The Effects of Rural Development Non-Governmental Organisations' Governance on Societal Transformation in Elandsdoorn Moutse, Limpopo Province

By

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DECLARATION

I, Happines Refilwe Makofane, declare that the dissertation titled **The Effects of Rural Development Non-Governmental Organisations' Governance on Societal Transformation in Elandsdoorn Moutse, Limpopo Province,** hereby submitted to the University of Limpopo, for the degree of Masters of Development in Planning and Management has not previously been submitted by me for a degree at this or any other University; that is my work in design and execution and that all the materials contained herein have been acknowledged.

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STUDENT NO: ………………………..

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DEDICATION

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ABSTRACT

This study provides a theoretical foundation for researchers to investigate the effects of rural development non-governmental organisations' governance on societal transformation. The research also assessed the mission statements from a non-profit organisation perspective, considering their operational activities in trying to address NGOs' governance. Although, historically, these statements have been used almost exclusively in a management context. The nine components of a mission statement provide direction for the researcher to examine statements and practitioners to create and modify the statements. This study marries the rural development non-governmental organisations' governance and societal transformation literature. Creating a fruitful new area for marketing research and practice. The recommendations will hopefully give guide and recommend tools for aligning NGOs operational activities with their mission statements to promote good governance practice. The study investigated the effects of rural development non-governmental organisations' governance on societal transformation. The aim was to investigate the types of rural development actions and role players in Elansdoorn Moutse, to analyse the governance of the actions of rural development role players, to examine the scales and profiles of NGOs acting in rural development, to delineate the effects of rural development NGOs' governance on societal transformation, and to propose measures for improved governance of actions and enhancement of societal transformation credential of rural development NGOs in developing countries. The study found that if rural development NGOs were well governed, they would have the power and potential to transform the society.

Key words: Rural Development Non-Governmental Organisations, Governance, Societal Transformation.

ABBREVIATIONS

NCG: Ndlovu Care Group

NGOs: Non-Governmental Organisations

HBC: Home-Based Care

SA: South Africa

UNDP: United Nations Development Programme

UNAIDS: United Nations Programme on HIV/AIDS

WB: World Bank

OECD: Organisation for Economic Co-operation and Development

HIV/AIDS: Human Immune Virus/Acquired Immune Deficiency Syndrome

HDI: Human Development Index

IMF: International Monetary Fund

DSD: Department of Social Development

IG: Institute of Governance

MCA: Ministry of Civil Affairs

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION AND BACKGROUND

The "NGOization" of rural development in developing countries has come with contradictions and prospect of societal progress (Choudry & Kapoor, 2013; Banks, Hulme & Edwards, 2015). As a result, there would not be a simplistic resolution to the question of whether the governance of non-governmental organisations (NGOs) rural development actions deliver societal transformation in developing countries. There has been a hegemonic argument that held that non-governmental organisations were a panacea for transformative interventions in rural areas within developing countries (Wiesinger, 2007; Banks, Hulme & Edwards, 2015; Rooderick, Blaauw & Scheck, 2016). For instance, Green (2008) argues that NGOs' interventions have virtually meant the transformation of societies from poverty to power, implying that they engender empowerment.

The understanding is that NGOs create the opportunity for citizen activism and societal transformation (Wiesinger, 2007; Banks *et al.*, 2015) through depoliticised civil society development activism (Lewis, 2013). Hence, formations of NGOs mushroomed across the world with head offices in global capitals of power and branches in developing countries (Wiesinger, 2007; Banks *et al.*, 2015). Simultaneously with the increased globalisation, the NGO's landscape transformed drastically in scale and profile (AbouAssi, 2012; Africa, 2013; Banks *et al.*, 2015). To this end, NGOs have become numerous, bigger and sophisticated (AbouAssi, 2012; Africa, 2013; Banks *et al.*, 2015), placing their governance in contested debates.

Rural areas in developing countries would ordinarily be under tribal authorities, with negligible levels of sophistication and power (Wiesinger, 2007; Banks *et al.*, 2015). Instead, rurality in developing societies tends to be associated with desperation and severe poverty, with minimal governance systems to vet entry of powerful multinational NGOs (Wiesinger, 2007; AbouAssi, 2012; Africa, 2013; Banks *et al.*, 2015). Contrary to the populism of this hegemonic argument regarding the role of

NGOs in rural development, rural areas in developing countries appear to have served as fundraising scapegoats (Arshad, Razali & Bakar, 2015), because experiences suggest that most of their development interventions did not provide for long-term societal transformation (AbouAssi, 2012; Africa, 2013; Arshad *et al.*, 2015; Banks *et al.*, 2015). The truism is that NGOs have become self-interested businesses in that they receive a larger slice of foreign aid and other forms of development finance (Banks *et al.*, 2015: 707) in the name of developing countries (Cameron & Haanstra, 2008). Yet, the popularity of NGOs as vehicles for societal transformation regarding development has persisted (Banks *et al.*, 2015). Given that, some of the NGOs have grown to be more powerful than developing countries (Cameron & Haanstra, 2008). The question of their governance as rural development role players should come into sharp focus. A democratic South Africa's rural development too had continued to be dominated by NGOs, whose funding has been drawn largely from interested foreign sectors. The study examined the governance of NGOs as rural development role players and their societal transformative credentials from the Elandsdoorn Moutse point of view.

1.2 STATEMENT OF THE RESEARCH PROBLEM

Most developing countries regard non-governmental organisations (NGOs) as a panacea for societal transformation in developing countries (Wiesinger, 2007; Banks, Hulme & Edwards, 2015; Rooderick, Blaauw & Scheck, 2016). According to Arshad *et al.* (2015), NGOs are formed to further charity and noble purposes. Cameron *et al.* (2008) stated that it comes as a surprise that NGOs have become conduits for fraudulent acts. To be precise, such acts are the embezzlement of funds by fraudsters and the ill use of funds for personal benefit. The assumption for this problem to perpetuate is that NGOs do not have a specific adopted type of governance that they operate within, thus leading to societal transformation not being realised. In Elansdoorn Moutse, there are 11 NGOs, but the study focused only on Ndlovu Care Group. It is the largest NGO that is in existence in the area. However, there is still no consensus on whether good governance on NGOs' rural development actions can bring about societal transformation (Andrews, 2014). To this end, the thrust of this proposed study was to investigate the effects of NGOs' governance on societal transformation in Elansdoorn Moutse.

1.3 RESEARCH QUESTIONS

The general research question sought to examine how the rural development actions of NGOs are governed in Ndlovu-Care Group, Elansdoorn Moutse through the following specific research questions:

- What are the types of rural development actions and role players in Elansdoorn Moutse?
- How are the actions of rural development role players governed?
- What are the scales and profiles of NGOs acting in rural development?
- What are the aspects of societal transformation within the rurality of developing countries?
- How are rural development NGOs governed in Elansdoorn Moutse?
- What are the effects of rural development NGOs' governance on societal transformation?

1.4 AIM AND OBJECTIVES

The study aimed to investigate the effects of rural development NGOs' governance on societal transformation. The aim is elucidated through five objectives as follows:

- To investigate the types of rural development actions and role players in Elansdoorn Moutse;
- To analyse the governance of the actions of rural development role players;
- To examine the scales and profiles of NGOs acting in rural development;
- To assess the aspects of societal transformation within Elansdoorn Moutse;
- To delineate the effects of rural development NGOs' governance on societal transformation; and
- To propose measures for improved governance of actions and enhancement of societal transformation credential of rural development NGOs in developing countries.

1.5 DEFINITION OF TERMS

The study adopted the following definitions from the core concepts:

1.5.1 Governance

According to Tsheola (2017), the concept and practice of governance in its contexts of power relations, interactions of role players, access to decision making, and planning and control over public relations shows that governance is a multifarious concept. Therefore, given the above definitions, this study considers governance as a process of integrating different stakeholders working together towards achieving political stability, control of corruption, accountability, economic freedom, and absence of violence.

1.5.2 Societal Transformation

Societal transformation means many persons engaging in activities that differ from those, which they or their immediate ancestors engaged in some time before (Richey & Ponte, 2014). It is also referred to as the variations from the accepted mode of life, whether due to alternation in geographical condition, in cultural equipment, the composition of the population and/or ideologies and whether brought about by diffusion or invention within the group (Lewis, 2013). Given the circumstances, therefore, the study defines societal transformation as a term used to describe variations in or modification on any aspects of social, economic, political and environmental processes, patterns, interactions or institutions.

1.6 THEORETICAL PERSPECTIVE

Several studies exist concerning the effects of rural development NGOs' governance on societal transformation (Abdellatif, Zaky, Arshad & Zatepilina-Monacell, 2015). NGOs are regarded to be a panacea for societal transformation (Wiesinger, 2007; Banks, Hulme & Edwards, 2015; Rooderick, Blaauw & Scheck, 2016). It is against this background that all organisations put their focus on meeting and satisfying the needs of the people through rural development actions (Macedo et al., 2016). In addition, most NGOs only attract donors to get funding and satisfy their own interest (Arshad *et al.*, 2015). This section discusses the types and governance of rural development actions, scales and profiles of NGOs, aspects of societal transformation and effects of NGOs' governance on societal transformation.

1.6.1 Types of rural development actions and role players in Elansdoorn Moutse

There are multiple role players in rural development, which consists of a multiplicity of actions. Rural development role players that are involved in transforming society as well as the services they provide to the people differ (Herzer & Nunnenkamp, 2013). The role players can be the community, NGOs, public and private sectors. These multiple role players play a vital role in the development of poor communities. These role players also provide services, which can be regarded as actions; hence, their outputs can be social, economic environment and political development (Kamstra, Knippenberg and Schulpen, 2013). The community, NGOs, donors, state (public sector) and the private sector are the rural development role players that bring about societal transformation in poor communities or developing countries (Herzer *et al*, 2013).

NGOs form part of being one of the role players of rural development, and they provide services such as environmental awareness campaigns, health-related services, food parcels to the local and other services (Rooderick *et al.*, 2016). The state provides the rural poor communities with free education, job creation and acts as donors to many community-based organisations (CBOs) (Charnivitz, 2010). However, the private sector provides services as the public sector (Herzer *et al.*, 2013).

1.6.2 Governance of the actions of rural development role players

Governance refers to institutions, structures, actions, role players, policies, frameworks and principles (Tsheola, 2017). It is, therefore, of utmost importance that the role players adhere to the principles, rules and regulations and the framework of the organisation. Hence, if such laws are obeyed then the outcomes of the actions will bring about positive outputs in transforming the society (Lederman, Loayza & Soares, 2005). Governance being a complex concept, the question of how the actions of rural development role players are governed remains unanswered (Dorothea *et al., 2012*). Africa (2013) stated that the role players especially the NGOs in developing countries collapse as the goals and objectives are not well defined, who allows developmental activities of these role players are also not known

(Iederman *et al.*, 2005). Therefore, this indicates the issue of governance on the actions of rural development role players. The study aimed to investigate how the actions of rural development role players are governed, specifically in developing countries.

1.6.3 Scales and profiles of NGOs acting in rural development

Banks *et al.* (2015) stated that the landscape of non-governmental organisations (NGOs) in their profiles and scales has been transformed drastically. Moreover, for as much as there exists different NGOs, their scales in rural development can be defined taking into consideration jurisdiction (Lewis, 2013). Given the circumstances, there are many NGOs but differ in terms of their service provision. Profiles of the NGOs can be defined in terms of what the organisation regard itself as. For instance, there are NGOs, CBOs and other not-for-profit organisations within rural communities. On the other hand, scales of NGOs depend on to what extent an organization succeeds providing certain services to the poor. Scales can be measured looking at issues such as gender, age, race, different sectors and institutions.

1.6.4 Aspects of societal transformation within Elansdoorn Moutse

Green (2008) elaborated that society's perspective on societal transformation may differ in accordance with the social, economic, political and demographic status. Hence, education, health, political freedom, economic freedom, peace and stability are regarded as the aspects of societal transformation. The study has therefore outlined the aspects of societal transformation in line with the current social, economic, political and demographic status of the study area.

1.6.5 Governance of rural development NGOs in developing countries

Drawing from the experiences in Brazil, China and India, a vast rise in inequality (Abboussi, 2012) and the concentration of economic and political power in the hands of the small proportion of the world's richest countries has been witnessed (Cameron et al., 2008). While in the developing countries, the approach that is used is to

portray the people as helpless and passive victims in need of assistance. According to Tsheola (2017:20), "to accord African characteristics to party-state and society triad interactionism, it is necessary to link governance to the notion of African Renaissance as an ideology and philosophy." Therefore, the questions are raised about the form of governance of NGOs effects on societal transformation.

1.6.6 Effects of rural development NGOs' governance on societal transformation

As much as rural development role players play their roles in transforming society, the actions will bring about development that will lead to the rural poor being healthy, literate, having political and economic freedom, peace and stability (Balboa, 2014). Thereafter, the effects of rural development NGOs' governance on societal transformation will be realised, as there are development changes within the rural communities (Mitlin, 2013).

1.7 RESEARCH DESIGN AND METHODOLOGY

Research design and methodology is a plan through which the researcher intends conducting the study. The study has applied both mixed-method research designs, which are qualitative and quantitative methods. Research design and methodology enable the researcher to meet the research purpose and address the perceived research problem (David, Theron & Maphunye, 2009). Research design and methodology is informed by research questions and objectives to help achieve the study purpose.

1.7.1 Research Design

The study used both historical and evaluation research design in gathering data. Using both the designs allowed the researcher to find more information about the NGOs being studied, reasons for their existence, what have they done since their existence and how are they governed? Historical approach has further addressed issues such as, when were they established and how many people they have helped. Moreover, issues such as how has it progressed and has the organisation met their long-term transformational goals, have been addressed through the

evaluative approach. To further investigate the governance of actions and social transformation credentials of rural development NGOs in developing countries, the proposed study has also employed the interview method. (Bless, Higson-Smith & Sithole, 2013).

1.7.2 Description of Study Area

The study has been undertaken in Elandsdoorn Moutse, in Elias Motsoaledi Local Municipality in the Sekhukhune District Municipality of Limpopo Province. Its geographical coordinates are 25° 16' 0" South, 29° 11' 0" East and its original name is Elandsdoorn. The Elias Motsoaledi Local Municipality is predominantly rural with a high unemployment rate, resulting in high poverty levels (LED, 2017). The area has significant development potential in sectors such as agriculture (both horticulture and livestock) and tourism (IDP, 2017-2018).

Source: Google Maps

1.7.3 Kinds of Data Needed

The study used both secondary and primary data with opinions and facts gathered from community members who are volunteers and employees at NGOs. Textual data was used to investigate the types of rural development to analyse the governance of actions of rural development role players and to outline the aspects of societal transformation within the ruralities of developing countries. Whilst empirical data has been used in respect of, whether the rural development NGOs strive for societal transformation. Observations have been applied in respect of the actions of rural development role players, types of role players as well as their profiles that are in existence in the area understudy.

1.7.4 Target Population

The study area comprises a population of 100 000 people, including chiefs, community members and NGOs stakeholders. The target population comprised 50 participants categorised as follows: 40 community members who served as volunteers at an NGO and 10 permanent employees from the NGO. The community members played a notable role during the interviews regarding the effects of rural development NGOs. Questions such as whether the NGO is indeed creating a platform for societal transformation were important. Also to check if ever the NGO is not de-skilling and calls for participatory development, who governs the daily operations in the organisations. The employees together with the management answered these questions.

1.7.5 Sampling Procedure

Sampling is the process of selecting a portion of the entire or total population for representation in a study (Leedy & Ormrod, 2014). Ideally, samples are population microcosm. Non-probability sampling procedure has been used in this study to obtain the representative group from Elansdoorn Moutse.

In non-probability sampling, the researcher has no way of forecasting or guaranteeing that each element of the population has been represented in the sample (Bless *et al.*, 2013). In this study, non-probability-sampling comprising

convenient and purposive sampling procedure was used to select the sample of community members, inclusive of sponsors, employees and households, and top management served as key informants of the NGO under study. The study used convenient sampling to select participants for the study. In this context, 40 community members who are volunteers at the NGO and 10 permanent employees from the NGO have been used to represent the population.

1.7.6 Data Collection Methods

The study used the following data collection methods:

1.7.6.1 Documentation

Documentation is a secondary source of information, and they supplement literature review on a subject under study that already exists. The primary aim of documentation was to review the variety of existing sources to collect independently verifiable data and information. Data were collected from relevant published material such as academic journals, books and articles.

1.7.6.2 Questionnaire

A questionnaire is an instrument used by researchers to gather information (Sarantakos, 2010). In this study, self-administered questionnaires were used to investigate the effects of actions and social transformation credentials of rural development NGOs in developing countries. Self-administered questionnaires have two main advantages: firstly, they are easily distributed to a large number of people and, secondly, they often allow for anonymity. Allowing respondents to be anonymous may be important if the researcher wants honest answers to highly personal questions (Mitchell & Jolley, 2011). Using a self-administered questionnaire can be cheap and easy to get valid data (Bless *et al*., 2013). In this study, 40 self-administered questionnaires were distributed to 40 community members and 10 questionnaires were distributed to employees of the NGO.

1.7.6.3 Focus groups

Focus groups are semi-structured group interviews conducted by a skilled facilitator, and they are the type of interviews that are commonly used comprising between six

and ten respondents in the same interview (Bless *et al.*, 2013). Focus groups were used in this study to provide participants with the opportunity to learn from one another through their discussion on how the rural development actions of NGOs are governed in developing countries.

1.7.7 Data Analysis Techniques

The study analysed qualitative and quantitative data collected from documents, questionnaires and focus groups. The data were classified and categorised into themes and sub-themes and the research questions in that order were presented in a textual form. Statistical Package for Social Sciences (SPSS) was used to store raw data ensuring that summary of percentages, ratios, graphs, charts and tables are produced at the end.

1.7.8 Validity and Reliability

Validity is referred to as the degree to which a study measures what it purports to measure, whereas reliability is an estimate of the accuracy and internal consistency of a measurement instrument (Bless *et al.*, 2013). Face validity is concerned with the way the instrument appears to the participant. Hence, the researcher did not opt for pilot study as the instruments was custom-made for the participants in a sense that they had no difficulties in answering the questionnaires. Extensive literature has been reviewed to ensure that the collected data is valid. An instrument needs to be tailored to the needs of the participants for whom it is intended (Bless *et al.*, 2013) as it has led to the consistency of the data collected and that can be regarded as reliable.

Therefore, the researcher ensured that the instruments did not appear complex to encourage the participants to realise the importance of research.

1.8 ETHICAL CONSIDERATIONS

Ethics pertinent has been well followed by the researcher. Participants were fully informed before the research was conducted. They have also been reminded that they were not obliged to participate in the research and that it was their choice to do so. The researcher has protected the rights of every individual who has formed part of this research project, and no single participant has been exposed to danger for

participating. The researcher has taken into consideration guidelines to conduct the research, and nothing has been followed except the standard rules and procedures that guide a researcher to undertake a study.

According to De Vos (2005:120), ethics are sets of moral principles which are suggested by an individual or group that are widely accepted and which offer rules and behaviour expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and students.

The researcher has considered the issues outlined below when conducting the study:

1.8.1 Confidentiality

The confidentiality and anonymity of the participants have been respected. The respondents' privacy, autonomy, dignity and basic human rights as individuals have been respected (Brynard & Hanekom. 1997). The respondents' names, photos and video cameras were not used in the study. Furthermore, in this study, the respondents were assured that the collected data would only be used for the academic purpose and that no other person had access to data.

1.8.2 Anonymity

The respondents' names and addresses have not been disclosed (American Academy of Paediatrics, 2004:71). The researcher has informed the respondents that their names would not be disclosed in the research report; instead, the researcher used codes or labels in any written documents.

1.8.3 Voluntary participation

The respondents were made aware that their participation was voluntary and that they could withdraw their participation without any penalty. They were also informed about the purpose of the research and the way the information has been used (Terre Blanche, Durrheim & Painter, 2006:35).

1.8.4 Informed consent

The researcher used a consent form to get participants to consent to be involved in the study by signing the form. Participants consented before the interviews and the distribution of questionnaires. The purpose of the study was explained to the participants and they have been informed about free participation. Permission to conduct the study was granted by the University of Limpopo's ethics committee and the Traditional Leader in the study area.

1.9 SIGNIFICANCE OF THE STUDY

Theoretically, the research project adds to the existing body of knowledge about the effects of rural development NGOs governance on societal transformation. For this reason, future researchers who will pursue a similar study will use this study as a point of reference and guideline. The practical side of the study contributed towards the measures for improved governance of actions and enhancement of societal transformation credentials of rural development NGOs in developing countries.

The research could further benefit the rural development NGOs through improving the understanding of the rural environment while contributing to the crafting of new strategies that would have a positive impact on society. However, some risks are involved in the study. For example, the NGOs stakeholders may perceive the findings of the study as the channel to expose the NGOs.

1.10 STRUCTURE OF THE DISSERTATION

This dissertation consists of six chapters outlined below as follows:

Chapter 1 outlines the introduction and background to the study as well as the research purpose, which includes the research questions, aim and objectives. The chapter further provides a statement of the research problems, the definition of concepts and methods used to operationalise the strategy to collect data to address the research questions. Lastly, this chapter also highpoints the significance of the study and the ethical considerations.

Chapter 2 has the conceptualisation of the effects of rural development non-governmental organisation's governance on societal transformation. The historical background of NGOs from a global to local experience, types of NGOs, the influence of mission statements on NGOs governance and, lastly, the components of mission statements are discussed in detail.

Chapter 3 provides the practical experience of the role players of rural development NGOs in developing countries, their challenges and benefits. It also presents the aspects of societal transformation in rural areas as well as the governance of NGOs in developing countries.

Chapter 4 elaborates on the introductory remarks discussed in chapter one. The research design and methodology, description of the study area, kinds of data needed, target population, sampling designs, data collection methods, and data analysis techniques are discussed. In addition, this section puts more emphasis on the ethical considerations, validity and reliability of the study.

Chapter 5 gives analysis and presents the data collected from the participants at the Ndlovu Care Group NGO.

Chapter 6 presents conclusions based on the findings of the study on the effects of rural development NGOs' governance on societal transformation. Recommendations were derived from the outcome of the literature review and the findings from the empirical study. Guidelines and tools for aligning NGOs operational activities with their mission statement were recommended in this study as well as improved measures of governance to enhance the societal transformation.

