le go tswela pele go hlabolla mapelo a ditshaba ka masepaleng wa Lepelle Nkumpi ka Profentshe ya Limpopo. Moetapele waka ke Moprofesara T Moyo. Tše di latelago ke ditaba ka ga thuto ye gore o tle o kgone go tšea sephetho sa maleba.

1. MAIKEMIŠETŠO A THUTO

Go utolla mabaka a ditla morago tsa go hlolwa ke diprojeke tsa go hlabolla setshaba le go tswela pele go hlabolla mapelo a ditshaba ka masepaleng wa Lepelle-Nkumpi ka Profentshe ya Limpopo.

2. TSHEPEDIŠO

- Go tšea karolo mo thutong ye ke go ithaopa, o na le kgetho ya go se tšwelepele le dipotšišo nako ye ngwe le ye ngwe yeo o ratago, ntle le go fa mabaka.
- O na le tokelo ya go kgetha lefelo la moo o ka dirago gona dipotšišo mo motseng moo e le go gore o tla ba le sephiri.
- Ka tumelelo ya gago, dipotšišo di tla ba metsotso 45 – 60 ka botelele.
- Dipotšišo di tla gatišwa ka segatiša mantšu.

3. POTEGO / SEPHIRI

Ditaba ka moka go akaretša boitsebišo le dikarabo e tla ba sephiri ebile di tla šomišwa fela mo nyakišišong ye. Didirišwa (ditlabakelo) ka moka tša tšeo di gatišitšego mantšu, mongwalollo wa di dipotšišo le lenaneo la dipotšišo tšeo di tladišwego di tla beiwa lefelong leo le bolokegilego, ka gare ga kabinete yeo e notletšwego ka kantorong ya

monyakišiši le ka gare ga khomphuthara yeo e šireleditšwego ke nomoro ya sephiri. Didirišwa (ditlabakelo) tše ka moka di tla beiwa ka phaphošing ya bobolokelo ka Kgorong ya Badirelaleago ka mo Yunibesithing ya Limpopo, go tla iletšwa go tsena batho ka moka, go akaretša le yena monyakišiši le moetapele wa thuto ye ka lefelong leo gonago le didirišwa (ditlabakelo). Dipotšišo go yo mongwe le yo mongwe di tla botšišwa lefelong leo le rilego tuu go thibela go tshwenywa. Monyakišiši o tla netefatša gore go ba le sephiri nakong ka moka ya nyakišišo ye.

4. PHORO (THETŠO) YA BATŠEAKAROLO

Wena bjalo ka motšeakarolo, o tla botšwa ka maikemišetšo a nyakišišo ye le gore ga o na ditaba tšeo o tla fihlelwago tšona gore o tle o kgone go tšea karolo ka mo nyakišišong ye ka monagano wo o fodilego le gore o se ke gwa ba le phoro (thetšo).

5. MEHOLA LE DIKOTSI

- Tsebo yeo e hweditšwego mo nyakišišong ye e tla thuša Badirelaleago go mafelo a tlhokomelo ya tša kalafi le ba tša maphelo go bontšha dikgoba tša kotsi ya tšhomišompe ya dinotagi metse magaeng le go hlohleletša tšwelopele ya mafapha a maleba.
- E bile e ka oketša godimo ga tsebo ye e šetšego e le gona mabapi le karolo yeo Badirelaleago ba thibelago tšhomišompe ya dinotagi magareng ga baswa.

6. TSHENYEGELO

- A gona tshenyegelo yeo o tla lefišwago yona ge o tšere karalo mo thutong ye.

7. TEFO

- O ka se hwetše tefo go tšeeng karolo ga gago.
- O dumeletšwe go botšiša monyakišiši potšišo ye ngwe le ye ngwe pele o nagana go fa tumelelo ya gago. O dumeletšwe gape go ikopanya le nna bjalo ka moithuti goba moetapele wa thuto ye ge o na le dipotšišo tše di ngwe tšeo di amanago le gore o tšee karolo mo thutong ye.