CHAPTER 2: CONCEPTUALISATION OF THE EFFECTS OF RURAL DEVELOPMENT NON-GOVERNMENTAL ORGANISATION'S GOVERNANCE ON SOCIETAL TRANSFORMATION

2.1 INTRODUCTION

According to Pose and Corona (2013), there are different perspectives regarding the concept of Non-Governmental Organisations (NGOs). Despite the literature published on NGOs, there is no universally accepted definition of what an NGO means (Pose *et al.*, 2013; Fourie, 2007). Whilst there is no universally accepted definition of NGO, many scholars define NGOs as publicly supported charities that are organisations that provide services or benefits to some part of the larger public (not just members) and typically receive some financial support from donations which are either derived from government or directly generated for-profit business (Heyes, Martin and Zatepilina-Monacell, 2015). Bauer and Motsamai (2007) emphasised that "the power of NGOs in the sphere of development is growing both at the national and international level."

Rural development non-governmental organisations (NGOs) are regarded as major stakeholders in rural development (Africa, 2012). There is no universally accepted definition of the term NGO as there are many NGOs that are in existence and play different roles, and the provision of services are different. The governance of these NGOs may influence society through the programmes and projects that they bring to the communities in South Africa and the developing countries (Banks, Hulme and Edwards, 2015). Societal transformation, on the other hand, may mean developing the rural communities in a manner that their social, economic, political and environmental life aspects are improved.

Rural development NGOs according to Benton and Monroy (2004), are referred to as the key components to realising societal transformation as they are of utmost importance in increasing the demand or the awareness for, reproductive health products services, especially through social marketing initiatives. NGOs are also regarded to be the intermediaries between the society and the government because they provide services in deliberate substitution for the State. According to the International Monetary Fund (IMF), as stated by Matsimbi (2015), rural development

NGOs are perceived to be development partners that assist in fighting social crises. Rural development NGOs has made the world a better place as it has changed drastically.

The purpose of the NGOs is to meet the long-term goals of social justice and transformation to address social, economic, environmental and political challenges. The operation and assistance of the international NGOs in developing countries must be transferred to national, local institutions and other sectors to have stability and sustainability in rural development. Sebola (2017) further elaborated that "a clear and acceptable model of governance in organisations may not be available as organizations operate independently and differently on various occasions". Therefore, it is of utmost importance that a form of governance is adopted accordingly looking at the nature, scale and profile of an organisation.

Some rural development NGOs are very independent, creative and committed to the equal opportunities and participatory ideals upon which they were founded (Vivian and Maseko, 2014). Through community participation and equal opportunities given to the rural people, it can therefore lead to societal transformation (David, Theron and Maphunye, 2009). According to Sebola (2017), governance is regarded as a model of management where good interaction with stakeholders is achieved. Moreover, when a societal transformation is achieved, then many persons have been engaging in activities that differ from those, which they or their immediate ancestors engaged in some time before (Richey and Ponte, 2014).

Rural development NGOs create an opportunity for citizen activism and societal transformation (Wiesinger, 2007; Banks *et al.*, 2015). The main objective of the NGOs is to serve the poor, and they encounter challenges as and when they render services to poor communities. For example, their legitimate and democratic practices are often questionable (Arshad *et al.*, 2015). According to (Elbers and Arts, 2011), the opportunity for citizen activism and societal transformation is realised through depoliticised civil society development activism. However, it is against this background that NGOs create opportunities only. Lewis, (2013) argues that rural development NGOs can be deskilling and may mislead rural communities due to over-ambitious projects that they promise to provide the rural people. There is a trend of dependency on the NGOs by developing countries and this result in

redirecting focus from local community-based projects. It is difficult to ascertain the sustainability of the NGOs (Wiesinger, 2007; Banks *et al.*, 2015).

2.2 HISTORICAL BACKGROUND OF NON-GOVERNMENTAL ORGANISATIONS

2.2.1 Global Perspective

According to Davies (2014:23), international non-governmental organisations (INGOs) "have a history dating back to at least the late eighteenth century." Oliver and Henry (2005:21) stated, "There were about 1083 NGOs that were in existence during the year 1914 as per estimation". NGOs may not have a universally accepted definition as they are defined looking at their nature. The phrase non-governmental organisation as stated in the Charter of the United Nations (Chapter 10) "came into popular use with the establishment of the United Nations Organisations in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter."

Globalisation is said to have given rise to the importance of NGOs, as many problems were unable to be solved within a country on its own. According to Hasmath, Hildebrandt and Hsu (2016), "The international treaties and international organisations such as the World Trade Organisation (WTO) were centred mainly on the interests of capitalist's enterprises."

Donkin (2014) observed that most of the NGOs in the United States have mission statements that are nothing but a bunch of pretty words and if these are not viewed frequently and acted upon, their performance has been affected. In supporting the above argument, Bartkus and Glassman (2011) presented that organisational actions are not always aligned with the promises made in mission statements. Therefore, the way they are governed affects their performance. Davies (2014) argued that most of the NGOs, if not all, were created with a dedicated focus on the extractive sector, which is the government or including NGOs that have been established to target one commodity or even one company.

The NGOs range from service-oriented, community-based initiatives operating around only one project to advocacy NGOs, intermediary NGOs to developmental

NGOs (Braun, 2014). From an international experience, there are well-known examples of NGOs that focus their activities on the mining or energy sectors such as Mining Watch in Canada (Dorothea, 2012). There are also Mineral Policy Institute in Australia and Mines, Minerals and People from India (Dorothea, 2012). In addition, Oxfam America, and Oxfam Community Aid Abroad in Australia are NGOs that have a broader focus (Amato, 2010; Braun, 2014).

It is stated that these NGOs over the past two decades have played a vital role in shaping public expectations (Desmidt *et al.*, 2015). Again, they have influenced both corporate and government actions. Public advocacy NGOs campaigns have been established, facilitated lawsuits, support local communities and previously marginalised groups by providing them with training, funds and networks. Desmidt (2015) further stated that they had worked constructively with energy and mining companies on the ground in a variety of national and community-based projects. Voluntary principles on human rights and security were some of the established instruments put in place (Dagger and David, 2015). Looking at how these International NGOs differ, for instance in China, it is said that the Religious NGOs are not registered the same way as the other NGOs. The religious NGOs are registered under the State Administration of Religious Affairs (SARA) while the other NGOs are registered under the Ministry of Civil Affairs (MCA) (Tam and Hasmath, 2015).

In Africa, there is Network Operator Groups (NOGs), an organisation that provides technical support and organises training and events at the local level. Currently, seven African countries are actively involved and known as the NOGs, which are Rwanda, Ghana, Nigeria, Tanzania, Angola, Sudan and Somalia (Internet Society African Regional Bureau, 2017). Through the Internet Society African Regional Bureau, the countries have gained a lot in terms of provision of building technical communities in Africa (ISARB, 2017). In all these mentioned African countries, NOGs were created in different years, and their objective differs from country to country. The main aim or objective of these organisations is to bring about societal transformation in these African countries through the provision of services through networking amongst different countries around the continent and outside (ISARB, 2017).

2.2.2 National Perspective

NGOs play a vital role in South Africa through addressing challenges such as HIV/AIDS, hunger, malnutrition, homelessness, education, civil rights and for the public goods (UNAIDS, 2010). However, a study was undertaken by the Department of Social Development looking at the mission statement of some of the South African NGOs, which wanted to achieve a lot of things such as releasing ten caregivers to be trained, provide shelters for at least 40 poor households, proper education for the poor communities. Some of the objectives were not met, as their operational activities were not aligned with their mission statements (DSD, 2010).

Drawing from the South African experience, the UNAIDS (2010) stated that since NGOs are regarded as the major providers of care services for a target group of people, more especially the poor communities. The government regards the NGOs as their main partners in delivering services to the people. Public policies over the past decade have been adopted and impended; thus, has resulted in an increased number of paid and unpaid care workers. In this context, the study talks about the employees who operate within the intermediary and community-based NGOs. However, many of them are volunteers who perform a wide range of activities that are funded by both government and private donors. In (DSD, 2015) it is outlined that this trend has been fast-tracked by the need to respond to the enormous HIV and AIDS crisis in the country.

The high unemployment rate has increased the burden on poor families and communities with women carrying the greatest responsibility in domestic life (Bartlett, 2016). Therefore, the reason for these NGOs to exist is to address challenges faced by poor communities. Numerous literature demonstrated that gender dynamics in the South African NGO sector has not been thoroughly studied. In South Africa, NGOs are registered with the NGO Act of 1998 (DSD, 2016). However, there are few requirements, such as to receive public funds from most government departments (Umhlaba Development, 2010). This applies to both registered and unregistered NGOs as they are considered in the review of the policy.

Delivering welfare services in the community, more especially to the elders and children is the key objective (Luo and Wieseke, 2012).

In addition to the above statement, Africa (2013) stated that there are three reasons for this choice of focus. First and foremost, Arshad, Razali & Bakar (2015) stated that the voluntary sector has an established tradition of service delivery. Secondly, the NGOs are said to provide the largest infrastructure of care services (Jyoti, 2012). Such services are delivered through various NGOs that operate differently in nature. They have different institutional relations with the government, local donors and civil society. The last reason for the choice of focus is that the path of the new legislation in the post-apartheid era, including an aspiring Children's Act, calls for a need of a broader range of services to be provided (Davies, 2014). Thus, has required an even a greater contribution than before by NGOs.

In South Africa, some NGOs had made headlines and made people undermine the credibility of NGOs. For example, the issue surrounding the deaths of mentally ill patients in Gauteng Province. The Life Esidemeni matter raised many questions as to whether the organisational intentions were that of transforming the society (health-wise) or it was only to satisfy the needs of certain individuals. In the next section, the governance of NGOs will be discussed in detail.

2.3 GOVERNANCE OF THE NGOs

Governance is referred to as a process of monitoring, evaluating, resource allocation and management. The NGOs or other institutions should adopt a specific type of governance that they wish to operate within and in running their daily activity. As much as organisations differ, how they are governed has to be determined by the nature, scale and profile of the organisation (Banks, Hulme & Edwards, 2015). Each type of governance has its challenges and benefits, and they have been discussed further in this section. Good governance is defined as how power is exercised (Adeosun, 2012). The World Governance Indicators (WGIs) document depicts six dimensions that are of utmost importance (Kaufmann, Kraay & Mastruzzi, 2004). In this section, the following dimensions of governance are briefly discussed.

Governance is defined as a term that relates to institutions, structures, actions, role players, policies, frameworks and principles (Tsheola, 2017). The role players need

to adhere to the principles, rules and regulations and the framework of the organisation. Hence, if such laws are obeyed then the outcomes of the actions will bring about positive outputs in transforming the society (Arshad *et al.*, 2015). Governance being a complex concept, the question of how the actions of rural development role players are governed remains unanswered. Macedo, Phino & Silva (2016) stated that the stakeholders especially the NGOs in developing countries collapse as the goals and objectives are not well defined and if there is no clarity in terms of where they acquire permission to implement their projects.

As much as governance consists of a system of steering mechanisms through which authority is exercised to enable the governed to preserve their coherence and move towards desired goals (Tsheola, 2017). Governance plays a major role in any organisation. Forms of governance are all important. However, it depends on how one organisation operates (Choudry and Kapoor, 2013). All forms of governance consist of strengths, weaknesses and benefits.

Jinpin (2014:14) further elaborated, "Common prosperity which entails that the society must fairly share the fruits of development is one of the fundamental principles of governance." Organisations should adopt the form of governance, which at the end has made them achieve a common goal (AbouAssi, 2012).

The governance of NGOs can either have a positive or negative impact on the transformation of the society and if good governance is practised in the rural development NGOs between all the involved role players (AbouAssi, 2012; Africa, 2013; Banks *et al.*, 2015). They can, therefore, lead to societal transformation. The societal transformation has some aspects that one can say that the society is developing or has developed as those aspects are achieved.

Kaufmann and Thonhlana (2015) argued that governance ought to be inclusive of political, economic and institutional dimensions, which are discussed in detail below as follows:

2.3.1 Economic freedom

Economic freedom is defined as a way in which individuals have access to job opportunities or any other economic activities that are provided for by the rural development NGOs (Kearns, 2011). According to (Macedo et al., 2016), economic freedom in a context of rural development NGOs and societal transformation is whereby communities have the means to satisfy their needs and wants. According to the IMF report, when developing countries have means and sources of income can be regarded to be economically free. As such, economic freedom in the context of this study is regarded as a way in which rural development NGOs provide job opportunities and gives the rural people lessons on entrepreneurship.

The effect of good governance rural development NGOs on societal transformation can lead to economic freedom. The main aim of this study is to focus mainly on rural development NGOs. As such, NGOs that advocate for economic freedom can achieve its mandate if they are well governed. Economic freedom in the rural communities can be realised through the economic activities provided by the rural development NGOs (Wiesinger, 2007; Banks, Hulme & Edwards, 2015; Rooderick, Blaauw & Scheck, 2016).

2.3.2 Political freedom

Political freedom is defined as a process of being able to vote or make political decisions without any fear of failure (Wiesinger, 2007; Banks *et al.*, 2015). It can also mean that developing countries have a sense of making drastic decisions that affect development socially, economically and politically. It is important to have rural development NGOs that advocate for political freedom and make sure that people participate in the development activities in communities (Arshad, Razali & Bakar, 2015). If good governance exists in the NGOs, it can therefore be attested that the rural people can be able to also have or feel a sense of political freedom. The governance of rural development NGOs has a positive effect on societal transformation, which can be realised, through the level of rural people's participative decision-making, and their views are adhered to in the developmental activities affecting the lives of the communities (Arshad, Razali & Bakar, 2015).

2.4 TYPES OF GOVERNANCE

2.4.1 Adaptive governance

● An approach that promises to reduce uncertainty by improving the knowledge base for decision making;

● It is necessary to prevent and mitigate, and

● Proponents acknowledge problems of the ambivalence of goals, the uncertainty of knowledge, symmetric distribution of power and additional management costs, such proponents emphasize participation, experimentation and collective learning as key elements of governance (Patel, Booker, Ramos & Bart, 2015).

Uphoff (2013) stated that working with people is a challenge as they are changing beings, and even the environment is complex. NGOs that address multiple issues from charitable, developmental and advocacy related issues are expected to use the adaptive governance in managing the day-to-day operations (Rochester, 2014).

Adaptive governance is concerned with having to deal with uncertainties that might hinder societal transformation. Societal transformation may mean improvements in the social and economic lives of the people in rural areas.

Any organisation that has adopted this type of governance has both negative and positive impact on the performance of the organisation. Firstly, mitigating and preventing uncertainties of an organisation means that it can cope with any risk that may arise. NGOs should be flexible enough to accommodate any matter that any rural area is encountering (Choudry & Kapoor, 2013). Applying adaptive governance means that an organisation has an advantage of coping with the changing environment and leaving a room for continuous learning (Green, 2008). However, there are disadvantages because the NGO might not operate in accordance with its mission and vision.

2.4.2 Multi-level governance

The multi-level governance entails the following aspects:

● It gives expression to the idea that there are many interacting authority structures at work in the emergent global political economy. It illuminates the intimacy between the domestic and international levels of authority;

- The reallocation of authority upwards, downwards and sideways from central states has drawn attention from a growing number of scholars in the social sciences; and
- New forms of governance and the reallocation of authority have gained the attention of a large and growing number of scholars in economics, political sciences, sociology, international relations, public policy and administration (Patel, Booker, Ramos & Bart, 2015).

NGOs in developing countries, mostly in rural areas, are perceived to be the most reliable and effective entities regarding poverty alleviation and other poverty-related issues in rural areas (Elbers & Arts, 2011). Multi-level governance seeks multiple stakeholders in governing the organisation. This type of governance makes decisions not only from top management by also the people at the grass-root level. Donors, management and project beneficiaries make decisions. It also involves communication and participation from all parties (Patel *et al.*, 2015).

If organisations are well governed and properly understood by everyone involved, it can therefore lead to achieving the desired organisational outcomes (Africa, 2013). Developing countries depend mostly on NGOs as they address different issues from development to charitable issues (Davies, 2014). Therefore, decisions have been suitable for all stakeholders.

Another advantage of adopting this type of governance in an organisation is that social matters are addressed, thus leading to societal transformation in rural areas. Public participation is of utmost importance in the process of developing and improving the lives of rural people because it brings economic and social changes (Siddaraju & Ramesh, 2014).

The disadvantage of multi-level governance in an organisation is that it can take long before a consensus is reached among the members involved (Green, 2008). Top management may come up with projects that they think has brought about rural development and societal transformation. However, what is perceived to be right may not be right before society, and that could mean that a decision-making has not been expedited. As much as development means different things to different people, this may delay or hinder the process of bringing about societal transformation (Dorothea & Hans, 2012). It is evident that if NGOs are well governed, they can bring about societal transformation.

2.4.3 Mono-centric governance

It is the approach in which the state is the centre of political power and authority (Rhodes, 2007; Pierre, 2000; Kooliman, 2003). This centre exerts control over society, economy and resources.

Green (2008) states that one of the main reasons why rural development NGOs' governance is lacking is due to a lack of public participation. This type of governance, which is mono-centric, is based on the top-down approach to development and thus leads to the society missing many issues that affect their social, economic and political aspects. Therefore, looking at this type of governance the state is the centre of political power and authority. In terms of rural development, it is evident that it is the government that permit NGOs to implement projects (Harris, 2014).

According to Rodrick (2008), the mono-centric governance is against this background that this sort of governance can bring about societal transformation in the rural areas as the top management without the information about operational issues makes decisions. NGOs main purpose is to bring change to rural communities through different services. The role players that are involved in rural development include members of the communities because they are the primary stakeholders of the NGOs (Richey & Ponte, 2014).

The implementation of the mono-centric approach can exclude many people from being the beneficiaries not knowing the management and the leadership structures of the NGOs. Societal transformations consist of education and other aspects. If the rural development NGOs governance is mono-centric, rural people have never been able to learn and make choices regarding the services rendered by the NGOs (Quibria, 2006).

Societal transformation describes variations in any aspects of social, economic, political and environmental processes (Harris, 2014). It helps in looking at the dimensions that describe good governance, which are voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, and rule of law and control of corruption.

The six dimensions are outlined in detail below as follows:

- **Voice and Accountability (VA)** – societal transformation as much as it may mean different things to different people; society needs to be able to voice

out their grievances. Voice and accountability measure the magnitude of society, especially in developing countries. Society should be able to participate in selecting their government, having the freedom of expression, association and free media.

- **Political Stability and Absence of Violence (PV)** – political instability is one of the most crucial matters that many societies are left underdeveloped and not experiencing any transformation. As much as politics plays a role in the development of the people, it is likely to make improvement in the lives of the people or even hinder development. Violence, destabilisation, terrorism and unconstitutional conduct must be discouraged.

- **Government Effectiveness (GE)** – this dimension addresses measuring the quality of public service and the degree of its independence from political pressures, the quality of policy formulation and implementation as well as the credibility of the government's commitment to the policies.

- **Regulatory Quality (RQ)** – it is about assessing the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development.

- **Rule of Law (RL)** – it is concerned with measuring the extent to which agents have confidence in and abide by the rules of society, and the quality of contract enforcement, the police, and the courts as well as the likelihood of crime.

- **Control of Corruption (CC)** – the control measures of corruption are a dimension of governance that must be considered. The rural development NGOs are perceived to be scapegoats for opportunists to benefit indirectly by using poor people. The opportunists are using NGOs to get funds from the donors pretending to be assisting poor communities. This dimension discourses extent to which elites and private interests (WGIs, 2016) exercise public power for private gain, including both petty and grand forms of corruption, as well as "capture" of the state.

2.5 PRINCIPLES OF GOOD GOVERNANCE

2.5.1 International Organisation with different perspective about governance

According to the Institute of Governance (IG) (2003), the term governance allows us to discuss the role of government in which issues concerning the public are being addressed and how other role players contribute to the societal transformation process. It allows for not only the state/ or public sector alone but also other stakeholders (communities and the voluntary sector which are referred to as NGOs in most cases) to be able to play a role in bringing about change to the rural communities. Governance is as old as human history; therefore, there is no universally accepted meaning as to how well it can be explained as it differs from institutions to institutions depending on their way of governing (IG, 2013).

Governance is referred to as the characteristics that are generally associated with a system of national administration (Third World Quarterly, 2000). The New Webster's International Dictionary defines the term as an act, manner, office or power of governing, state of being governed or a method of government or regulation. From the latter explanation, The New York Times also defines governance in the same way. Furthermore, the behaviour of the stakeholders in any organisation is guided by the rules and regulations that are set and of which they form part of governance.

As mentioned previously throughout the study, it has been said that this term "governance", does not have a universally accepted meaning as it differs according to the nature of the organisations. There are international organisations that have different views on governance, and they are discussed below:

World Bank (WB): governance according to this organisation is defined as the way power is exercised in the management of a country's economic and social resources. The WB has identified three distinct aspects of governance:

(i)   The form of political regime;
(ii)   The process by which authority is exercised in the management of a country's economic and social resources for development; and
(iii)   The capacity of governments to design, formulates, and implements policies and discharge functions (World Bank, 2018).

UNDP: the United Nations Development programme defines governance as the exercise of economic, political, and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizen and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences (UNDP, 2016).

OECD: this organisation denotes this concept as use of political authority and exercise of control in society concerning the management of its resources for social and economic development. It also states that the concept is broad and encompasses the role of public authorities in establishing the environment in which economic operators function. Also in determining the distribution of benefits as well as the nature of the relationship between the ruler and the ruled (OECD, 2019).

Institute of Governance: governance as a broader concept comprises the institutions, processes and conventions in a society, which determine how power is exercised. In addition, how important decisions affecting society are made and how various interests are accorded a place in such decisions (IG, 2018).

Commission on Global Governance: governance is regarded as the sum of the many ways individuals and institutions; public and private institutions manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and co-operative action may be taken. It constitutes of formal institutions, regimes empowered to enforce compliance, as well as informal arrangements that people, and institutions either have agreed to or perceive to be in their interest (Britannica & UN, 2019)

Tokyo Institute of Technology: this concept refers to the complex set of values, norms, processes and institutions by which society manages its development and resolve conflict, formally and informally. It involves the state, but also the civil society (economic and social role players, community-based institutions and unstructured groups, etc.) at the local, national, regional and international levels (TIT, 2019).

International Institute of Administrative Sciences: governance refers to the process whereby elements in society wield power and authority, influence and enact policies and decisions concerning public life, economic and social development. In this context, the government is not a broader concept unlike governance, which has

no universal meaning, and it involves interaction between these formal institutions and those of civil society (IIAS, 2019).

2.5.2 Five principles of good governance

2.5.2.1 Legitimacy and Voice
2.5.2.1.1 Participation

Good governance seeks to address the issue of participation that emphasises that both men and women should have a voice in the decision-making process. According to the United Nations Development Program (UNDP) on good governance and human development (1997), their decisions are representing their intentions either directory or through legitimate intermediate institutions.

2.5.2.1.2 Consensus orientation

Good governance is said to mediate differing interest so that a broad consensus is reached on what is in the best interest of groups, policies and procedures.

2.5.2.2 Direction
2.5.2.2.1 Strategic vision

The fact that the study is focusing on the effects of rural development NGOs on societal transformation, the mission and vision statements are of utmost importance. Both the leaders and the public must have a broader vision in terms of how good governance can be achieved in a long-term perspective to achieve human development and experience societal transformation. According to the UNDP (2003), there is also an understanding of the historical, cultural and social complexities in which that perspective is rooted upon.

2.5.2.3 Performance
2.5.2.3.1 Responsiveness

When good governance is practised, all the institutions and the processes involved are meant to serve all the stakeholders. Be it those that are at the grassroots level to those at the decision-making levels (UNDP, 2003).

2.5.2.3.2 Effectiveness and Efficiency

Availability of resources that are distributed to the society should be fairly distributed to achieve societal transformation in developing countries, especially in rural areas. In this instance, the needs of the people should be met sustainably. This implies that the institutions should meet the needs of the people while taking care of the available resources more especially the scarce resources (UNDP, 2003).

2.5.2.4 Accountability
2.5.2.4.1 Accountability

For societal transformation to be achieved and for the organisations to succeed, the role players who are government officials, the private sector and the civil society should be accountable to the public. The accountability is said to differ from being external or internal (UNDP, 2003).

2.5.2.4.2 Transparency

The UNDP emphasises that transparency is built on the free flow of information, as it should be accessible to all the role players that are involved.

2.5.2.5 Fairness
2.5.2.5.1 Equity

In this context, it is expected that both men and women should be given opportunities to improve and transform their well-being. (UNDP, 2003). An exposition of different types of NGOs will be outlined in detail in the next section.

2.6 TYPES OF NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Banks *et al.* (2015) stated that the landscape of non-governmental organisations in their profiles and scales had transformed drastically. However, the existence of different NGOs and their scales are defined by considering their jurisdiction (Lewis, 2013). The NGOs differ in terms of services rendered in various communities. The description of profiles of the NGOs is described by the nature of the NGO.

Rural development NGOs have played a significant role through the facilitation of basic human development, which is measured by the United Nations Human Development Index (HDI) (UNDP, 2004). It is further stated that they have been there long ago whilst providing solutions to global issues that affect aspects such as

social, environmental, political and economic (AbouAssi, 2012; Africa, 2013; Banks *et al.*, 2015).

Scheper (2000) concur with the UNDP concerning the contribution of NGO in the past two decades about poverty, gender equality, peace, human rights and environmental issues. NGOs differ in scale and profiles. However, their main objective is to help and meet the needs of poor people in developing countries. According to Benton and Monroy (2004), rural development NGOs are regarded as the key components of civil society. Edwards and Hulme (1995:6) added: "Rural development NGOs are the ideal channel for providing services on behalf of the state." The International Monetary Fund (IMF) regards rural development NGOs as rural development players that contribute to poverty eradication in developing countries. NGOs are valuable role players in the socio-economic development of South African communities and the developing countries.

Muchena (2004) stated: "NGOs serve as rural development facilitators and mediators in rural development." According to Arshad, Razali and Bakar (2015), the NGOs tend to lose focus because they do not understand the scale and profile that they are supposed to execute their plans. As much as communities face multiple challenges, it is very complex for the rural development role players to focus on specific services (Elbers & Arts, 2011).

2.6.1 Characteristics of NGOs based on their activities

It is argued that NGOs can be understood by their orientation and level of how they operate (Heyes, 2015). NGOs perform activities according to what is being stated on their mission statement to meet or achieve their basic objectives. According to their activities, NGOs are categorised into three categories - service-oriented, advocacy, and service-oriented and advocacy (Braun, 2014).

2.6.1.1 Service-Oriented NGOs

They are characterised by having operational fieldworkers interact directly with the people. Dagger (2015) states that if there is no clear and a well-defined form of governance in place to guide the functions or operations of NGOs, the likelihood of social services or agricultural initiatives may not be rendered to the targeted poor communities (Amato, 2010). It will be a guideline for the employees' daily tasks to realise organisational outcomes. Dagger (2015) further states that service-oriented

NGOs play a vital role in the welfare of the public. This form of NGOs also play a vital role in the transformation of society as the employees of the organisation interact directly with the people in the community. It is of utmost importance that the workers understand clearly the nature of the organisation so that the performance is not compromised.

2.6.1.2 Advocacy (support, sponsorship or activism) NGOs

Boli and Thomas (2011) define advocacy NGOs as the organisations that are mainly concerned with campaigning on issues of human rights and environmental concerns. This type of NGO usually consists of several components such as public image and self-concept as there are many NGOs that practice advocacy in promoting or defending causes of action. Looking at the current state in South Africa, advocacy NGOs are forever supported as they are raising awareness of many issues affecting the society from women abuse to cancer awareness. However, the question remains as to whether these NGOs bring societal transformation or the situation still the same. The study seeks to investigate the NGOs' governance in checking if good governance is practised or these awareness campaigns are only made for personal interests.

2.6.2 Characteristics of NGOs based on their structures

Different people either perform tasks in the organisation, voluntarily or appointed by the NGOs. These people play a huge role in the day-to-day operations of the organisation and are regarded as the stakeholders because of their contribution towards rural development and transformation.

2.6.2.1 Community Based Organisations (CBOs)

These are the non-profit agencies created by communities to address local needs. They are governed by voluntary governing bodies, staffed by volunteers, and paid personnel (DSD, 2012). Therefore, the form of governance should be clear because most of the workers are volunteers. According to Amato (2010), volunteers also support some CBOs. CBOs receive funding from a variety of sources, including grants, donations, fees, fundraising, and the government is the primary source of funding for most agencies (Dragger and David, 2015).

As much as there are different types of needs, this form of NGO is suitable in addressing most abstract needs because it is an organisation that is established within the community by the people in the community (Amato, 2010). Moreover, the abstract needs, which are emotional support and capacity building, are of utmost importance and can be addressed thoroughly by these NGOs. The rationale behind that is the people involved fully understand the shortcomings in the communities, and if addressed then it can lead to the development of the community. Development should be a bottom-up approach because the people at the grassroots level know the root causes of the problems. The CBOs should adopt a form of governance, which is suitable for the nature that the organisation operates within.

2.6.2.2 Intermediary Based NGOs

In the context of an intermediary NGO, they are highly professional paid staff, hierarchal structures and bureaucratic forms of operation, and they differ from the CBOs (Koch, 2015). Others are based around voluntary labour and are less formalised because all personnel working for non-governmental organisations are not volunteers (Silva,.*et al,* 2016). Frequently, this type of personnel is employed to satisfy a donor who wants to see the supported project managed by someone from an industrialised country (Marcelo *et al.,* 2016).

International NGOs use developing countries as scapegoats to as for funding from other donors or institutions (Macelo, 2016). Therefore, governance in intermediary based NGOs lacks since the people working or in charge are less interested in what is happening in rural areas. However, the expertise of these employees or volunteers may be corrected by several role players, which are the relatively higher cost of foreigners, they have no grassroots connections in the foreign country, and local expertise is often undervalued (Bartlett, 2016).

2.6.3 NGOs based on their developmental approach

According to Kearns (2011), the main objective of NGOs is to bring about change to the people through different initiatives. However, the main goal is to develop people's lives socially, economically, environmentally and spiritually. In this context, two approaches which are developmental and charitable are discussed below as follows:

2.6.3.1 Charitable NGOs

In this context, these NGOs provide welfare support to disadvantaged individuals or groups. Often involves a top-down protective effort with little participation by the beneficiaries (Pinho, 2016). It includes NGOs with activities directed toward meeting the needs of the poor peoples through the provision of either food, clothes or shelter (Bartkus, 2011).

These organisations are mainly focused on philanthropy and seeing that children within the communities involved get an education. The social wellbeing of the public is also a major concern of charitable NGOs. The meaning of charitable NGOs differs from country to country, and other times it may differ from province to province. Individuals in these organisations are not interested in making a profit out of these organisations but are focused on using the funds to improve the social wellbeing of communities in question (AbouAssi, 2012; Africa, 2013; Banks *et al.*, 2015).

These organisations depend mostly on funding from private companies. For these organisations to receive donations, they must meet certain requirements. These organisations are expected to run and operated in a manner that favours the public to receive funding (Arshad, Razali & Bakar, 2015). Transparency is important in the management of charitable organisations' finances.

The community's interest comes first in charitable organisations, if the community is satisfied then that means the organisation is doing well in achieving their goals. These organisations are also expected to show that they have the public's best interest at heart (Pinho, 2016).

2.6.3.2 Development-Based NGOs

These are NGOs which embody a transformative vision of social and economic changes (Kearns, 2011). They provide services to the public that can develop them economically and socially. Some organisations allow people to learn, read and other activities that have contributed to the economy. This is achieved through developmental projects in the community, such as sewing and agricultural projects.

These organisations are formed when community members decide to join heads and come up with solutions to existing problems such as hunger in the community. What happens is these community members may look for a piece of fertile land where they

can grow food (Cameron & Haanstra, 2008). This food will then be for the consumption of the whole community.

These organisations may soon decide that they want to do more than consume the products (food) which they grow. They may apply for funding to be able to grow more food that will be enough the consumption of the community and to sell for a profit. These organisations are therefore referred to as development-based organisations because they are aimed at developing communities (Kearns, 2011).

For a development-based organisation to be effective, it must be properly planned to last for a long time. The success of these organisations should not only be for short term solutions but be able to be sustained to take care of future generations (Kearns, 2011). This will then require great effort and dedication from community members to be possible.

Development based organisations are aimed at eradicating poverty and starvation in communities. This can only happen if the community is willing to work together with these organisations to sustain the projects which are aimed at developing them and improving their quality of life (Wiesinger, 2007; Banks *et al.*, 2015). Community members will then be expected to take responsibility for what happens in these developmental projects and be ready to work together as one. These organisations are also expected to create employment opportunities for the unemployed people in the community (Cameron & Haanstra, 2008).

2.6.3.3 Value-Based NGOs

NGOs again do not only seek to provide people with physical materials but also with emotional support (Partel, 2015). People have different beliefs and norms. Therefore, it is of utmost importance to understand the nature in which the organisation operates to adopt the correct form of governance.

In these organisations, there is an atmosphere of an agreement; the employees agree on the same values. These organisations cannot be compared to organisations which belong to dictators who force employees to believe in values that favour them. The sharing of values comes as a result of the organisation's ground rules. The foundation of these organisations is laid on values such as respect and understanding. The employees then learn to respect and understand one another to reach their goals (Partel, 2015).

Employees try to link their values to those of the organisation, leading to great performance in their work. Leaders of these organisations tend to live and lead by example so that employees may follow in their footsteps. The leaders' sense of leadership is motivated and inspired by the value of the organisation.

Value-based organisations tend to be successful because the people involved are held together by the value of the organisation and are committed to working according to the values (Partel, 2015). This is important in maintaining discipline and keeping the organisation in good order. Values are what these organisations follow to keep functioning and succeeding. They help these organisations to have a direction and grow healthily.

Decisions that are taken in these organisations are inspired by their values. These values are used to direct the functions of the organisation to reach its goals. These organisations value cooperation amongst their employees and are concerned with the performance of everyone within the organisation (Uphoff, 2013). The relationship of employees and those that they serve is a major concern of value-based organisations.

2.6.3.4 Secular NGOs

An NGO should address different issues, not only social issues affecting the communities but also investigate political and environmental issues (Dorothea, 2012). Secular NGOs activities are informed by their political and humanistic values. In secular NGOs, the philosophy addresses issues that are humanistic or politically inclined (Partel, Booker, Ramos, and Bart, 2015).

These organisations support the notion that the goal of NGOs should be about having the best interest of people at heart, that help should be focused on the goodness brought by humanity and not faith or religion. These organisations do not believe that good deeds are done for prizes such as going to heaven after death or eternal life. They believe that good deeds are rewarded by the pleasure that comes with knowing that you have displayed humanity. (Partel *et al.,* 2015).

Secular organisations believe that faith should not be combined with the government and its politics. These organisations are sceptical and do not believe that matters can always be resolved by religion. They believe that situations can be changed by the goodness of one's heart and not supernatural powers that are not humanistic. These organisations display humanistic values.

These organisations aim to address humanistic issues such as the health of people in the communities which they serve (Wiesinger, 2007; Banks *et al.*, 2015). In this case, these organisations will see to it that the people who seek health assistance are assisted by employees of the organisation. Like any other organisations, these organisations have challenges such as lack of funding and resources as a result of lack of funding (Rooderick, Blaauw & Scheck, 2016).

2.6.3.5 Religious NGOs

According to Davies (2014), philosophy is one of the components of the mission statement to be considered, because people have different belief systems. The activities of a religious organisation are informed by religious principles, beliefs and values. In most instances, these NGOs seek to help the beneficiaries spiritually and live according to the word of God; however, this is not the only religion (Verma, 2012). They also seek to help with other basic human needs, such as giving people food and sheltering them.

There are a lot of religions in the world and a larger portion of people in the world belong to a certain faith. Religion gives people power and hopes that their lives will change for the better if they live an honest life. Religion also causes differences and clashes amongst people who do not belong to the same faith (Green, 2008). In most cases, religion brings people with similar goals together, and that is how most religious organisations are formed. These organisations are formed to help people achieve their life goals and reach their success targets.

Religious organisations are groups of people with faith who have similar goals to achieve. This is usually to see fellow members better their lives or to improve the lives of communities which they exist in. religious organisations seek to keep the youth away from doing bad deeds such as using drugs and consuming alcohol. These organisations are aimed at creating clean and crime-free communities.

A church is an example of a religious organisation. Churches are involved in instilling good behaviour amongst their followers. In most cases, churches have rules that followers are required to abide by, and if an individual fails to abide, they are set down by church leaders and reminded of the punishments that will come as a result of breaking the rules or committing a sin (Wiesinger, 2007; Banks, Hulme & Edwards, 2015; Rooderick, Blaauw & Scheck, 2016). The sinner is then reminded of

the benefits that come with abiding by the rules such as going to heaven after death. These organisations are vital in regulating communities and creating communities that are free from criminal activities. The importance and influence of the mission statement on the governance of the NGOs will be discussed in the next section because the activities of the NGO must be linked and characterised by its mission statement.

2.7 INFLUENCE OF MISSION STATEMENTS ON THE GOVERNANCE OF NGOs

According to Partel et al. (2015), a mission statement is a written, formal document that attempts to capture an organisation's unique and enduring purpose. Furthermore, mission statements are documents that include all the central characteristics of the company, including the firm's purpose, unique qualities, values, critical stakeholders, and basic goals or objectives (David, 2005). However, the study defines a mission statement as an expression of the organisation's purpose and reason for existence, which carries the organisation's identity, focus and direction to its stakeholders. The study has adopted the above-mentioned definition by David (2005). The definition is more relevant to the study, as it has looked at the drivers of a mission statement and governance of the rural development NGOs. The performance of the NGOs is influenced by many aspects that affect the daily operations of the organisations. Hence, the researcher saw it as important to discuss one of the most strategic components that are used to govern the day-to-day operations of an organisation. As mentioned or explained in the definition of terms, governance is the process of integrating different stakeholders working together towards achieving political stability, control of corruption, accountability, economic freedom and absence of violence (Vandijck et al., 2007; Amato et al., 2010; Bart, 2010; Prinzie, Decramer & Desmidt, 2015). Furthermore, mission statements have the same characteristics as governance or they are rooted on the principle of decision making and performance management. The researcher therefore, is of the view that good governance is achieved through working together as a collective and all the actions taken are in line with the organisation's vision and mission. Therefore, the following components of a mission statement have been further discussed as well as their importance in the governance of NGOs.

The mission statement is a crucial component in the strategic planning of any organisation (Amato, 2010). Universally, mission statements are accepted as an

effective strategic management tool by both practitioners and academics (Braun, 2014). Mission statements influence the performance of organisations in two ways; either positively or negatively (Vandijck et al., 2007; Amato et al., 2010; Bart,2010; Prinzie, Decramer & Desmidt, 2015). In a landmark study, Mullane (2010) argued that not only do the mission statements help organisations develop their long-term plans, but they also help organisations manage their day to day operations. Furthermore, the realisation of a good organisational performance depends upon a well-set mission statement that defines the nature which the organisation operates and set out its key purpose.

A mission statement provides opportunities for the sustainable existence of NGOs. This section argues that mission statements influence the operational activities of NGOs while on the other hand, it affects the performance of the organisation (Rego, 2013). As much as operational activities of an organisation are not aligned with what is stipulated in the mission statement, the statement will be regarded as ineffective. Thus, lead to the organisation not achieving its goals. To refine this complex line of argument, the drivers of a mission statement, the nature of NGOs as well as the influence of mission statement on the operational activities of NGOs have been discussed below.

2.8 COMPONENTS OF A MISSION STATEMENT

The mission statement is regarded as an important tool that forms the basis for all other organisational goals and strategies (Bartkus & Klassman, 2010). Furthermore, it helps an organisation to present itself constructively to the people, identifies and responds to numerous stakeholders. Mission statements contrast in length, format, and specificity (Analoui & Karami, 2012). Most practitioners and academics in strategic management suggest that an effective written mission statement parades nine characteristics or drivers of a mission statement (Dagger, 2015). Since a mission statement is often the most visible and public part of the strategic management process, it is important to include most of these essential drivers.

There is no universally accepted definition of what a mission statement means (Desmidt, Prinzie & Decramer, 2015). A mission statement refers to a broad statement of personal or organisational scope, purpose and operation that distinguishes one person or the organisation from others. It is argued that no organisation can have values, believes or a mission statement outside of the people

who make up an organisation. The diversity of mission statements has led to the different drivers of a mission statement in both NGOs and other institutions (Amato, 2010).

Literature reveals that the drivers of mission statements are created based on their capacity to answer questions such as why we are here. Why do we exist? What functions does the organisation perform? For who and why? (Desmidt,.*et al*, 2015). As such, it is of utmost importance for all the stakeholders to understand the reason for the existence of the organisation. They should understand why does the organisation and how is it planning to bring about societal transformation. If that is not the case, then the governance of the organisation should be questionable because the purpose or reason for existence is not known; therefore, they cannot provide services to society.

To this end, a successful mission statement comprises of nine components or drivers which are customers, employees, and concern for survival, services, philosophy, markets, technology, self-concept, and public image.

2.8.1 Customers

Amato (2010) defines customers as an individual or a business that purchases goods or services that are produced by a business. Furthermore, the author stated that attracting a customer is the primary objective of a business in most public-facing businesses. A customer is believed to be the one to create demand for goods and services. In the context of an NGO, the customers are the individuals whom the organisation seeks to satisfy their needs, and these individuals are referred to as the beneficiaries (Rego & Morgan, 2013).

A customer again can be a person or organisation that a marketer believes has benefited from the goods and services offered by the marketer's organisation. If the organisation is well-governed and all the stakeholders involved understand its reason for existence, then the organisation will bring societal transformation through the provision of services to the communities - customers in this context.

Therefore, a mission statement of an NGO should specifically state its customers as they also form the basis of the organisation's reason for existence (Luo & Wieseke, 2012). The community is the target population of the study. The members of the community are also the beneficiaries of the NGOs. According to Bartkus (2010), the performance of the organisation can be measured through customer satisfaction;

hence the researcher has found out during the data collection process. If the organisation provides its services to the people as stipulated in their mission statement, then the organisational performance will be outstanding, and we can therefore say that there is good governance in the organisation and that will lead to the improved standards of living for poor people.

2.8.2 Services

Numerous literature argued that a mission statement that does not have a clear description of its major services tends to provide services that are not meant for their customer or beneficiaries (Desmondt *et al.*, 2015; Dagger & David, 2015). Good governance means that an organisation has a well-structured body which ensures that there is accountability for actions taken in all activities of the NGOs. In the context of this study, the investigations were undertaken to ascertain whether the services provided by the NGOs are aligned with the needs of the communities.

Services are regarded as an economic activity where an immaterial exchange of values occurs in economics (Devasagayam, 2013). However, in the context of the study, services are regarded as the activities that NGOs provide to the people. They are either tangible needs in a form of shelter or clothes or abstract needs in a form of emotional support and capacity building. In terms of societal transformation, development means different things to different people. Therefore, the services provided have to develop the community differently. The provision of abstracts needs to the society might be the key issues, as many are not provided with capacity building.

In addition to the statement, NGOs should provide services that are well governed to a point whereby they fully understand the root of the cause of the problems that the society is facing to render appropriate service, which has yielded a positive impact on communities. One of the major problems about the provision of services is the issue of misappropriation of funds. It is a norm for the NGOs to misappropriate funds for personal gain instead of the agreed and set objectives of the NGOs. As much as NGOs differ in nature which they operate regarding services to be rendered the nature of services has differed from time to time. It is of utmost importance that an organisational mission statement outlines their services as it has directed the operational activities more effectively and efficiently (Braun, 2014).

2.8.3 Donors

Any organisation needs the working capital to operate and to achieve its organisational outcomes (Jyoti, 2012). Donors are referred to as the individuals, organisations, public or private institutions that fund NGOs (Amato, 2010). It is argued that every organisation should understand its geographic location and know where it competes (Desmindt *et al.,* 2015). Donors can assist NGOs to realise their objectives through funding them and simplifying the processes to carry out their duties following the mission and vision of the organisation.