8. SETATAMENTE SA GO ITHAOPA

Ke a dumela gore tshepedišo le peakanyo ya poledišano ye ke e hlalošitšwe ka botlalo le gore boitsebišo bjaka le dikarabo di tla beiwa lefelong la ka sephiring, le gore nka kgetha go se sa tšwelapele le dipotšišo nako ye ngwe le ye ngwe ge ke ekwa ke sa swarwe gabotse ntle le go fa mabaka. E bile ke a dumela gore poledišano ye e gatišwe ka digatiša mantšu go direla gore tšohle tšeo di hweditšwego mo thutong ye di tle di fetlekwe le gore dipoelo tša thuto ye di dirišwe mabakeng a dinyakišišo. Le ke lona lefelo leo e lego gore leina la gago le tla tšwelela gona goba o ka swaya ka "X".

Leina la Motšekarolo _____

Mosaeno wa Motšekarolo _____

Nna, Letsoalo Pheagane Klass bjalo ka yo a botšišago dipotšišo ke hlalošitše tshepedišo ka moka yeo e tlogo go latelwa go dipotšišo, dikotsi ka moka le mehola yeo e amanago le maitshwaro a kgapeletšo.

Mosaeno wa Mmotšiši wa dipotšišo _____

Nomoro ya Sellathekeng: Mna. Letsoalo P.K (076 6069 986)

Nomoro ya Sellathekeng: Moprosesara T Moyo (072 7972 404/ 015-268-4246)

9. DIPOELO TŠA DINYAKIŠIŠO

Dipoelo tša nyakišišo ye o tla fiwa tšona morago ga gore di lokollwe ge o di nyaka. Re rata go o leboga go tšea karolo ga gago mo thutong ye.

.....

Mna. P.K Letsoalo: Moithuti wa Masethase (MA) wa Bodirelaleago

.....

Moprosesara T Moyo

Moeta pele wa Thuto

7.8 ANNEXURE H (NORTHERN SOTHO)

SEGOMARETŠWA SA B

Tlhahlo ya Dipotšišo:

Ditla morago tsa go hlolwa ke diprojeke tsa go hlabolla setshaba le go tswela pele go hlabolla mapelo a ditshaba ka masepaleng wa Lepelle-Nkumpi ka Profentshe ya Limpopo.

Karolo ya A: Taodišophelo ya motšeakarolo

1.1 O kgopelwa gore o laetse mengwaga yeo o be go go yona

Gare ga mengwaga ye 18-25		Gare ga mengwaga ye 25-30		Gare ga mengwaga ye 30-35		35- go ya godimo	
---------------------------------	--	---------------------------------	--	---------------------------------	--	------------------	--

1.2 Maemo a thuto

Kreiti 1-4		Kreiti 5-9		Kreiti 10- 12		Kholetš he		Yunibesit hi		Tsedi ngwe (Laet sa)	
------------	--	------------	--	------------------	--	---------------	--	-----------------	--	-------------------------------	--

1.3 Mengwaga o dula Lepelle-Nkumpi Munisipalite

Fase ga hlano		Gare ga hlano go ya go lesome		Gare ga lesome le lesome hlano		Gare ga lesome hlano le masome pedi		Masome pedi g go ya godimo	
------------------	--	--	--	---	--	---	--	-------------------------------	--

1.4 Maemo a lenyalo

Ga se o nyale/nyalwe		Nyetše/Nyetšwe		Hlalane		Mohlolo(gadi)		Other (Specify)	
-------------------------	--	----------------	--	---------	--	---------------	--	--------------------	--

1.5 Maemo a mošomo

O a šoma		Ga o šome		Moipereke		Tsedingwe (Laetša)	
----------	--	-----------	--	-----------	--	-----------------------	--

1.6. Mehuta ya di projete tseo o be go goba o leng ka gare ga tsona

1. Tsa bolime	
2. Tsa boruo	
3. Tsa go bjala	
4. Tsa go sepela	
5. Tsa Leruo la dipudi	
6. Tsa leruo la dikgogo	
7. Tsedingwe (Laetša)	