Donors are the most important stakeholders in the operation of NGOs because without funding the organisations will be unable to render services. According to Arshad *et al.* (2015), most NGOs experience a problem of mismanagement of funds due to lack of good governance within the organisation. Donors should thoroughly monitor and support the use of the funds that they donate to the NGOs to ensure that the set objectives are achieved within the agreed stipulated budget and timeframe.

Furthermore, some donors do not assist by giving money but by the provision of food parcels, clothes and other tangible resources. However, this does not mean that the donors should just provide and leave everything to the organisations to extend to the people because some of NGOs are not authentic. For instance, the truism is that NGOs have become self- enriching entities because they receive a larger slice of foreign aid and other forms of development funding (Banks *et al.*, 2015: 707).

In addition to the latter statement, many international donors also ask for assistance in the name of developing countries, while claiming that they are assisting the newly established NGOs that are mushrooming in the rural areas or those in the developing countries. Therefore, governance of the rural development NGOs should not apply to grassroots only, but also be enforced to donors because they often use the NGOs as scapegoats to receive donations from international organisations (Wiesinger, 2007; Banks, Hulme & Edwards, 2015; Rooderick, Blaauw & Scheck, 2016).

2.8.4 Technology

Considering how the world is evolving, technology plays a vital role in everyday activities; therefore, technology makes life easier and efficient. Dagger (2015) defines technology as the collection of techniques, skills, methods and processes used in the production of goods or services in the accomplishment of objectives. An effective mission statement is set to state if whether an organisation adopts the latest technologies or not.

Bart (2010) further argued that NGOs should be technologically advanced, especially those who are service-oriented and developmental. This has further helped in improving the performance of the organisation, as skills have been transferred to the beneficiaries and the employees. However, it does not necessarily mean that the organisation must be technologically sound only, the main objectives to achieve societal transformation must be emphasised.

It is very significant to equip the employees with training and development that has assisted them with capacity building regarding computer literacy and not only focus on senior management. This has been appropriate should the organisation be required to provide the community with computer literacy training and skills. Technology is simplifying the execution of duties regarding information and communication fundamentals. Societal transformation should not only be described as having access to water and sanitation, electricity and shelter. People should have access to the internet, familiarise themselves with the latest technology (Bart, 2010)

The mission statement as it is regarded as a strategic tool, the organisation should consider using it to get funding so that they get the latest technology that they need in the organisation. The organisation on its own can use the latest technology to have access to the information that might help them get to the next level by benchmarking on other NGOs. A well technologically-equipped organisation makes things easier for all stakeholders (Dagger, 2015).

2.8.5 Philosophy

Philosophy in this context is a concept that is inclusive or described by the organisational values, aspirations and ethical priorities of an organisation. Every organisation has its ethical behaviour and expects employees and beneficiaries to treat each other ethically (Rego & Morgan, 2013). In addition, a mission statement is a written, formal document that attempts to capture organisational basic beliefs. It seeks to give a clear direction on what and how the organisational norms are that helps in realizing the purpose of the organisation (Braun, 2014).

The organisation should not be run according to the individual's values and personal priorities but according to the organisation's values. Organisations are failing because people lack respect and the behavioural patterns make the organisations to incur unnecessary costs. Each organisation should adapt to its culture that guides the day to day operations. All the stakeholders must embrace organisational policies and procedures regarding their conduct when executing their duties (Rego & Morgan, 2013).

2.8.6 Public Image

Braun (2014) defines public image as a component that outlines the organisation's responsiveness on aspects such as political, psychological and environmental. However, Analoui (2012) argued that a good mission statement should state its social-community responsibility as most NGOs are community or people-focused. If an organisation's public image is well presented in the mission statement, it can attract other donors and, thus, achieve its desired goals of satisfying the needs of the people. Politics plays a huge role in any organisation, and there is a need to have a mechanism of responding to political matters.

2.8.7 Volunteers and Employees

In the context of an NGO, most people are volunteering. Therefore, every organisation or institution has a policy regarding its relationship with its employees (Heyes & Martins, 2015). A mission statement provides an opportunity to describe that policy in brief, so employees know the essentials of where they stand. Any organisation should take care of its employees, whether they are volunteering or permanently employed. They should have a policy that addresses how these

workers should work; it should talk to their working hours and leaves. The employees are the most important asset because they add value to the entire organisation.

2.8.8 Self-concept

Effective mission statements also include a brief description of the business' strategic position within the market (Macedo, Pinho & Silva, 2016). For example, the organisation that might excel at serving its beneficiaries with skills development services and seeks to achieve the strategic objectives. Self-concept is very important not only for the organisations but for all the stakeholders. New ideas, projects and programmes should be put in place not to adopt the existing developmental projects which were unsuccessful.

2.8.9 Concern for survival

An organisation's mission statement must outline how it is going to survive (Koch, Galaskiewicz & Pierson, 2015). In this context, NGOs, in most cases, depend mostly on donors and government departments in funding the growth of the organisation as well as the operational activities (Donkin, 2012). The lack of clarity on permanent employment and voluntary service amongst workers has impeded the survival of the organisations.

2.9 INFLUENCE OF MISSION STATEMENTS ON THE OPERATIONAL ACTIVITIES OF NGOs

A mission statement acts as an internal communication tool that conveys an organisation's policies, procedures, plans, and strategies; thereby, guiding the behaviours and decisions of management and subordinates (Davies, 2014).

The mission statement serves as an external communication tool to convey the organisation's intentions to the general public (Bartkus & Glassman, 2010). The study of mission statements started in the early 1970s and has expanded since then to take a key place in both the literature and the strategic planning processes of organisations (Dagger & David, 2015).

The trend has granted researching mission statements focused popularity in academic writings as well as in organisations' strategic management process. The study of mission statements started in the early 1970s and has expanded since then to take a key place in both the literature and the strategic planning processes of organisations (Dorothea, 2012). This trend has granted researching mission statements focused popularity in academic writings as well as in organisations' strategic management process. Organisations develop a mission statement for several reasons (Bartlett, 2016).

According to Bartkusb & Glassman (2010), the mission statement provides a standard for allocating resources, facilitates the transition on objectives into a work structure, and specifies unanimous organisational purposes that are translated into objectives for standard performance. Strategic management literature has emphasized the mission statement because of its ability to direct organisations to effective organisational performance. Charnovits (2010) and Boli & Thomas (2011) proposed that the development of a mission statement is a big step toward management effectiveness and that there is a positive relationship between mission statements and organisational performance.

Amato (2010) found that organisations with mission statements (versus those without) achieved a 50% increase in organisational effectiveness and doubled the chances that their employees have to follow the direction and priorities established for implementation. Echoing similar results, a Business Week study in 1994 showed that organisations with mission statements had an average return on shareholder equity of 16.1%, in comparison with 9.7% for organisations without mission statements (UNAIDS, 2010).

Alternatively, another perspective revealed that firms create and publicise the mission statement just because they are expected to have one due to its popularity or as a result of institutional pressures (Dagger & David, 2015). Dagger & David also argued that previous empirical studies on the contents of mission statements are still inadequate and conflicting despite the compatibility observed in definitions of the mission statement. However, considering the mission statement as the most publicised document stating organisational strategic plans has made the process of

crafting a sound mission statement challenging for many organisations (Desmidt *et al.*, 2015).

Although many research studies have subscribed to the view that having mission statements is positively correlated to organisational performance, much of the management literature on this topic has questioned whether content affects performance. For instance, Bartkus *et al.* (2010) maintained that there is no direct relationship between the content of a mission statement and a company's financial performance. Instead, they noted a correlation between mission components and non-financial measures of performance such as satisfaction, mission-organisational alignment, behaviour, and commitment.

Commenting on this, Bartkus & Glassman (2010) pointed out that a common component of mission statements, such as stakeholder groups, has the least impact on organisations' action or decisions, whereas social issues like diversity and environment have the most significant impact on stakeholder management actions. Another opposing theory offered by Analoui & Karami (2012) disregards the completeness and quality of mission statements as the main characteristics that have a positive effect on organisational performance.

Other literature has suggested that the mission statement should be unique to an organisation and a source of competitive advantage to differentiate it from others (Dagger & David, 2015). This is consistent with Rego & Morgan's (2013) findings which assume a total difference between two organisations in terms of ownership, resources, and environmental circumstances, making a specific mission statement personal to each organisation.

Hence, any organisation must develop a clear vision for the creation of an effective mission statement since the success of that statement lies in its creativity and comprehensiveness (Desmidt et al., 2015). Understanding why and for whom an organisation is writing its mission statement is essential in drafting a good document. For example, Charnovits (2010) suggested that basic steps for crafting a productive mission statement are, first, clearly defining the authentic purpose of the organisation and reason for its existence.

Secondly, the organisation must establish a structure that facilitates policy-making and goal setting, communicating the organisations' aim, philosophy, and values to all stakeholders and influencing and driving organisational culture (Bartkus & Glassman, 2010). Hence the study aims to investigate the effects of rural development NGOs' governance on societal transformation. Through the facilitation of policymaking and goal setting in an organisation, if they do not sound good only on paper but also well practised in the organisation, then good governance can be achieved.

Research conducted by Boli (2010) also affirmed the need to create a measurable mission statement by focusing attention on answering two critical questions: What corporate goals need to be achieved and how can the organisation measure their accomplishment? The research suggested that to create measurable objectives, organisations must first scan their internal environment (competencies, skills, capabilities, competitive advantages) and external environment (competitors, customers, suppliers, employees, economy, technology, government regulations, and society) before measuring the comprehension, relevance, and reliability of their mission and objective.

2.10 THE IMPACT OF MISSION STATEMENTS ON THE OPERATIONAL ACTIVITIES OF NGOs WITHIN THE INTERNATIONAL AND SOUTH AFRICAN CONTEXT

Many scholars have in their studies stated that there is probably a greater variety and several non-governmental organisations working with or campaigning against the extractive sector than any other industry (Boli & Thomas, 2011; Dorothea, 2012; Donkin, 2012; Braun, 2014). This simply indicates that NGOs operate differently in accordance with their nature. Therefore, a clear mission statement that visibly shows the function and reason for the existence of the organisation plays a vital role in influence the performance of the NGO either positive or negative (Donkin, 2012). The next section focuses on the international perspective of the study. Firstly, the section discussed the drivers of a mission statement. Secondly, it expatiated on the practices of NGOs and, lastly, focused on the influence of mission statements on the NGOs operational activities.

Collins and Rukstad (2008) stated that developing and communicating a clear mission statement is arguably important in both strategic planning and marketing strategy. It is argued that without an effective mission statement, a firm's short-term actions may be counterproductive to long-term interests (Amato, 2010). Therefore, as the first step in strategic planning, a mission statement provides direction for all succeeding activities, including communication with possibly the most significant public, customers. Numerous studies were undertaken to investigate the drivers of a mission statement (Braun, 2014; Desmidt *et al*., 2015; Bartlett, 2016).

In addition to this, Davies (2014) further went on to say that 500 companies were randomly selected; however, only four were sampled to investigate their mission statements and if they included all the nine drivers of a mission statement. The mission statements from the four companies, which are Dell, Fleetwood, PepsiCo and Royal Caribbean were examined (Dagger & David, 2015). Therefore, out of all the four companies, Dell's mission statement comprised seven drivers out of nine, which were deemed to be the best. It is argued that an organisational mission statement with the nine drivers of a mission statement performs much better as compared to those without them.

As NGOs and other institutions have mission statements, a practical example can be made looking at Dell's mission statement. One is being the most successful computer company in the world by delivering the best customer experience in markets we serve, thus meeting customer needs that are of high quality. The other is about being the leading technology, competitive pricing, individual and company accountability, classy service and support, flexible customisation capability, superior corporate citizenship, financial stability. However, the mission statement lacks the other two drivers, which are customers and employees.

The drivers of a mission statement play a vital role in any organisational reason for existence. Examples provided from table one gives more clarity on what the nine components or drivers of a mission statement seek to bring light to. Thus, this is a guide for future researchers for effective rating and for practitioners to write effective mission statements (Meredith, 2015).

Table 1: Mission Statement Components Defined and Exemplified

1. Customers—Who are the firm's customers? Example: Our customers are outdoor Enthusiasts seeking fishing excitement and adventure.

2. Products or services—What are the firm's major products or services? Example: We provide fast, clean boats, all the bait and tackle needed, and friendly first mates to create memories for a lifetime.

3. Markets—Geographically, where does the firm compete? Example: Our fleet of fast, clean vessels operate all along the Florida Gulf Coast.

4. Technology—Is the firm technologically current? Example: Our vessels are equipped with the very latest safety and fish finding equipment to ensure that customers comfortably are "catching rather than just fishing."

5. Concern for survival—Is the firm committed to growth and financial soundness? Excellent: Our prices are as low as possible to provide customers great value in conjunction with high employee morale and a reasonable return for our owners.

6. Philosophy—What are the basic beliefs, values, aspirations, and ethical priorities of the firm? Example: We assure customers the upmost courtesy and care as our motto on every vessel is to follow the Golden Rule.

7. Self-concept—What is the firm's distinctive competence or major competitive advantage? Example: For customer enjoyment and safety, we provide the most experienced staff in the industry.

8. Public image—Is the firm responsive to social, community, and environmental concerns? Excellent: Our vessels use emission–friendly engines; we strive to bring repeat tourists to all communities where we operate.

9. Employees—Are employees a valuable asset of the firm? Example: Our on-the-water and off-the-water employees are "on a mission" to help customers have a great time.

Source: Meredith E.D. *International Journal of Business, Marketing, and Decision Sciences/2015*

The second table shows the mission statement of an international organisation called Rite Aid. The importance of the table and the mission statement is to give a practical example of what a good mission statement is supposed to be. The following mission statement addressed or included all the nine drivers of a mission statement. The above table displays the drivers in numbers from 1 to 9. Therefore, the below mission statement has been clearly defined with each driver labelled.

Table 2: International Perspective: Ride Aid Mission Statement

Rite Aid- We are on a mission to offer the best possible drug store experience for people of all ages (1), around the United States (3). We have a state-of-the-art information system (4) that provides our pharmacists (9) with warnings of any possible drug interactions to help better ensure customer safety (8). We are determined to improve our customers' overall health through our wellness programs (5). We offer an extensive line of other beauty, food, drink, cosmetic, and vitamin products through our alliance with GNC (2). We believe in treating our customers like family (6) and strive to maintain our reputation as the most personable drugstore (7).

Source: MeredithE.D. *International Journal of Business, Marketing, and Decision Sciences/2015*

In South Africa, NGOs such as the CBOs and Developmental NGOs are deemed to be in existence in each community. For example, the Ikamva Youth in Khayelitsha in the Western Cape and Molweni in Kwa-Zulu Natal and Gauteng, Ivory Park (UNAIDS, 2016). These NGOs help the disadvantaged youths who are hazing to learn and create better opportunities for themselves a chance to pursue their dreams (DSD, 2016). They provide tutoring classes, which are conducted by a university student who is volunteering. However, their mission statement does not say much about its employees as the valuable assets of the organisation (Bartlett, 2016). Other drivers that are left out are self-concept and technology, but they put more emphasis on their customers and philosophy.

Table 3: South African Context: Ikamva Youth Development NGO mission statement

To enable disadvantaged youth (1) to pull themselves and each other out of poverty and into tertiary education and/ or employment. A culture of responsibility (6) for self and other collaboration and peer-to-peer support. Commitment to impact through democratic processes integrity and openness. Paying it forward.

Source: www.sonqobaHBC.ac.org/2010-2016

Several studies have been carried to give further explanations of what a mission statement is, but they also put more emphasis that mission statements are not just nice words put on paper or framed theoretically (Amato, 2010; Boli & Thomas, 2011; Davies, 2014). They suggested that practically as well these mission statements should provide a foundation for marketing strategy and action (Collins & Rukstad, 2008). As stated by Desmidt, Prinzie and Decramer (2015) mission statement should reveal the reason why an organisation exists and why does it open its doors every day. In the context of a business, a mission statement should reveal why the salesperson sells and reason why customers buy (Devasagayam, 2013).

The statement is regarded as the passion behind the organisation, the basis for customer loyalty and employee morale (Amato, 2010). In the context of this study, the researcher sought to uncover whether the NGO being studied was informed by their mission statement. Also, whether the performance of the organisation was influenced by the mission statement (Luo, 2012). However, Sonqoba Home-Based Care mission statement does not reveal some of the drivers which make it an incomplete mission statement. It might not have included all the nine components, but it has touched the most significant points that show the organisational purpose and reason for existence. Therefore, the researcher could not conclude that they provided these services to the community as data were yet to be collected from the customers (beneficiaries).

Table 4: Sonqoba Home-based Care NGO mission statement

We are a community-based (CBO), a non-profit organisation (NGO). We provide home-based care services for sick people (1) and support for their vulnerable family members. We bath them, cook for them, clean their houses and ensure that they adhere to their treatment regimes. We provide monthly food parcels (2) for orphans as well as other vulnerable children and youth from birth to 18years of age. We run HIV and TB awareness workshops promote health and wellness (7 & 8) and assist people applying for social grants, identity documents and birth certificates by referring them to the relevant government departments. Our services are free of charge (5).

Source: www.sonqobaHBC.ac.org/2010-2016

In the next chapter, the role players of rural development in developing countries will be analysed in detail.

2.11 CONCLUSION

Chapter 2 dealt with the conceptualisation of the effects of rural development non-governmental organisation's governance on societal transformation. This chapter outlined the historical background of NGOs with specific to the global and the South African perspective. The chapter covered the governance of NGOs. An exposition of different types of NGOs was given because the study is centred on the governance of NGOs. A full overview of various principles of good governance, different types of NGOs, the components and the influence of the mission statement on the operations of the NGOs were discussed in detail. Lastly, the chapter briefly analysed the impact of the mission statement on the operational activities of the NGOs within the international perspective. The next chapter comprises the discussion of various role players in rural development with specific reference to the public sector, private sector and non-government organisations (NGOs).

CHAPTER 3: ROLE PLAYERS OF RURAL DEVELOPMENT IN DEVELOPING COUNTRIES

3.1 INTRODUCTION

There are various role players in rural development, which entails a multiplicity of actions. There are different rural development role players involved in transforming society by rendering different services to different people (Green, 2008). The role players can be the community, NGOs, public and private sectors, and they play a vital role in the development of the poor communities (Richey & Ponte, 2014). The stakeholders also provide services which can be regarded as actions; hence, their outputs are social, economic environment and political development. The community, NGOs, donors, public sector and the private sector are the rural development stakeholders that bring about societal transformation in poor communities and developing countries (Zhuang, De Dios & Lagman-Martin, 2015).

The NGOs play a notable role in the provision of services such as environmental awareness campaigns, health-related services, food parcels to the locals and other services. The government provides the rural poor with free education, job creation and sponsors many communities-based organisations (CBOs) (Dorethea & Hans, 2012). However, the private and public sector provides similar services. The outcomes of the role of the NGOs are measured by looking at the historical societal transformation in terms of society's current situation.

According to Tsheola (2017), it involves a wide range of issues such as principles, models, dimensions, indicators, stakeholders, roles, networks, institutional frameworks and ingredients. There are various stakeholders involved in rural development, and that includes private and public sectors, institutions and organisations. The stakeholders play a vital role in the development of the communities.

There are many unanswered questions regarding the governance of rural development NGOs (Partei, Booker, Ramos and Bart, 2015). Rural development NGOs are believed to be the role players between the society and government (Kearns, 2011). Rural development NGOs again can be regarded as the middleman between the rural people and the public sector (Green, 2008). They provide multiple services to the communities that the government is unable to reach. There is no

clarity regarding whose responsibility is it in terms of the ratification of the provision of services to the communities globally and nationally.

Numerous scholars in different studies are concerned about the extent of the impact of the governance of the NGOs in rural development. Another concern is that to what extent are the NGOs impacting on the society if they are managed properly? The stakeholders involved in rural development include both the public and private sectors. Private entities fund the NGOs so that they can meet the basic needs of the rural communities (Jalali, 2013). Private companies provide rural development NGOs with daily operational guidelines (Kearns, 2011). The private sector plays a significant role in the rural development NGOs that are in existence in the developing countries, particularly in rural areas (Rochester, 2014).

NGOs are perceived to be the drivers of rural development and panacea to fight poverty. NGOs in rural areas provide different services, for example, charitable, voluntary to advocacy and developmental services (Uphoff, 2013). The NGOs differ in profile and scale.

A lot of attention is given to the role players and the processes involved in rural development (Siddaraju and Ramesh, 2014; Uphoff, 2013; Richey and Ponte, 2014). The roles may be categorised in terms of social, economic, political and environmental approach. If the rural developments NGOs are well managed, they yield good results in terms of community development. For instance, some NGOs provide people with skills and knowledge that has enabled the development of people's social status (Charnovits, 2010). The social aspects and achievements in developing countries were achieved when many people were skilled, knowledgeable and when their social status was improved. If the NGOs were to be aligned with what was stated in their vision and mission statements, the initiatives would result in societal transformation.

Some rural development NGOs seek to provide people with developmental services (David *et al.*, 2009). The services include the provision of skills development, teaching and learning and identifying young and upcoming entrepreneurs. Davies (2014) further stated that through such initiatives, if the programmes were managed appropriately, they could lead to a transformed society.

Adeosun (2012) refers to governance as the process whereby authority is vested in the management team to manage societal resources and ascertain that operations are guided by relevant policies. The society will also be transformed by the

intervention of the rural development NGOs. The improved economic status resulting from the intervention of the NGOs has enabled the rural communities to be financially independent by starting their businesses (Dorothea and Hans, 2012). Socio-economic development can be achieved through different initiatives provided by rural development NGOs.

NGOs are also responsible for environmental and health awareness which plays a significant role in transforming the society (Banks, Hulme and Edwards, 2015). There is a concern in terms of how these NGOs are managed, and it is not clear who is their custodian (Arshad, Razali and Bakar, 2015). There is no clarity in terms of where the multi-international and national NGOs responsible for environmental awareness acquire permission to implement their services in rural areas (Arshad *et al.*, 2015). The NGOs 'approach is unilateral because the beneficiaries are not informed about their intentions.

According to Cameron and Haanstra (2008) and Arshad *et al.* (2015), rural development has a positive impact on most developing countries. However, there is a competency gap that needs to be closed to ensure a positive impact on the communities. The role of the stakeholders yields positive outcomes which are significant in the transformation of the society at large (Dorothea and Hans, 2012). Rural development NGOs are regarded as a panacea for societal transformation. Therefore, they should be recognised and acknowledged as drivers for rural development and societal transformation (Arshard, 2015).

Developing countries are faced with mounting issues such as poverty, inequality and political instability (Rapatsa, 2016). However, there are a lot of role players who are willing to participate to enhance the lives of rural communities through various options. The participants in rural development can bring societal transformation or exacerbate the current situation depending on the NGOs 'implementation strategy (Elbers *et al.*, 2011). It could be either international NGOs, commercial businesses (private sector) or the public sector (Banks *et al.*, 2015). The next sections give an exposition of the role players in rural development and societal transformation.

3.2 PUBLIC SECTOR

An activity that is involved in the running of a state to add value for the citizens is service delivery (Banks *et al.*, 2015). Due to the preferences and values of the society, the objectives of the state change because society is made up of fickle

human beings. Therefore, public administration is regarded as a vehicle expressing the values and preferences of the communities, citizens and society (Balboa, 2014).

Banks *et al.* (2015) indicate that the roles of the state are based on the notions of the socio-economic welfare of the state. Furthermore, laissez-faire and socialism also form part of the ideologies of the state (Charnovitz, 2010). The laissez-faire ideology is principled on the fact that creating an enabling environment in which the citizens have free competition among themselves is the primary goal of the state (Uphoff, 2013). One of the aspects of societal transformation is the rule of law. The government should protect its citizens through the enforcement of contracts by the Courts of Law and individual protection together with their properties (Harding, 2013).

Socialism as one of the ideologies, as opposed to the laissez-faire, discourages private ownership and free enterprise (Green, 2008). It seeks to make provision of services that are accessible to anyone such as free health services, social grants, pensions, free education and redistribution of income (Jalali, 2013). It put more emphasis on the fact that the government is the one that controls the markets; therefore, the provision of social welfare and redistribution of income should be accessed by all the citizens.

The state plays a notable role as a donor by assisting the NGOs in rural areas or developing countries (Harris, 2014). The assistance is in the form of money and other resources that assists the NGOs to achieve their objectives and the beneficiaries. Social welfare emphasises that the government's role is to ensure minimum standards for a good life to all its citizens (Rooderick, Blaauw & Scheck, 2016). Moreover, the provision of free education, health care, shelter, pensions and protection against loss of employment will lead to the enhancement of the lives of poor conditions of the poor communities.

Good governance requires that the role of government should be to facilitate and to mediate. The endeavours of the government are directed to basic services in health, education and social development (Dorothea, 2012). According to Minnaar (2010), the responsibilities of the government are to ensure the safety and security of all its citizens and promoting their general welfare. The government should function in a manner that is responsible, participative, transparent and accountable as it is a guiding principle towards good governance (Rooderick *et al.*, 2016).

In a nutshell, the state is regarded as the regulator, facilitator and enabler of rural development. It is the responsibility of the government to ensure that policies are made to promote safety and security (Rochester, 2014). It is, therefore, the responsibility of the administrative institutions to craft the strategy and ensure implementation to achieve societal transformation.

3.3. PRIVATE SECTOR

The private sector is defined as part of the economy that is controlled, managed and run by private individuals (Dorothea, 2012). Unlike the public sector or the NGOs, the private sector's motive is to make a profit at all cost. According to Bauer and Schmitz (2012), the private sector is sometimes called the citizen sector and it said to employ more workers than the public sector. According to Jalali (2013), the private sector is a very diverse sector that makes up a big part of many economies and based on many different individuals, partnerships and groups.

The following entities form part of the private sector:

- Sole proprietorships
- Partnerships
- Small- and mid-sized businesses
- Large corporations and multinationals
- Professional and trade associations
- Trade unions

3.4 NON-GOVERNMENTAL ORGANISATIONS (NGOs)

The structures and systems that the NGOs find themselves in are very complex and diversified (Africa, 2013). However, NGOs endeavour to retain and avoid the pressure from the communities. Harris (2015) states, that there are rural development outcomes that could be social, economic, environmental and political. It is of utmost importance to consider different sectors and institutions involved in the process. They play a vital role in transforming society.

The initiatives of rural development are outlined below as follows:

Firstly, the terms social status and cultural reform are vital in social transformation vocabulary. Social transformation describes variations in or modification of any aspects of interactions or social organisation (Lewis, 2013). When individuals alter the socially ascribed social status of their parents into a socially achieved status; it can, therefore, be regarded as societal transformation (Richey and Ponte, 2014). In rural areas, culture plays a critical role because at some point it tends to hinder the

development of both the people and the area (Rapatsa, 2016). Secondly, economic transformation as one of the outcomes of rural development can be regarded as a long-term change in the dominant economic activity (Uphoff, 2013). Lastly, rural people should be empowered to be able to change their economic status. It is a cycle; if the social status of the individuals is transformed, it leads to the realisation of a sustainable economic transformation (Rooderick, Blaauw and Scheck, 2016). In the context of this study, rural development NGOs help in ensuring that there are rural development initiatives and outcomes. Different sectors provide economic activities to achieve societal transformation in rural countries (David *et al.*, 2009).

3.5 THE SIGNIFICANT ROLE OF NGOs

NGOs provide direct services and activities that range from research to policy analysis and philanthropic work, including community support services like capacity building, technical assistance and funding. As articulated in the Constitution's Bill of Rights, the existence of NGOs personifies the rights to freedom of expression.

NGOs are important because they are guided by the needs of communities they function in. Research is made first by NGOs on what the communities want or need before they can start providing services (Dagger, 2015). This is important because resources and funds will not go to waste; funding is given according to what will be needed. NGOs play a significant role in South Africa because they do not waste state resources as they are mostly funded by private companies and individuals around the country and even across the world (Naidoo, 2015). These organisations help the government by making it their responsibility to make sure that poor people are taken care of, and people who are ill or sick are given quality healthcare.

NGOs play a significant role in closing gaps that were caused by the apartheid government. Most poor people in South Africa are black, as a result of the racial segregation that was introduced and implemented by the apartheid government (Naidoo, 2015). Majority of black South Africans were forced to settle in areas that were poor or rather far from the inner cities where economic activities were practised. As a result, the majority of black people are poor in South Africa. NGOs now play a huge role in seeing that these poor people can survive by providing them with basic services such as health services.

These organisations are important because they allow for freedom of expression as stated in the Bill of Rights. Both founders and beneficiaries of NGOs get a chance to voice out their opinions in a way that no one's opinion is discriminated against

(Macedo *et al.,* 2015). The beneficiaries get to have a say in what services they need to be provided with. For instance, if a community needs food, they are given a platform to say that they need, and the NGO cannot be compelled to provide them with clothes because it is what they want to offer.

Founders, managers and employees also have a fair share in expressing themselves when they are unable to cover everyone in the community (Desmidt, Prinzie & Decramer, 2011; Williams, Morrell & Mullane, 2014). They cannot get insulted or harassed if they fail to provide services to all members of the community. NGOs play a significant role in seeing that the Constitution's Bill of Rights is not broken to favour or disadvantage a certain group of people.

3.6 THE CHALLENGES OF NON-GOVERNMENTAL ORGANISATIONS (NGOS)

3.6.1 Lack of funds

Rural development NGOs, in most cases, cannot operate on their own without receiving any funding from donors. They are helping poor people with services that the state fails to deliver, such as health care services, literacy programmes, charitable services, awareness campaigns etc. Funding plays a vital role in the provision of services as they have not met the needs of poor people in developing countries (Jalali, 2013). Kearns (2011) stated that there is a lot of mismanagement of funds in most rural development NGOs as people have different motives and they do not stick to the organisational vision and objectives.

3.6.2 Poor governance

The fraudulent activities that take place in the rural development NGOs can be attributed to a lack of governance within the organisations (Herzer & Nunnenkamp, 2013). Poor governance can lead to insufficient funds, poor communication and poor relationship between the council and board of NGOs (Kamstra *et al.*, 2013).

3.6.3 Absence of strategic planning

Strategic management is critically important because it helps in terms of planning, monitoring and evaluation in any organisation, both public institutions and private entities. According to Harding (2013), poor strategic planning breeds poor governance in an organisation. Organisations should have a clear mission and vision statements as strategic tools that help in achieving the desired goals (Partel *et al.*,

2015). Since a mission statement validates the existence of an organisation, it can also help in terms of strategic planning.

3.6.4 Poor networking

Poor networking between developing countries will make it difficult for them to get global funding that could help in enhancing the provision of services and other resources (Uphoff, 2013).

3.6.5 Poor communications

Many NGOs in rural areas have limited communication channels, and some do not have the Internet as well as telephones to execute daily activities. It is a challenge for the NGOs to get more information about other regional or international NGOs that could assist with funding (Rapatsa, 2016). Communication is essential, particularly in terms of getting first-hand information regarding local, regional and global NGO-related issues. According to Rochester (2014), there is a gap between the board and council of NGOs because of lack of understanding.

3.6.6 Limited capacity

Leadership is one of the most important components of NGOs that stakeholders should possess within any organisation. Leadership capacity matters in terms of having to get things done and making sure that the needs of the poor people are met (Rapatsa, 2016). Limited capacities are found in fundraising, governance, technical areas of development and leadership as well as management (Siddaraju & Ramesh, 2014). As a result of a lack of funding capacity, most NGOs are unable to pay for capacity building workshops. It stated that technology, particularly in areas of IT capacity was a major challenge in the rural development NGOs (Uphoff, 2013).

3.6.7 Development approaches

One of the major challenges that rural development NGOs are confronting is the blue-print approach to development. Many rural development NGOs are trying to copy everything that is done by international NGOs or other well-established NGOs (Wiesinger, 2009). Rural development NGOs that focus only on providing services and building infrastructure instead of empowering the rural people and local institutions to manage their affairs should change their approach (Rooderick *et al.*,

2016). Illiteracy and unemployment in rural areas are persisting; however, the rural development NGOs seems not to find the solution.

3.6.8 Relationships with NGOs

According to Kamstra *et al.* (2013), the international non-governmental organisations (INGOs), referred to as the giants NGOs, tend to occupy space without leaving room for existing rural development NGOs. The INGOs initiate short-term development projects to deskill beneficiaries (Macedo *et al.*, 2016). The NGOs pay exorbitant salaries to the employees because of enough working capital, and the process dent the credibility of the donors (Macedo *et al.*, 2016). The major challenge in this regard is that the INGOs dominate the rural development NGOs because they pay allowances and manipulate the recipients (Lewis, 2013).

3.6.9 Political interference

Politics is about making policies, which are implemented by administrators (Dang, 2015). Politics can either have a negative or positive impact on the daily operations and the overall performance of an organisation. Given the circumstances, the administrators provide the politicians with advice during the policy formulation processes. However, these politicians intrude and interfere in the affairs of the organisation's administrators (Dang, 2015).

One of the most challenging aspects of any organisation is politics, and there is no way they can be ignored. Organisations have their politics, and if the politicians are only concerned about satisfying their interests, then the organisation will encounter problems. People should have political freedom so that they can elect whoever they want and formulate policies that can be executed without political interference. According to Dang (2015), our everyday lives revolve around politics, and we cannot run away from them as they are very influential.

3.7 BENEFITS OF RURAL DEVELOPMENT NGOs

Rural development NGOs may come with inconsistencies in rural areas. For example, deskilling and the provision of complex projects. However, some benefits come with the rural development NGOs, and they are discussed as follows:

3.7.1 Local resource mobilisation

Rural development NGOs has the potential to provide and raise funds from the government, individuals and local businesses. However, that requires strong governance mechanisms. Funds can be generated locally through the available local resources (Lewis, 2013). Local resources mobilisation is essential, and NGOs personnel should have strong accountability mechanisms with clear strategic plans and credibility (Kearns, 2011).

3.7.2 Local networking

Appropriate development initiatives can be identified through local networking over the rural development NGOs that exist in an area (Tam & Hasmath, 2015). Cooperation and coordination between the rural development NGOs and the local government can be improved to achieve societal transformation (Davies, 2014). Local advocacy can be effectively pursued through local networking and coordinating approaches to development.

3.7.3 Development approaches

NGOs in the rural areas are a channel to improve the lives of the poor people socially, economically, environmentally and politically. There are developmental NGOs which bring projects to the communities to alleviate poverty and transform society.

3.7.4 Cheaper to implement

According to Burke (2012), for a project to be completed, it must pass through four project phases: initiation, planning, implementation, and closure. About the project implementation of rural development, it is cost-effective because of access to local resources. Community-based organisations are easily monitored and achieve the desired organisational goals because of realistic goal-setting (Harris, 2014).

3.7.5 Improve standards of life

Societal transformation means the improvement of the standard of living socially, economically, politically and environmentally (Macedo *et al.,* 2016). Therefore, improvement in the standard of living of poor people is one of the benefits of rural

development NGOs. The rural development NGOs play a vital role in the lives of the people through the provision of different services.

3.7.6 Enabling environment

The existence of NGOs has permitted for an enabling environment that allows communities to be innovative and pursue their own developmental goals rather than wait for the government (Rapatsa, 2016). An environment that is enabling is the one that people have access to the resources needed for transformation in all aspects (Richey & Ponte, 2014). Improved infrastructures in rural areas such as IT, roads, schools, community halls, water and electricity can assist the poor people in achieving developmental goals (Rooderick *et al.*, 2016).

3.7.7 Reduce illiteracy levels

Teaching and learning are an on-going process that should take place in rural areas to reduce the high rate of illiteracy. Learning should not only take place by sending people to school (Mitlin, 2013). Developmental and advocacy or educational NGOs are of utmost importance in reducing the level of illiteracy in rural areas as they provide various educational services (Murray & Overton, 2011).

Awareness campaigns related to health and are social, political, environmental and economic in nature are essential for the transformation of society.

The following also form part of the rural development NGOs' benefits:

- Regional NGO network
- Effective support from the NGOs' board and council
- New NGO Act
- Government devolved funds and new funding mechanisms
- Corporate Social Responsibility
- Use volunteers
- NGO income generation
- Information, Communication and Technology (ICT)
- Selected NGOs provide potential partnership

3.8 ASPECTS OF SOCIETAL TRANSFORMATION IN DEVELOPING COUNTRIES' RURAL AREAS

According to Green (2008), society's perspective on societal transformation may differ according to the social, economic, political and demographic status - society's status quo. Societal transformation may mean different things from one society to the other. Development and transformation in other areas may mean moving from a traditional way of doing things to a modern way. While in other areas, it may refer to having local institutions and NGOs that provide basic services.

Education, health, political and economic freedom, peace and stability form part of the aspects of societal transformation in rural areas. Societal transformation describes variations in any aspects of social process, social patterns, social interactions and social organisation (Harris, 2014). To be precise, it means a new fashion or mode of modifying the old approach in the operation of society. Secondly, it may mean observable differences in any social phenomena over a period (Uphoff, 2013).

3.9 THE GOVERNANCE OF NGOS IN DEVELOPING COUNTRIES

Many scholars believe that rural development NGOs are a panacea for poverty alleviation and social illnesses (Wiesinger, 2007; Banks, Hulme & Edwards, 2015; Rooderick, Blaauw & Scheck, 2016). As a result, the government and other development role players are at risk of losing role players of the rural development NGOs. This has resulted in a catastrophe in the development cycles because the role of the NGOs is not considered (Choudry & Kapoor, 2013; Banks, Hulme and Edwards, 2015).

A report generated by the World Bank (year) described the biggest challenge that South Africa is currently facing regarding the mushrooming of many NGOs that cease operating within a shorter space of time. It is believed that this is due to mismanagement of funds and a lack of good leadership and management skills (Banks *et al.*, 2015). The rural development NGOs have scaled down their operations; for example, they have reduced the number of services they provided to the poor communities due to insufficient funding (Naidoo, 2015).

According to Abboussi (2012), drawing from the experiences in Brazil, China and India, a vast rise in inequality and the concentration of economic and political power in the hands of the small proportion of the world's richest countries has been

witnessed. In developing countries, the approach portrays the people as helpless and passive victims in need of assistance. According to Tsheola (2017:20), "To accord African characteristics to party-state and society triad interactionism, it is necessary to link governance to the notion of African Renaissance as an ideology and philosophy."

3.10 CONCLUSION

The chapter focused on the role players of development in developing countries regarding the public and private sectors as well as non-governmental organisations (NGOs). The significance, benefits and challenges of NGOs were discussed herein. The chapter also detailed an overview of the aspects of societal transformation by NGOs in developing countries. The next chapter comprises a comprehensive discussion of the research design and methodology.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

This chapter discusses the research design and methodology adopted in this study in the process of data collection. Mixed-method research methodology, which comprises qualitative and quantitative research, has been applied. The chapter further details the research design, sampling techniques, data analysis, data collection procedures, and issues of validity and reliability.

4.2 RESEARCH DESIGN AND METHODOLOGY

Research design and methodology is a plan through which the researcher intends conducting the study. There are three kinds of methodologies - qualitative, quantitative, and mixed-method. The latter comprises both quantitative and qualitative methods. According to Bless *et al.* (2013:15), "Quantitative methods are said to have emerged from the philosophical belief that the world runs according to natural laws and that the role of the scientist is to uncover or discover these pre-existing laws."

It is also used in gathering data in some numerical values using statistical data analysis such as Statistical Package for the Social Sciences (SPSS), Excel and other tools. A qualitative method, on the other hand, emerged out of more recent philosophical beliefs that truth is relative, and that knowledge is constructed by human beings (Sithole, 2013:15). Qualitative research aims to gain insight into the meaning that people attach to experiences in their lives and how they interpret them.

The mixed-method is a way of collecting, analysing and using both qualitative and quantitative data in a series of studies or single study (Bopape, 2018:40). Sometimes, the problems under study might require that both methods (qualitative and quantitative) be used in the same study for confirmation and elaboration. When using a mixed-method, the researcher uses the qualitative method to elaborate more on the quantitative data gathered so that no gap is unclosed. Many people might not be able to interpret numerical values, but if there are words that support them, then the study will make sense to many through a quantitative method.

The qualitative data also assists in terms of making sure that there is no information gap. According to Creswell (2003), this method originates from human and social science; however, it has been expanded to health fields such as family medicine, pharmacy, mental health, nursing, etc. The study has applied a mixed-method

research design, and the quantitative method has enabled the researcher to analyse the statistical results in a form of graphs and tables while the qualitative research method was used to collect data through interviews.

4.3 RESEARCH DESIGN

Research design and methodology enable the researcher to operationalize the research purpose and address the perceived research problem (David, Theron & Maphunye, 2009). Research design and methodology is informed by research questions and objectives to help achieve the study purpose. There are several types of research and could be drawn between qualitative, quantitative and mixed-methods research, between applied and basic research as well as exploratory, descriptive, correlational and explanatory research (Bless *et al.*, 2013:56). However, the study used only two - historical and evaluation research.

4.3.1 Historical research

It is research whereby researchers use the available primary sources and other data to research and write histories in the form of accounts from the past. Usually, researchers use this kind of research technique to examine past events to draw conclusions and make up predictions. The historical research method has steps to be followed, and they are as follows:

- Formulate an idea
- Gather data
- Analyse data
- Analyse the sources of data

4.3.2 Evaluation research

According to Bless *et al.* (2013:48), "Evaluation research uses standard social research methods for evaluative purposes, as a specific research methodology and as an assessment process that employs special techniques to the evaluation of programs." When a social intervention is taking place, this type of research technique is then used to determine the impact that the social intervention intended to make on society. For example, the study looked at the initiatives or interventions that the rural development NGOs seek to bring to society. The evaluation thereafter

has been used to assess the outcomes that their actions are bringing to the people or if their actions bring about the intended goals or are the other ways around.

Evaluation research is used to analyse the impact of a certain programme on a certain societal issue the programme seeks to solve (Sithole, 2013:39). The process of collecting and analysing data about the rural development NGOs is of utmost importance in this regard. The main aim of using this type of research method is to enhance the effectiveness of the NGOs through analysing information, characteristics, and outcomes of the programme.

The study used both historical and evaluation research to gather data and find more information about the NGOs under study. The researcher also aimed to get answers to the following questions: the NGOs reasons for existence, what have they done since their existence, and how are they governed?

The historical approaches further addressed issues such as when were they established and how many people have they helped? Moreover, other issues were explored, such as to what extent has it progressed and did the organisation meet its long-term transformational goals.

To further investigate the governance of actions and social transformation credentials of rural development NGOs in developing countries, the study conducted interviews to gather information (Bless, Higson-Smith & Sithole, 2013).

4.4 DESCRIPTION OF STUDY AREA

The proposed study has been undertaken in Elandsdoorn Moutse in the Elias Motsoaledi Local Municipality within the Sekhukhune District Municipality in Limpopo Province. Its geographical coordinates are 25° 16' 0" South, 29° 11' 0" East and its original name is Elandsdoorn. The Elias Motsoaledi Local Municipality is predominantly rural with a high unemployment rate that led to high poverty levels (LED, 2017:17). It has significant development potential in sectors such as agriculture (both horticulture and livestock) and tourism (IDP, 2017-2018:22).

There are several NGOs in the area, and their focus is basically on home-based care services and voluntary counselling for HIV and AIDS, taking care of the elderly and sick children in the community. The study focused only on the Ndlovu Care Group because the organisation is the biggest NGO within the study area. It covers almost all the services that are provided by the other NGOs; for instance, control and prevention of mother to child HIV/AIDS transmission, drop-in-centres, national school

nutrition, youth programmes, empowering women in the village and awareness programmes.

4.5 KINDS OF DATA NEEDED

The study used both secondary and primary data with opinions and facts gathered from community members. Textual data were used to investigate types of rural development initiatives, to analyse the governance of the initiatives' role players, and to outline the aspects of societal transformation within rural areas in developing countries. The empirical data was used to establish the extent to which rural development and societal transformation are impacted by the NGOs. Observations have been applied in respect of the initiatives of rural development role players, types of role players as well as the existence of their profiles.

4.6 TARGET POPULATION

Terre-Blanche, Durreheim and Painter (2006:33) define a population as "a huge pool of individuals where a sample is drawn." The population is a range of elements with similar characteristics ranged by the sampling criteria formed by the researcher. The study area consists of a population of 100 000 people comprising traditional leaders, community members and NGO stakeholders. The target population for this study comprised 50 participants from the community and 10 participants as permanent employees of the NGO. The remaining 40 participants were voluntary workers. The 50 participants are a combination of volunteers from the community and permanently employed workers by the NGO.

The volunteers, who are members of the community and beneficiaries of the services rendered by the NGOs, enabled the researcher to get detailed information regarding the effects of rural development NGOs.

4.7 SAMPLING

Sampling is described as elements or units included in the study (Blanche, Durrheim and Painter, 2006:26). Polit and Beck (2012:44) define a sample as "a smaller collection of elements from the population utilized to gather information."

Sampling is the process of selecting a portion of the entire or total population for representation in a study (Leedy & Ormrod, 2014:77). Ideally, samples are population microcosm. The non-probability sampling procedure was used in this study to obtain the representative group from Elansdoorn Moutse.

In non-probability sampling, the researcher is unable to forecast or guarantee that each element of the population has been represented in the sample (Bless *et al*., 2013:54). In this study, non-probability sampling comprising a convenient and purposive sampling procedure has been used to select the sample of community members that included sponsors, employees, households, and top management has served as key informants of the NGO under study.

The study used convenient sampling to select participants for the study. In this context, 40 community members who volunteer at the NGO and 10 permanent employees have been used as participants to represent the population.

4.8 DATA COLLECTION METHODS

Data collection is a systematic process of collecting and measuring information from various sources (Terre-Blanche, Durreheim and Painter, 2006: 27). The study used the following data collection methods:

4.8.1 Documentation

It is the form of secondary source of information such as the organisational existing written documents (policies, mission and vision statements, etc.). The primary aim of documentation is to review the variety of existing sources to collect independently verifiable data and information. Data has been collected from relevant published material such as academic journals, books, and articles.

4.8.2 Self-report method

It is a type of report that involves the participants' responses based on their own life experiences. The methods are interviews, questionnaires, and focus groups. They are accurate and honest as they reflect the truth. The self-report methods consist of advantages and disadvantages as follows:

4.8.1.1   Advantages

- Easy to administer
- Can be administered in a group format
- Do not always require special expertise on the part of the administrator
- Can assess private thoughts, feelings, and behaviour in private settings

For instance, in a study to assess the employees of the rural development NGO understudy whether the NGOs are well-governed, participants might lie in an interview, but be more open in filling in anonymous questionnaires; and

- Self-reports give a sense of how things bother the person in terms of their experience (Bless *et al.*, 2013).

4.8.2.2   Disadvantages

- Participants can lie to make themselves look good;
- The participant can respond in a way that they think the researcher may want them to respond;
- Participants can respond in a way that makes them appear more distressed than they are so that they can receive services that may not otherwise be accessible to them; and

- Participants may respond in a socially desirable way; a way that they feel is more acceptable to other people (Bless *et al.*, 2013).

4.8.3 Questionnaire

It is the instrument used by researchers to gather information (Sarantakos, 2010:88). In this study, self-administered questionnaires have been used to investigate the effects of initiatives and social transformation credentials of rural development NGOs in developing countries. Self-administered questionnaires consist of two main advantages; first, they are easily distributed to many people and, second, they often allow for anonymity. Allowing respondents to be anonymous is important if the researcher wants honest answers to highly personal questions (Mitchell & Jolley, 2011:35). Using a self-administered questionnaire can be cheap and easy to get valid data (Bless *et al.*, 2013:44). In this study, questionnaires were distributed to forty (40) members of the community and ten (10) NGOs employees prior the interviews. Because the organization has different sections, the Head of Department in their Research Department, assisted in administering the questionnaires to the employees and beneficiaries and that helped the researcher to observe and learn more about the organization.

4.8.4 Focus-groups

Focus groups are semi-structured group interviews conducted by a skilled facilitator, and they are the type of interviews used commonly. They consist of between six and ten respondents who are interviewed together (Bless *et al.*, 2013:45). This study applied this interview approach, and the researcher provided participants with the opportunity to learn from each other through their discussion on how the rural development initiatives of NGOs are governed in developing countries.

4.9 INTERVIEWS

Interviews come in different types and they are outlined below:

4.9.1 Behavioural interview

This type of interview allows the researcher to ask the respondents questions that require examples of previous activities that were undertaken in the organisation.

According to the aim of the research, this type of interview enabled the researcher to get detailed information about the organisation. Secondly, a behavioural interview is used to find data on the respondents regarding the strategies implemented to deal or cope with the hardships that occur in the organisation. They are expected to be ready and give account on how they have dealt with the difficulties. The purpose of this type of interview is to predict future performance based on past experiences in the organisation. The use of behavioural interview assisted the researcher to establish to what extent is the organisation is applying the principles of governance.

4.9.2 Exploratory or Information interview

It is used as a fact-finding and a screening tool mainly by people who are interested in a certain organisation or company they wish to work for (Bless, Higson-Smith & Sithole, 2013). In the context of this study, the researcher interviewed the targeted population to find out more about the NGO, organisational structure, culture, and its growth plan.

This approach was also used to find out more about the occupations within the organisation for daily operations. It included collecting data on the requirements needed in the organisation, such as educational background and previous work experience. Issues around application procedures, job specification, roles and responsibilities and positions available in the organisation are very significant because they enable the researcher to establish if the principles of governance are implemented.

4.9.3 Group interview

It is the type of interview that is usually undertaken by large companies or organisations when several people are being interviewed at the same time. It can either last for more than two hours or the whole day depending on the number of interviewees (Bless et al., 2013).

The researcher observed how the respondents behaved under pressure and how they interacted with one another. Individuals working in the organisation differ in terms of their personalities, culture, and beliefs. Therefore, this is the best type of interview as it has assisted to evaluate how they interacted with people with different personalities.

Communication is regarded as the most important tool in an organisation. Thus, it has an impact on the performance of the organisation. Group interview also helps in testing if ever there are good communication skills among the employees of the organisation. As an NGO, its workers must have good communication skills as they are working with people from different background in the community.

The researcher asked unstructured questions to the respondents, and that means the comments made were not the same. It is, therefore, vital to pay attention during the process of the interview. Conducting this type of interview requires one to also seek advice from those who had done it before so that they know the expectation of the researcher.

4.10 DATA ANALYSIS TECHNIQUES

The study analysed qualitative and quantitative data that were collected from the participants. The data were classified and categorised into themes and sub-themes, in the context of the proposed study. Statistical Package for Social Sciences (SPSS) was used to store raw data and numeric findings, which enabled the researcher to get percentages and ratios as well as to formulate and populate, graphs, charts and tables.

4.11 VALIDITY AND RELIABILITY

Validity is referred to as the degree to which a study measures what it purports to measure. Reliability is an estimate of the accuracy and internal consistency of a measurement instrument (Bless *et al.*, 2013:52). Face validity is concerned with the way the instrument appears to the participant. Extensive literature has been reviewed to ensure that the collected data were valid. An instrument must be tailored to the needs of the participants, for whom it is intended (Bless *et al.*, 2013). It leads to the consistency of the data to be collected and that can be regarded as reliable. The researcher ensured that the data collection instruments were not complex to the participants.

4.12 SIGNIFICANCE OF THE STUDY

Theoretically, the research project adds to the existing body of knowledge about the effects of rural development NGOs governance on societal transformation. For this reason, future researchers who would pursue similar studies might consider this study as a point of reference. The study will contribute knowledge to the discipline of Development Planning and Management.

4.13 CONCLUSION

This chapter presented the research design and methodology adopted in this study. The section further described the study area and the research design and discussed the population, sampling size and data collection instruments. A brief description of the process analysing data was also outlined. It was indicated that the methods used to collect and analyse data were informed by mixed methodologies.

CHAPTER 5: RESEARCH FINDINGS, ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION

This chapter discusses the presentation and interpretation of the findings of the study. Findings are presented in accordance with the participants' response to the self-administered structured questionnaire and face-to-face interviews. Quantitative data are presented through the application of descriptive statistics, where the researcher uses graphs. Qualitative data was analysed, and the researcher assessed the responses and grouped them into themes. This assisted in assessing the experiences and deeper expression of participants' views on the study. Data was collected from the Ndlovu Research Centre NGO because it is the well-established and the biggest NGO with good infrastructure to render services within the Elias Motsoaledi Local Municipality jurisdiction.

The study investigated the governance mechanisms, initiatives of rural development and the role players in developing countries. Moreover, the study sought to examine the scales and profiles of NGOs rendering basic services in rural development, assess the aspects of societal transformation within the rural communities of developing countries, delineate the effects of rural development NGO governance on societal transformation, and propose measures for improved governance. Bar graphs, pie charts and cross-tabular are used to analyse data collected from the study area. The information collected from the area depicted that rural development NGOs played a vital role in the transformation of society in rural areas. The strategic tool, which is the mission statement, was considered as it influences the governance and performance of the organisation. A mission statement provides a guide to management and employees on how to operate daily in the organisation. Governance as a process of integrating different stakeholders working together towards achieving political stability, control of corruption, accountability, economic freedom, and absence of violence. It, therefore, assists in terms of good communication between stakeholders from the management of the NGOs and the community in addressing societal challenges.

The response of the participants was very positive, and they tried to give as much information as they could to the researcher. Fifty (50) questionnaires were distributed and only 45 were received by the researcher as some were spoiled.

5.2 PRESENTATION AND ANALYSIS OF FINDINGS

The findings and analysis are presented in the following sections supported by illustrations. The findings are analysed using both qualitative and quantitative approaches.

5.2.1 Qualitative Research Findings

The findings below emerged from the interviews conducted with the members of the community, who are also volunteers at the NGOs, as well as the permanent staff members of the NGO. The findings are presented as follows:

5.2.2 The nature the organisation

Both permanent employees and volunteers seemed to have a better understanding of the nature of the organisation. It was clearly stated that Ndlovu Care Group was the biggest NGO in the area, and it rendered 95% of the services that were supposed to be delivered by the municipality. The organisation operates as a community-based organisation (CBO) that addresses health, social and environmental awareness issues. It also provides basic need services such as water and education to the community.

5.2.3 Provision of services by the NGOs

In terms of the provision of services, it was indicated that the NGO rendered services that went way beyond its objectives because it also provided boreholes to the community of Elansdoorn and other rural areas that were within the Elias Motsoaledi Local Municipality jurisdiction. Ndlovu Care Group has the best infrastructure and well-trained members who ensure that services rendered reach all the targeted members of the community.

5.2.4. Reasons for working for the NGO

Surprisingly, most of the workers in the organisation are well learned and skilled. Many of them have university qualifications. The workers are working for the NGO because they are passionate about helping the members of the community. They also mentioned that it was more convenient to work closer to home.

5.2.5. Operations guided by the organisation's mission statement

The employees of the NGO understand the meaning of the mission statement. There is a concern regarding the governance of the NGO because both volunteers and employees do not have a clear understanding of good governance.

It is evident that the organisational day-to-day operations are not aligned with the mission statement because it is each organisation's prerequisite to ensure that all its activity is aligned with the mission statement. However, the targeted NGO for the empirical study responded appropriately because it consisted of a well-trained workforce. Ndlovu Care Group is well established with good governance initiatives that are defined by its vision and the mission statement.

5.2.6. The impact of the mission statement on operations

The Ndlovu Care Group's mission statement played a vital role in improving the performance and exposing the organisation to international donors. The Research and Development manager of the organisation stated that the NGO ensures all its departments adhere to the principles of governance. The organisation receives funding from international donors because the government is unable to assist with funding due to budget constraints.

5.2.7. The key drivers of a mission statement are supposed to be visible

According to the manager for the Research Development Department, the organisation clearly understands its customers, employees, its competitors and technology. Therefore, the aspects of the drivers of a mission statement being visible are of utmost importance. The workers are always reminded about the purpose and objective of the organisation.

5.2.8. Understanding the purpose of the mission statement of the organisation

The employees in the organisation know and understand the mission statement. However, they did not realise the importance of the mission statement regarding organisational performance.

5.2.9. Suggestions regarding in-depth understanding of the mission statement

The NGO's induction programme assists in ensuring employee performance and loyalty. The employee orientation programme has helped the NGO with its employee retention strategy.

5.3 THE KEY INVESTIGATED PROGRAMMES AND SERVICES RENDERED BY THE NGO

5.3.1 The Feeding Scheme

The NGO does not only offer health and educational assistance to the community of the Elias Motsoaledi Local Municipality but also food to the destitute. The programme provides members of the community with three meals per day. These three meals were sometimes not enough to feed everyone who came through to the centre because the organisation did not have enough donors. The NGO did not stop providing because of insufficient funding.

Rural development NGOs play a vital role in rural communities in the intervention of hunger and malnutrition-related challenges. The organisation does not provide just ordinary but nutritional meals as they are considering health issues related to diet. It was reported that the feeding scheme had helped families a lot, particularly children because they had meals before and after school. Societal transformation does not only mean infrastructural change but also the provision of sustainable basic services to the disadvantaged.

5.3.2 Vegetables Farming Project

The vegetable farming project has been playing a vital role in the Elias Motsoaledi Local Municipality since its inception even though it does not have enough capacity to grow enough crops. This project is negatively affected by the lack of water in the local communities. As a result, the people who have received the necessities to work on the project have not been able to produce enough vegetables. However, the project played a significant role in helping disadvantaged families to produce vegetables for personal consumption. Even though the project was aimed at generating income for the members of the community, it has been contributing to the supply of food.

The project was introduced as part of the Ndlovu feeding scheme so that those who could produce enough would share with the rest of the community by taking the surplus production to the care centre.

Everyone was allowed to apply for the farming equipment, but not everyone was interested. This project assisted those who embraced the idea of growing vegetables for household consumption. The project had a positive impact on the members of the community than similar projects driven and supported by the government. The current and past community engagements have encouraged participation in the project. Community participation enables NGOs to render services better than municipalities. The NGOs encourage stakeholder relations with communities through regular community development engagements.

The project was initially established to generate income for the communities and to eradicate poverty. However, it ended up being a subsistence farming project due to the lack of running water in the communities. However, the Ndlovu Care Group, together with their research centre, are looking for ways to provide running water to the families who have shown that they were capable of farming. The NGO can lead successful projects because it has synergy with the communities. NGO trained the members of the community about vegetable farming and played a huge role in ensuring that rural communities of the Elias Motsoaledi Local Municipality learnt to be independent. The organisation's challenge is that they were failed by the government in a way that the government did not assist the organisation in developing the rural communities.

The organisation depended on international donors for aid and support to keep operating and helping communities. Offering classes to people on how to farm helped in reducing poverty by providing alternatives. Many people who practised farming in the local communities were unemployed women who were left to raise children as single mothers. The organisation has helped in equipping them with skills to fight poverty and not wait for the government to assist them. Over a hundred households in the Elias Motsoaledi Municipality has benefitted from the educational programme as they are now able to farm vegetables such as spinach and potatoes. The NGO assisted most families with skills to sustain their families.

5.3.3 Provision of food parcels by the NGO

The response from the participants confirmed that the Ndlovu Care Centre provided basic groceries to poor families. The care centre gathered and distributed groceries that most families needed. The employees and volunteers at the centre said that some months were better than others for the members of the community because the NGO could give additional food parcels to the families that registered as beneficiaries. As and when there is enough food, the NGO can distribute two times more than the normal provision.

5.3.4 Ndlovu Research Centre

Ndlovu Research Centre is the Headquarters of the NGO, and all activities are administered and managed at the Centre. It is a place where all the information about the organisation is kept. Records that are kept include historical and future information for the next six years. The Health Division rely on the research centre for health-related issues. Tuberculosis and HIV/AIDS specialists rely on the research centre to find out about current medications that were used to cure the illnesses.

The research centre was essential in conducting research on the progress of the patients at the health centre and coming up with solutions to problems. Agricultural research is also conducted by employees to provide accurate farming advice to the beneficiaries of the organisation's farming project. The research centre is used by researchers who work with the NGO to research matters related to the NGO offerings. The workers at the research centre search for an approach that will add value to the NGO's objective of attracting donors.

The research is conducted around chronic diseases such as HIV/AIDS and TB. It is important to research chronic related issues because it assists in closing the gaps of medical centres infrastructure within the areas of the Elias Motsoaledi Local Municipality.

The government only sends mobile clinics to the local communities once or twice in a month and expects the people to visit the hospital if they need emergency health care. Unfortunately, the only government hospital around the community is very far, and people cannot always afford to travel long distances to seek medical care. The Ndlovu Care Centre has helped the community around health education. The research centre is different from the Youth Development Centre because not

everyone has access to it. It is reserved only for research that is related to improving the services offered by the care centre.

The Ndlovu Research Centre has played a major role in the management of the spread of COVID-19 in the past few months. It has been used to give an update and how to manage COVID-19. That helped the care centre and other departments to share information within the local communities. The information contributed towards the medical centre is initiatives of managing the virus.

The Ndlovu Research Centre depends on the donations from local businesses to improve services. Businesses contributed to the research centre by donating internet access. Both local and international companies have donated computers that are used at the centre. The research centre also raises funds to sustain its operations. Fundraising plays a significant role in the budget of the NGO. The Centre operates autonomously from the government; it is maintained by stakeholders who encourage it to remain independent from the government and its regulations, which can limit improvements.

The research centre is not only used for doing research but also for workshops and development related initiatives. The Ndlovu Care Centre also uses the Centre to train the staff on new developments related to the services currently provided. Every time the Centre comes up with new ways to improve services, meetings followed by training sessions are held.

The managers of the Centre must organise training for the staff to improve their performance. It is through the work of the researchers that the Centre can implement new techniques for better service. The research centre operates differently from the government because the members of the community can join the training sessions whenever there is the opportunity to be trained.

5.3.5 Ndlovu Workplace Wellness Centre

The NGO's Wellness Centre was established for the employees only but is now open to all the members of the community. The main objective was to ensure that performance of the employees was enhanced. It plays a notable role in team building and customer service. It helps to deal with complaints from unsatisfied members of the community. The initiative is key in the progress of the Ndlovu Care Group because it helps in boosting workers' confidence and knowledge. It also helps to retain the good results and reputation of the organisation. It is through the existence

of the Ndlovu Workplace Wellness Centre that Ndlovu Care Group staff members have a close relationship.

The Ndlovu Workplace Wellness Centre has fitness facilities such as a gym and running club formed by staff members to keep them healthy and fit because they believe that a healthy lifestyle is key in being productive at the workplace. The fitness programme also encourages workers to perform well in their duties by offering a bonus salary to workers who reach certain fitness goals monthly. The wellness centre also provides healthy lunch for staff members. It ensures that hunger and lack of energy does not trigger illnesses and tiredness amongst workers.

5.3.6 The Ndlovu Youth Choir

The choir was formally introduced to the organisation in 2009 and it had a positive impact on the lives of young people who were passionate about music. The youth is putting more effort into the choir as most of them want to pursue the music career path. The choir does not discriminate against people, but it is aimed at improving the lives of the youth. The Ndlovu Youth Choir started as an after-school programme within which school children could come together and learn how to sing, as the organisation held conferences such as year-end functions. The choir started from the humble beginning without knowing that they would grow into being known by the world and getting opportunities to compete against the best in the world. Being made up of a group of young people, the Ndlovu Youth Choir also helps in keeping the youth of the Elias Motsoaledi Local Municipality away from the streets of Dennilton, which are known for pressuring youth into taking drugs and criminal activities.

5.3.7 The Ndlovu Miracle Theatre

The Ndlovu Miracle Theatre is an outdoor facility. The theatre is used by choristers and live performers within the organisation as a platform to showcase their talents. The facility is more of an outdoor amphitheatre where an audience gathers in a round space. The Miracle Theatre is a bit different from modern theatres, which are large with comfortable seats. The theatre was established for the youth of the Elias Motsoaledi Local Municipality to share their talents with community members. The theatre is maintained by the Ndlovu Care Group, which justifies its limited resources because the organisation is non-governmental with little resources.

5.3.8 The Health Club

The Ndlovu Fitness Program consists of different parts, the most popular one being the aerobics class. This class is usually held on Saturdays when most of the youth are not at school and are free to join the elderly for a training session. The programme was initially introduced to help benefit those who are in the Ndlovu Care Group, mainly those who have blood pressure illnesses and diabetes.

The programme was formally introduced as a health programme for the centre but has over time captured the hearts of many people in the community, which made it popular. Now, the programme accommodates even people who are not ill but are interested in fitness. Some of the people who attend the fitness classes do so to show support to their family members and sick people. The benefits of the Ndlovu Fitness Program are countless, but most of the employees and volunteers mentioned similar benefits such as being in control of their health and weight. It was mentioned that the programme helped many people, especially the unemployed youth, to stay healthy.

5.3.9 The Ndlovu Rehabilitation Centre

The rehabilitation centre was formed to help mainly the youth who suffered from substance abuse-related problems. The centre is different because it is not only aimed at assisting people with drug abuse problems but also those who are ill and have given up in life. The focus is on people who are not disciplined to follow the medical instructions from the medical experts. It consists of therapists who are volunteering to offer professional therapy. The therapists also help with occupational therapy and therapy to children who attend special schools. The rehabilitation centre refers the children with special needs to the therapists. If a child has a hearing problem, the Ndlovu Care Group captures their information and the kind of aid they may need, and then try to fund their hearing equipment.

The rehabilitation centre, just like any other rehabilitation centre, finds it easier to help people who are willing to change. The centre is available to the youth who are drug addicts. The youth are admitted at the centre for a few weeks to enable social workers to monitor their progress and recovery. Drug and alcohol abuse is a big issue in local communities and that has encouraged the centre to establish the rehabilitation unit. The centre is different from the government ones because they

also have admission rooms, which are exclusively available to patients who are referred by a medical doctor.

Government clinics in the communities do not offer admission rooms to patients, which makes the monitoring of patients difficult. The Ndlovu Rehabilitation Centre has the strategy to admit the patients if they are not getting well or coping with the addiction. The facilities differentiate the Centre from what government Rehabilitation Centres are providing. The Centre consists of facilities designed for the utilisation and safety of patients. In most times, people who are addicted to drugs get frustrated and become violent when there are no resources to meet their needs. The Ndlovu Care Centre has managed to build admission rooms that do not have furniture that can be turned into harmful weapons such as mirrors and glass windows.

The admission rooms are built of wood for the safety of both the patients and the staff. The Ndlovu Rehabilitation Centre is not only equipped with safe furniture, but it was designed to cater for safety objectives. Researchers at the Ndlovu Research Centre made research on whether it was needed in the community and what needed to be done for it to be a success. Community leaders and members were involved in the process so that they could have their say on how things should be done. Community members' involvement shows that NGOs engage communities which the government rarely do. This idea is what makes these NGOs favourable to community members over government institutions who do not ask for ordinary people's opinions before the implementation of programs.

It is a requirement for a patient to get admitted and there is a need for a referral letter from a health care worker stating that they have reached a point in their health condition where they are a danger to themselves or people around them. The patient will then have to submit the letter to the rehabilitation centre to book an admission room a week in advance. The patient will then come back after a week to get admitted and monitored by social workers and health care workers. The Ndlovu Rehabilitation Centre workers do everything to the best of their ability for the patients to recover.

The services that the Centre provides are favourable because the processes are not the same as those at government clinics and hospitals. Patients believe that government clinics keep them on waiting lists to get help and end up giving those appointments that delay the treatment intervention. This is seen as a disadvantage

because people who are very sick or cannot control their addictions should not be kept long until they get medical intervention.

5.3.10 The Ndlovu Focus Group

The NGO established focus groups that comprise less than ten people. The groups were created for newly diagnosed HIV/AIDS patients. The main objective is for the members of the groups to encourage one another regarding the trauma of realising that they are infected with HIV/AIDS. HIV/AIDS specialists host these groups and encourage the patients to take their medication as prescribed by a doctor to avoid relapsing. The Ndlovu Focus Group has been a success over the years because it consists of small groups and, as a result, the patients could openly share their experiences without limitations.

The programme is successful because many people have joined. Most HIV/AIDS patients do not want to disclose their status to many people whereas in government clinics or hospitals they can be seen by many people when they attend training and counselling programmes. It is difficult for the members of the community to go the public health care centres. Instead, they go to the Ndlovu Care Centre because the focus groups are more private and secured.

These groups are important in reminding those who feel like their lives will never be normal again. They begin to realise that they are not alone. Loneliness and discouragement are discussed, and tasks are given to keep these patients busy and away from feeling like they are not important. The Ndlovu Focus Group creates a homely space for the people who attend the sessions so that they feel free to discuss. It makes the centre more popular in comparison with government focus groups. Patients prefer to attend the focus groups sessions because the NGO's personnel are welcoming and caring.

Focus groups in public hospitals are different because they do not put much effort into creating homely spaces. They rather invest much in paying their staff. NGOs such as the Ndlovu Care Group invest a lot of their effort in ensuring that the community members are served with pride. HIV/AIDS is a big issue in the community of Elias Motsoaledi because the community is stigmatised. People in the community are not well educated on the disease. Patients tend to get called names for being infected with the illness. This is what makes it difficult for them to have a positive outlook on life after being diagnosed. The focus groups have worked and are still

working tirelessly to ensure that the communities get educated on the HIV/AIDS topic so that the stigma on people living with HIV/AIDS is reduced and possibly ended.

The focus groups empower the patients in a way that they will be able to educate members of the communities. Patients are advised to join the focus groups so that they learn more about the illness and how to deal with fellow community members who are less informed. This helps in improving how these patients look at themselves. These focus groups give patients a sense of life and courage to look forward to the future regardless of their status. These groups continue to be vital in changing the lives of many newly HIV/AIDS diagnosed people in the community.

5.3.11. The Ndlovu COVID-19 Club

The Ndlovu Care Group established mechanisms to educate the local communities about Coronavirus (COVID-19). The Ndlovu COVID-19 Club focuses mainly on making people aware of the virus and finding ways to curb the spread of the pandemic.

The centre has hired unemployed youth in the local communities and educated them on the virus so that they could educate other members of the community. Since a move to alert level 2 of the lockdown, the centre hired more than five youth who have been working tirelessly in spreading useful information that could help limit the spread of the virus, especially in the surrounding communities.

This makes the centre to be different from government hospitals because it can hire the youth from local communities and it also addresses the impacts of the COVID-19 pandemic. Employing the youth has made the club stand firm because the communities of Elias Motsoaledi Local Municipality are disadvantaged with many young people who cannot get employed in government institutions due to lack of qualifications. The Ndlovu COVID-19 Club impacted positively on communities such as Tambo, Ngwane and Five Morgan to educate them about COVID-19.

This initiative was most active when the community of Dennilton was identified to be the COVID-19 hotspot in the Sekhukhune area. It is believed that the spread of COVID-19 is as a result of the Philadelphia Hospital situated in the area. The NGO saw this as an opportunity to educate people on the virus as the news about the community being a hotspot were making community members very anxious. The Ndlovu COVID-19 Club did not only assist in giving employment to the youth of Elias

Motsoaledi Local Municipality, but it has also contributed towards COVID-19 awareness campaign.

The Centre's objective for the establishment of the COVID-19 Club was to assist the local municipality to stop the spread of the virus. Even though the Coronavirus is still affecting communities, the centre has been very instrumental in uniting the community to fight the pandemic. The COVID-19 awareness campaigns have been effective because the local communities tend to believe what they are taught by familiar faces. The Ndlovu Care Centre is accessible to the local communities and, as a result, the centre can reach many people who cannot be reached by public hospitals.

The club also offers COVID-19 screening and testing to the local communities. At the beginning of the lockdown, people who are employed by the centre were going around the community to screen people for COVID-19. This was only a short-term arrangement by the club as the Ndlovu Care Centre was still operating on an ad-hoc basis due to staff shortages. Doing door-to-door screening was going well even though some community members were not willing to let the Ndlovu COVID-19 Club into their homes, which was understandable as the spread of the virus was at its peak during that time.

5.3.12 The Ndlovu Social Relief Scheme

This is a programme by the Ndlovu Care Group to assist those who have been negatively affected by the COVID-19 pandemic. Many people have lost their jobs while those who had small businesses could not continue to sustain them. The scheme is aimed at collecting foodstuffs from those who can share with the disadvantaged members of the community. The programme has been running well since its inception because the community members have been willing to work together in dealing with the challenges of COVID-19 pandemic.

The social relief did not impact negatively on the Ndlovu Care Centre's operations because there was no budget required to implement the relief Scheme. The programme is running smoothly as a result of community members who are willing to contribute. It was introduced in the early stages of the lockdown as the Ndlovu Care Group realised that the food parcels that the government had promised to provide to the poor were yet to arrive. The initiative, therefore, sought to close the gaps that were left by the government.

The Ndlovu Care Group rescued many disadvantaged families in the Elias Motsoaledi Local Council jurisdiction. The families were unable to either buy or produce food. It has also been difficult for these families to go out and try to earn a living since the government had introduced stricter lockdown regulations. People were not allowed to leave their homes unless they produced permits found at local police stations that stated their reasons for being outside of their homes when they did not need to get food or medical care.

5.3.13. Ndlovu Youth Skills Development

The Ndlovu Care Centre also has a functional youth skills development facility that helps the youth in the local communities with their reading and writing skills as well as talent development. The skills development centre is very transparent, and it is for every young person in the community. All young people living in the communities around the centre have equal access to the Youth Skills Development Centre, unlike government institutions that set selection criteria.

The centre is well respected compared to government centres because it is clear on the expectations of the youth. The centre does not require the youth to submit proposals. The youth are only required to complete a background check to know if they have previous criminal convictions or not and fill in forms that are found at the centre offices. This programme is successful when compared to government development programmes because the youth, for government facilities, is expected to write proposals, which never get approved. Another thing that differentiates the NGO from the government is that the admission process is transparent and quick to complete while government centres follow long, complicated procedures. The development centre also assists young people who want to further their studies post-Grade 12 to be able to apply for bursaries.

5.3.14 Ndlovu School for the Disabled

The unit was established to afford children with special needs to get an education. The care centre came up with this idea after they had identified the need for schools that can accommodate such learners. The government schools in the Elias Motsoaledi Local Municipality do not have schools that can accommodate children with special needs because of limited resources and skills. The need has motivated

the Care Centre to establish the initiative to avail an equal opportunity to educate children who are physically challenged.

The school accommodates children with physical challenges such as blindness, deafness and muteness. It provides an equal opportunity for them to learn what other children of their age learn in government schools. The school has been divided into three classes to accommodate learners with different needs. The first class is for learners with cognitive barriers; it includes learners who find it difficult to grasp information quickly and learners with behavioural problems such as bipolar syndrome and those that are autistic. The second class is for learners with physical barriers such as deafness, blindness and those that are mute or cannot talk properly. The last class is for pupils who are labelled "slow learners" at government schools for their inability to perform in class. These classes have made it possible for the centre to employ a teacher for a suitable role. What the centre has established is something that the government has been asked to do in the Elias Motsoaledi Local Municipality without success. The centre has taken a huge responsibility to ensure that all children get an equal opportunity to education. This has not been the easiest implementation for the Ndlovu Care Group because not everyone has the needed skills or qualifications to teach learners with special needs.

As a result, the centre had to go on and find teachers who will perform the duties at the school correctly. The centre had to invest a lot of money, not only in developing facilities that are suitable for children with special needs but also in finding relevant teachers. Teaching children with special needs is something that the local government has failed to implement in the past. The school is managed professionally. The teachers who are employed to teach these learners are highly skilled and passionate about their work.

There has never been an incident whereby a learner reported that a teacher had discriminated them by excluding them from a lesson due to their needs. The teachers are fully aware of the kind of learners they are working with, and are willing to go an extra mile. It is not a secret that government schools in the local communities do not consider learners with special needs, but the Ndlovu Care Group has made it their responsibility to build the future of the children. The Ndlovu Care Group has taken full responsibility for children living with disabilities.

The design of the school is better than that of government schools. The schools are well built to be accessible to all children. The facilities are safe for children who need special attention. The classrooms are adaptable to the needs of all the children. The school management is working hard towards the development of the school and how they can attract the interest of more companies. The school has been playing a vital role in Inclusive Education. Inclusive education is very important because it gives all children a chance to improve their lives. It is every child's right to get an education, and the centre has been working towards allowing every learner to learn.

The NGO has been doing what the government did not succeed in by opening and successfully running an inclusive school. The school is setting a precedence for the government that inclusive education is possible and can be implemented.

5.4 QUANTITATIVE RESEARCH FINDINGS

5.4.1 Demographic

The researcher used the Statistical Package for the Social Sciences (SPSS) to analyse the data. Pie charts, bar graphs, cross-tabular and frequency tables were used to analyse the data collected from the survey.

The Ndlovu Care Group is the biggest rural development NGO in Dennilton, and it provides services contributing to rural development and societal transformation. The respondents are the members of the community who volunteer at the NGO, as well as permanent employees of the NGO. They consist of different age groups and are depicted below as follows:

Figure 1. Participants Age Groups

Age Category

■ 16-29years ■ 30-39years ■ 40-69years ■ ■ ■
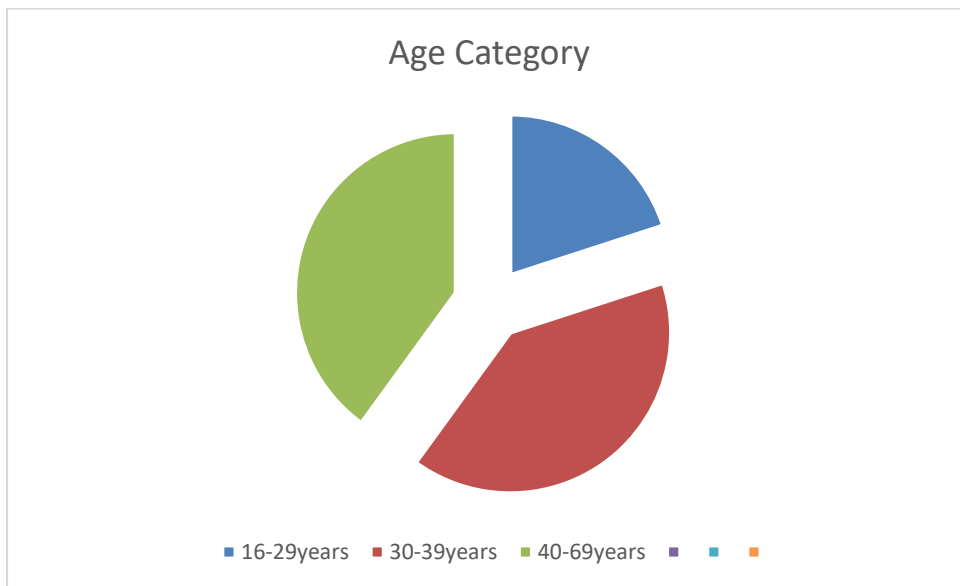
The above figure depicts ages ranging from 16 to 29, 30-39 and 40-69. It is a combination of the participants who are the members of the community and serve at the NGO as volunteers and the permanent employees.

5.4.2 The impact of the NGO and the period the participants lived in Dennilton

Figure 2. The impact of the NGO and the participants' duration in the area

■ less than 9years ■ 10-19years ■ 20-29years ■ 30-39years ■ more than 40years ■ all my life
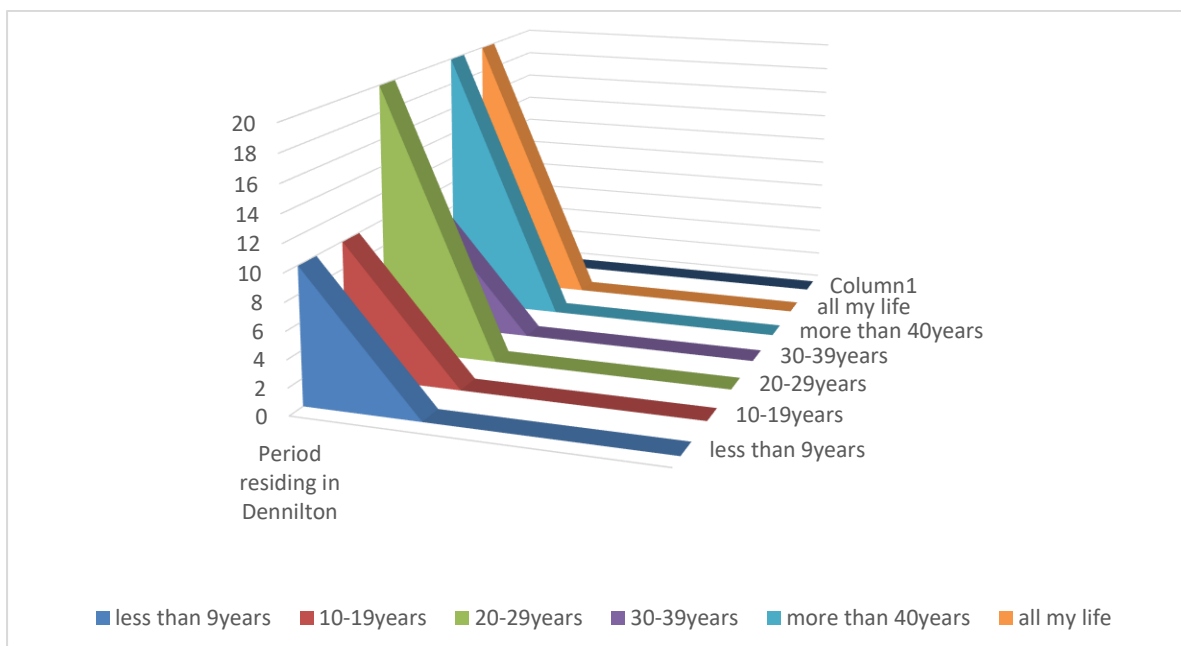
The above graph indicates that most of the people who lived in Dennilton for a long time attested that the NGO had a positive impact on the community. It was confirmed

that the NGO played a significant role in addressing socio-economic, political and psychological problems. The graph depicts that participants who resided in the study area for a long time acknowledge the difference and impact brought by the NGO.

5.4.3 Number of years residing in Dennilton against the usefulness of the NGO in the Community

The number of years the participants lived in Dennilton and their views on whether the NGO plays a role in transforming the society are depicted on the graph below. The participants, who resided for more than 40 years, indicated that the organisation impacted positively on the communities. The participants who lived in the area for less than 9 years were unable to comment on the historical background of the NGO's provision of services. The respondents constitute 80% of those that have lived in the area for more than 40 years and they are ranging between 40-69 years.

The NGO was established 26 years ago. The blue columns represent the responses from the participants who agreed that the NGO had a positive impact on the members of the community. The yellow columns represent few people who lived in the area, and argued the fact that services provided by the NGO were insufficient. It is evident that participants who lived in the study area witnessed the role and difference made by the NGO in the community.

Figure 3. Years of Residency and the Impact of the NGO
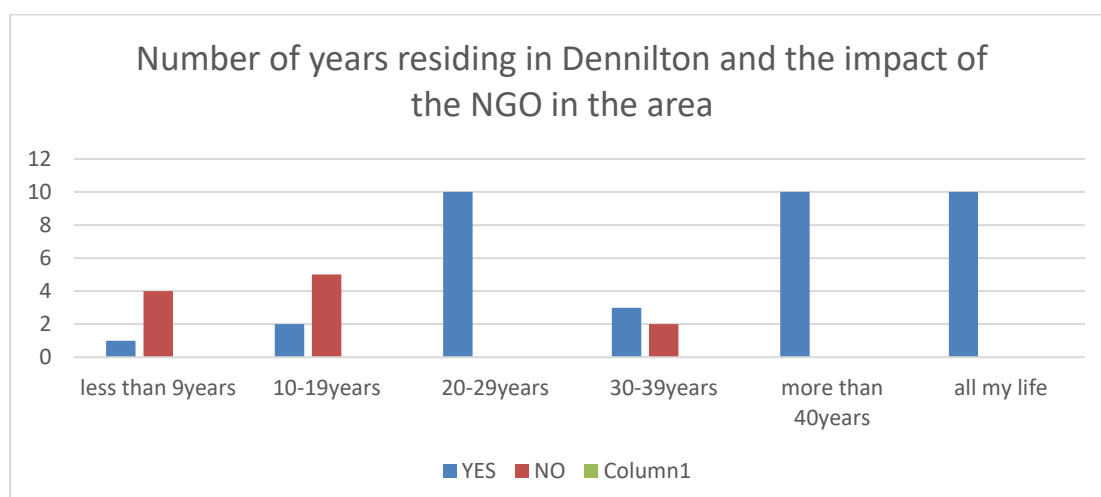
5.4.4 The Nature of Non-Profit Organisations

Figure 4. Nature of NGOs
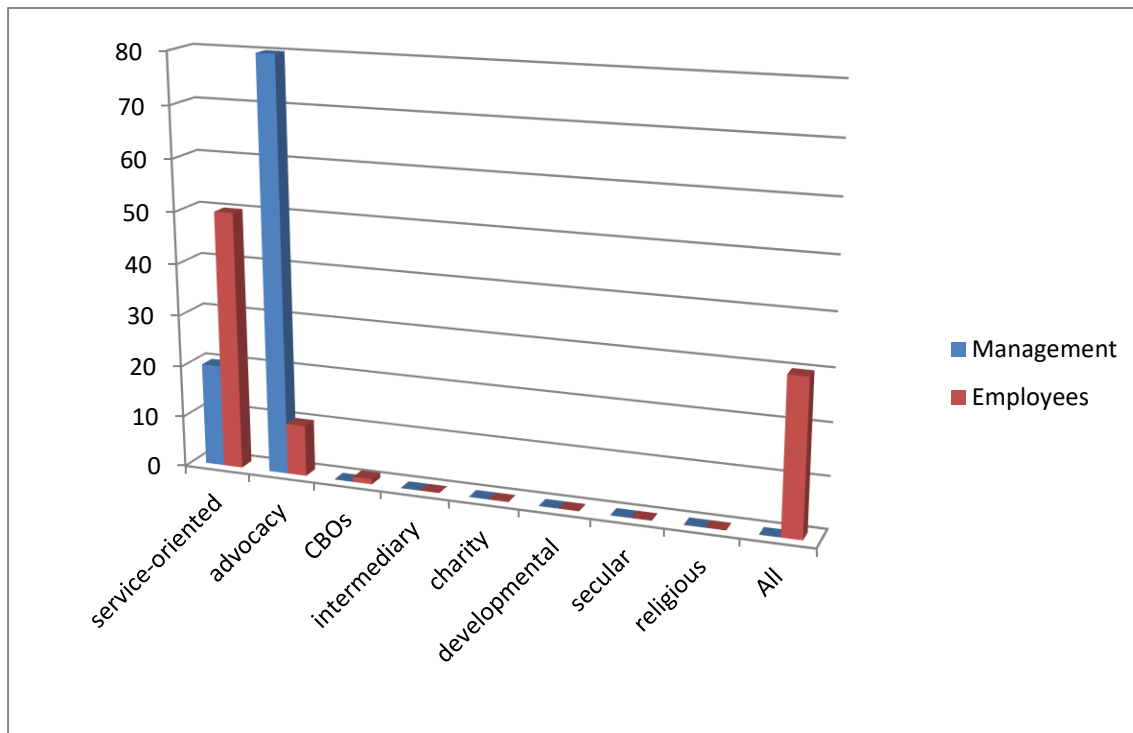
Figure 4. Depicts the level of understanding between the management and employees regarding their knowledge of the nature of the organisation. The management team which constitutes 20% of the participants inclusive of other five (5) NGOs understand the nature of the NGO. It was indicated that NGOs were service driven. According to the participants, 50% of the employees believe that the NGOs are service-oriented. However, 30% of the employees agreed that they provided all services to the community. The services include agricultural extensions and social services.

According to the above graph, 60% of the paid employees are less than 10 employees, and the rest are volunteers. The NGO's coordinator alluded to the fact that it was only a few individuals who were on the NGO's payroll. Forty percentage (40%) of the employees who are less than 11 are the ones who are on the payroll. NGOs are characterised by voluntary services. In some NGOs, volunteers were 100% as the analysis shows that there is 0% of workers who are not volunteering but 20% of employees constitute the number of staff who are on the payroll.

Figure 5. The number of paid workers and volunteers
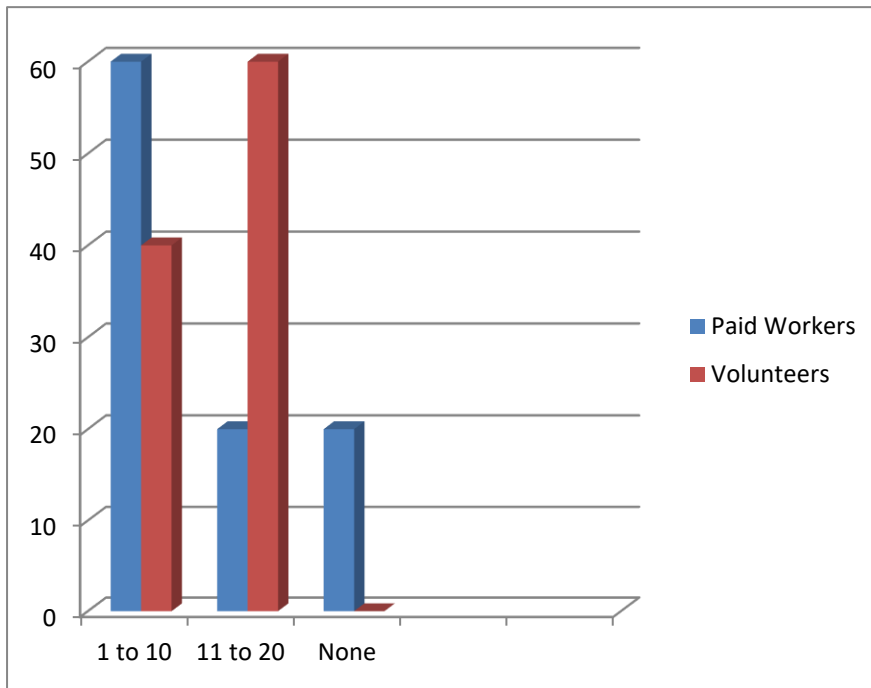
In summary, the above figure clearly shows that there are more volunteers as far as NGOs are concerned. The NGOs are CBOs that provide different services to the community. The findings confirm that NGOs provide community members with some health awareness issues. As shown from the above figure, 80% of management indicated that the nature of the NGOs comprised volunteers.

Figure 6. The organisation's policies and procedures that assess its performance and effectiveness

- once a month 45%   ■ more than once a month 45%   ■ anytime10%
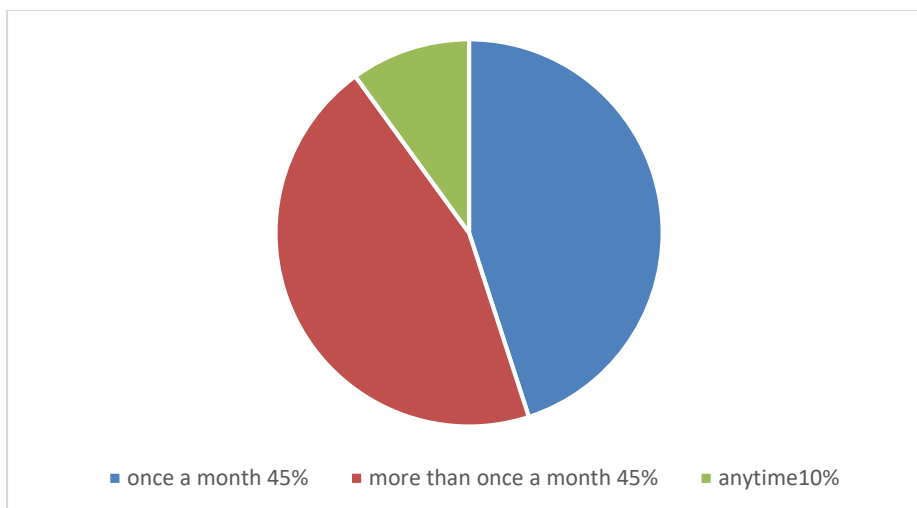
The researcher wanted to establish whether the NGO had policies and procedures regarding the performance of the NGO. Forty-five percentage (45%) of the participants indicated that there was a set of policies and procedures that guided the overall performance of the NGO. The regular assessment of employee performance yielded excellent results.

The performance appraisal is conducted more than once per month for the staff working for the health care division. The remaining 55% assessment is done once per month for the child development and rural community development divisions. The researcher had the opportunity to assess the rural community development projects led by the NGO. The employees working in those divisions constituted the target population and were also interviewed. This section shows that not only the mission statement plays a vital role in achieving good performance in the organisation. It further illustrate that good governance which is achieved through assessing the day-today operations ensures good performance and all this actions are informed by the mission statement.

The next section provides a detailed discussion of programmes and services rendered by the Ndlovu Research Centre NGO. Different images portraying different services are depicted as evidence to substantiate the authenticity of the value added to the rural communities by NGOs.

5.4.5 The Nature of Non-Profit Organisations

Figure 7. Nature of NGOs
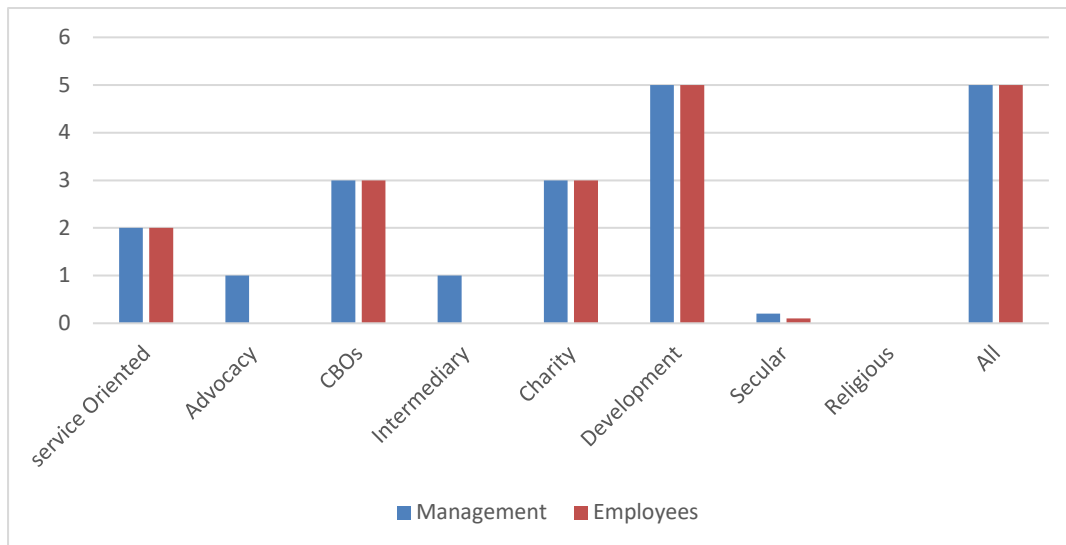
The above figure depicts the level of understanding between management and employees, who form part of the community, regarding their knowledge of nature and services provided by NGOs. According to the findings, 50% of the participants believe that the organisation brought developmental initiatives to the community. The participants were allowed to mention the services provided by the NGO. The remaining 50% of the participants stated that the organisation provided all the basic services, including charitable services. The researcher observed that the organisation played a vital role in the transformation of lives in poor communities.

According to the responses of the participants, the members of the community understand the nature of the NGO. The findings confirm that 20% of the participants agreed that the NGO was service driven and 30% agreed that the NGO provided charitable services. Lastly, 50% indicated that the NGO rendered all services that were supposed to be rendered by the municipality.

5.4.6 The drivers of a mission statement

Literature reveals a significant relationship between mission statements and the operational activities of a non-profit organisation, although mission statements are widely adopted as an important strategic tool. Their effective influence on organisational performance is not firmly established due to a lack of consistent results in the relevant literature (Partel, Booker, Ramos & Bart, 2015).

A mission statement provides the foundation for priorities, strategies, plans and work assignments and identifies the fundamental reason for an organisation's existence (Stone, 2010). Bartlett (2016) states that NGOs refer to the type of work an organisation takes on, which may include human rights, environmental, improving health or developmental work.

To this effect, mission statements are significant to the operational activities of NGOs, and all other types of institutions, as they are regarded as the guiding light that gives guidance and direction in all organisational activities (Boli & Thomas, 2011). In addition, a mission statement can act as a tool to manage the operational activities of an organisation (Bartlett, 2016).

To this end, based on the above literature, this study argues that most NGOs are not aligning their operational activities with their mission statements.NGOs play a vital role in South Africa through addressing challenges such as HIV/AIDS, hunger, malnutrition, homelessness, education, civil rights and for the public goods (UNAIDS, 2010). However, a study was undertaken by the Department of Social Development looking at the mission statement of some of the South African NGOs, which wanted to achieve a lot of things such as releasing ten caregivers to be trained, provide shelters for at least 40 poor households, and proper education for the poor communities. Some of the objectives were not met as their operational activities were not aligned with their mission statements (DSD, 2010).Therefore, the latter statement shows that the performance of NGOs is determined by their stated purpose in the mission statement.

Similarly, drawing from the evidence in Thuthukani Home Base Care in Dennilton, Limpopo Province, their mission statement was viewed as a complete waste as many did not understand as their operational activities were not in any way aligned with their mission statement (OneWorld, 2010). It is because their mission statement only addressed three components, which are services, public image and volunteers (OneWorld, 2010).

The graph below depicts the drivers of the mission statement in the NGO's mission statement. Five drivers represent the NGO and 50% of the participants were able to describe the NGOs beneficiaries. In terms of technology, the NGO does not have modern technology to render services. However, with the intervention of international

donors, the technology at the NGO is gradually improving. The coordinators are using laptops to record all the information necessary for achieving goals of the organisation.

Figure 8. The Drivers of a Mission Statement
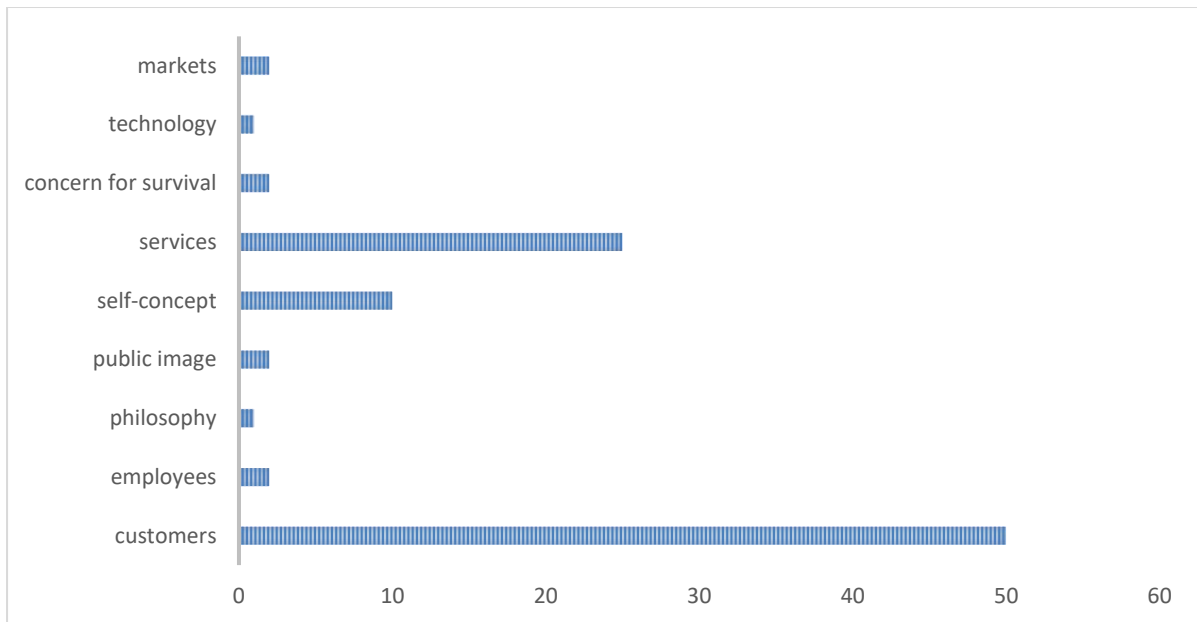
The researcher probed the management of the NGO if the mission statement comprised the key drivers of an NGO and 100% of the participants indicated that the mission statement did not have all the key drivers of an NGO.

The pie chart below depicts the findings regarding the employees' knowledge of the mission statement of the NGO, and 90% of the participants were able to explain the details of the mission statement without reading it. The remaining 10% consisted of old women that had no idea about the mission statement.

Figure 9. Workers who knew the mission statement
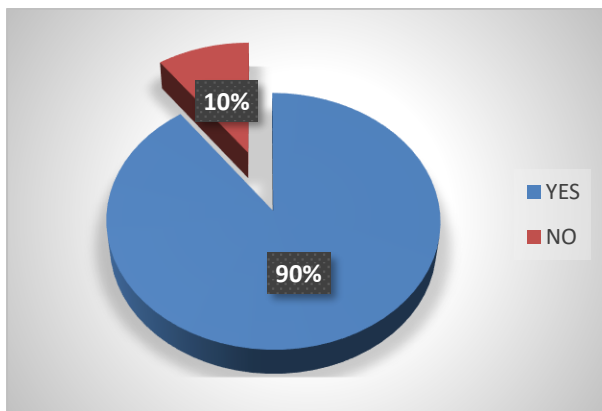
The above pie chart shows that the workers are aware of their mission statement, but the level of understanding below average. The employees know their responsibilities and the purpose of the organisation.

Table 5. Aspects of societal transformation

	TOTALLY DISAGREE	DISAGREE	PARTIALLY	AGREE	TOTALLY AGREE	TOTAL
	1	2	3	4	5	
a. NGOs have an impact on societal transformation			10%		90%	100%
b. The community benefits from rural development NGOs					100%	100%
c. NGOs in the community are well governed		70%	30%			100%
d. All the aspects of societal transformation are addressed by the NGOs (social, economic, environmental, political)			30%	70%		100%
e. The local government assists the NGOs	100%					100%

The above table shows the results from the employees as the researcher wanted to check whether the rural development NGOs brought societal transformation. The researcher wanted to establish as to what extent were the NGOs impacting on societal transformation and 90% of the participants indicated that the impact was positive. The surrounding rural communities in Elansdoorn Moutse benefited a lot from the NGOs.

The researcher was more interested in knowing about the governance of NGOs, whether they were being well-governed or people did as they pleased. Based on the above table, it is evident that the principles of good governance were applied.

It was stated that the NGOs were not getting support from the municipality. The NGOs are primarily funded and led by international donors. Evidently, rural development NGOs are a panacea for societal transformation as 70% of the targeted population agreed that NGOs addressed most of the societal transformation challenges. Therefore, it can be concluded that rural development NGOs are well understood by the people that are concerned about the poor communities. It was also indicated that the municipal officials dented the image of the NGOs because the services rendered outperformed those rendered by the municipality.

The views of the targeted population confirmed that 20% were not happy about the fact that the municipality's contribution towards the NGOs was non-existent. The existing NGOs in the area were never funded by municipalities. The source of revenue is international donors. This shows that NGOs are transforming lives without government intervention.

5.5. CONCLUSION

The findings were analysed quantitatively through graphs and percentiles for each self-administered questionnaire. The responses were qualitatively described to comprehensively get the logical correspondence of the data and, where appropriate, the actual responses obtained were compared to existing literature. The research findings confirm that the services rendered by NGOs supersede services rendered by municipalities. In this chapter, different images portraying different services such as vegetable farming, distribution of food parcels, rehabilitation centre, youth choir, feeding scheme, research centre, workplace wellness, miracle theatre, health club and focus group were depicted.

 All the services mentioned in this chapter were discussed in detail and are the key benefits of the NGOs as elaborated in chapter two of the study. The Ndlovu Research Centre NGO is rendering all the services that are aligned with the principles of NGOs outlined in Chapter 2 of this study. It is evident that the NGOs play a significant role in rural development with the main objective of realising societal transformation in poor communities.

CHAPTER 6: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The study investigated the following main research question: how are the rural development initiatives of NGOs governed in developing countries. The research analysed the present state of the governance of NGOs, and the extent of their contributions to societal transformation.

6.2 SUMMARY OF THE RESEARCH

The objectives of the research were discussed in Chapter 1. It introduced a brief outline of the importance of the study. It was mentioned that the interviews undertaken for this thesis would form an important source of information for the research. It was also stated that the research would be conducted by direct fieldwork, encompassing visits to the NGOs, Municipality and the Community within the Elias Motsoaledi Local Municipality area.

In reviewing the literature (Chapter 2), the historical background of NGOs within the global and South African perspective were discussed in detail. The chapter covered different types of NGOs, Principles of NGOs, as well as the benefits and challenges of NGOs.

Chapter 3 dealt with the role players in rural development and were outlined as the private sector, public sector and non-governmental organisations.

Chapter 4 elaborated on the introductory remarks discussed in the first chapter. The following aspects -research design and methodology, description of the study area, kinds of data needed, target population, sampling designs, data collection methods, and data analysis techniques were explained. Also, more emphasis was put on the ethical considerations, validity and reliability of the study.

Chapter 5 provided an analysis of the data collected from the participants at Ndlovu Care Group NGO.

Chapter 6 presented the conclusion reached based on the findings of the study pertaining to the effects of rural development NGOs' governance on societal transformation. Recommendations were derived from the outcome of the literature review and the findings from the empirical study. Guidelines and tools for aligning NGOs operational activities with their mission statement were recommended in this study. Improved measures of governance to enhance societal transformation were also recommended.

Recommendations and conclusions were also provided. It is clear from the findings that the area that needs urgent attention is the funding of NGOs to enable them to render services consistently. Secondly, there is a need to forge synergy between the local municipality and the NGOs as well as the budget allocation to the NGOs by the Provincial Government and Local Government. This chapter provides a summary and recommendations based on the previous five chapters and concludes this report.

6.3 CONCLUSION

This chapter provided the conclusion and recommendations based on the findings of the study. The chapter commences with a summary of the study and then make recommendations on how best the application of the principles of governance can be applied by NGOs. The recommendations would help NGOs render services geared towards societal transformation for rural communities in developing countries. The study provided an exposition of the impact and influence of a mission statement on the NGOs. This is because strategically the activities of an organisation must be linked directly to the vision and the mission of the organisation.

6.4 RECOMMENDATIONS

Several problems were identified in the process of this research, especially around the alignment of the operations of the NGOs and their mission statement.

Drawing from the analysis and the findings of the study related to Ndlovu Care Group, the following recommendations are proposed to enhance and refine rural development NGOs' community services.

There is a need for NGOs to craft a strategy for conducting training sessions and workshops for all the stakeholders before commencing with operations. NGOs must establish committees to help generate the mission statements that will define their activities and link them to the operational personnel of the NGO.

Mission statements influence the operational activities of NGOs and other institutions. Communities should be well informed so they may clearly understand the reason for the existence of the organisation. It is important to conduct regular workshops for the employees and volunteers to keep them abreast about the progress of the NGO.

Local ethnic languages must be considered when the vision and the mission statement of the NGOs are finalised, to accommodate members of the community who may not be well versed in the medium of instruction.

Further, the Ndlovu Care Group must introduce a suggestion box for the employees, volunteers and beneficiaries for continuous improvement regarding services rendered. The NGO needs to hold weekly review meetings to identify key problem areas.

The Ndlovu Care Group should also consider having flexible working hours. Currently, the employees work for longer hours, and that may hinder their performance due to exhaustion. The benefit of having flexible working hours is that employees' absenteeism will be low, as they will be encouraged to clear the backlogs within the agreed timelines. Flexibility also means that employees do not do routine work, which can get boring. So, allowing for flexible working hours will lead to good performance and results.

Rural development NGOs should align their daily operations with the organisations' mission and vision statement. This will ensure the achievement of set organisational objectives.

Additionally, the rural development NGOs should establish committees that will assist them in generating the mission and vision statement that will define their activities and link them to the operational personnel of the NGO.

Also, the Municipal Councillors need to have a synergy with the rural development NGOs because of similar objectives of service delivery to the poor communities. This will minimise the issue of providing existing services and prioritise on what is missing in the community. This will enhance the standard of living across social, economic and political issues.

A review of the mission statement is important for the NGOs to remain relevant to the dynamic needs of communities they serve.

Moreover, NGOs must have suggestion boxes to get suggestions from community members to allow continuous improvement of service delivery to their respective communities.

It is also crucial for the Municipal Councillors to have a synergy with the NGOs because their objectives of service delivery to the poor communities are the same. In terms of Section 152 (1) (b) of the Constitution, 1996, municipalities are responsible for ensuring the delivery of basic services to all South Africans. Regular meetings

must be held by the management of the NGOs and the staff members to conduct a SWOT analysis of the NGO. In a nutshell, to establish progress and challenges while exploring the potential and mitigating blurring factors. This will eradicate the frustrations of both members of the community and the employees of the NGOs.

Lastly, the study recommends the institution of communication channels in all the languages spoken in the NGO's environs. The mission statement has to be translated from English to the languages spoken in the areas because many volunteers and members of the community are not proficient in the English language.

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Appendix A: Beneficiary (Household) and Workers Survey Questionnaire

University of Limpopo

School of Economics and Management

Faculty of Management and Law

Research Questionnaire

This questionnaire is designed to solicit information of the participants on the effects of rural development non-governmental organisations' governance on societal transformation in Elandsdoorn Moutse, Limpopo Province. This survey is part of the Master of Development Planning and Management research project, registered in the Department of Development Planning and Management at the University of Limpopo.

The information will be used for academic purposes only. In addition, respondents are also guaranteed anonymity and participation in the survey is voluntary.

Thank you in advance

HR Makofane (201319167)

Section A: Demographic Profile

A1. Age: What is your age?

A.1.1 (Below 12 years old) [ ]   A.1.2.(12-17 years old) [ ]   A.1.3. (18-24 years old) [ ]   A.1.4. (25-34 years old) [ ]   A.1.5. (35-44 years old) [ ]

A.1.6. (45-54 years old)   [ ]   A.1.7. (55-64 years old) [ ]   A.1.8.(65-74 years old)   [ ]   A.1.9. (75 years or older) [ ]

A.2. Ethnicity origin (or Race): Please specify your ethnicity

A.2.1. White [ ]   A.2.2. Pedi [ ]   A.2.3. Zulu   [ ]   A.2.4. Tswana [ ]

A.2.5 Sotho [ ]   A.2.6 