1.7 Ke mengwaga e me kae o le mo projeteng

Ka fase ga ngwaga o tee	Gare ga ngwaga o tee go ya go ye mebedi	Gare ga ngwaga ye meraro go ya go ye mmene	Gare ga ngwaga ye mmene go ya go ye mehlano	Gare ga ngwaga ye mehlano go ya go ye selela	Ka godimo ga mengwaga ye selela
-------------------------------	--	--	---	--	--

1.8. Maemo a gago mo projekeng

1.	Moeta pele wa projete	
2.	Leloko	
3.	Mosumi	
4.	Tsedingwe (laetsa)	

Karolo ya B: Dikakanyo mabape le ditla morago tsa diprojete tsa go hlabolla setshaba

3 Nna diprojete tsa kgale le tse dimpsa di dirwa jwang?

- 2.1 Ke lebaka lefe le o le hloedilego go thongwa ga projete?
- 2.2 Ke bomang bao ba bego ba tsia karolo mo mathomong ga projete?
- 2.3 Le wena o be o tsia karolo mo projeteng?
- 2.4 Ge go le bjalo, hlalosa gore go hlile jwang gore o kgone go tsia karolo?

3. Nna di projete tsa kgale le tsa dimpsa di hlohleletswa jwang gore di tswela pele go bereka?

- 3.1 Nna projete e hlohleletswa ka tshetele?
- 3.2 Ke bomang bao ba fanago ka ditshetele mo projeteng?
- 3.3 Ke mabaka a fe ao a fiwago go ba dinyakwa tseo di nyakiwago ke batho bao ba fanago ka ditshetele?
- 3.4 Nna mabaka a gona a ka thibela tswelo Pele ya projete?
- 3.5 Nna go ya ka wena o ka reng ka go tsea karolo ga setshaba mo projeteng?

4. Nna ke ditla morago di fe tseo di hlolwago ke projete mo mapelong a setshaba?

- 4.1. Nna ke dilo tsa mohuta mang tseo di hwetsegago e bile di dirwago mo projeteng?
- 4.2. O ka reng ka projete ya lena mo go thekgeng le go ruta basumi ba lena gore ba kgone go e kemela le goba le ponelo pele ye kaone?
- 4.3. Bokgone le dikgwebo di ka tswelela mo di thutong tseo le di hwetsang?
- 4.4. Ge e le bjalo, o ka re botsa gore ke dife dikgwebo tseo di hlotswego ke dihlahlo tsa projete?
- 4.5. Ke phatlo goba thuto e fe yeo o bego le yona ka lebaka la tshetele yeo o e hwetsago go tswa mo projeteng?
- 4.6. O ka re hlalosetsa gore o hirilwe jwang mo projeteng?
- 4.7. Ke sebaka se seka kang o bereka mo projeteng?
- 4.8. Ke maemo a fe ao o leng go o na mo projeteng?
- 4.9. Nna tshetele yeo o e hwetsang e kgona go fihlelela dinyakwa tsa gago tsatsi ka tsatsi?
- 4.10. Ke eng seo o kgonago go sedira ka mogolo wa gago?
- 4.11. Ke melao e fe yeo le beng le yona ya go bolela ka go ruta batho ka go se lekane ga banna le basadi?

5. Ke eng dilo tseo di hlohlelesang goba go itsa fase ga dipuelo tsa projete?

- 5.1. Ke dilo di fe tseo tsa hlago projete e di sumisang?
- 5.2. Le di berekisa jwang mo projeteng?
- 5.3. Ke mohuta o fe o le o sumisang go tshereletsa hlago mo projeteng?
- 5.4. O ka re maekemisetso a projete ke eng?
- 5.5. O ka re ponelo pele ya projete ke eng?
- 5.6. O bona bo kamoso bja projete ye bo le kae?

6. Ke dithuto di fe tseo le di tsenang go e hlahla le go e hlabolla?

- 6.1 Ke dithuto di fe tseo o ithutilego?
- 6.2 O tseya nako e kae go ya go ithuta?
- 6.3 Go ya ka wena o bona di thuto tse o ithutago di na le mohula goba di go thusa?

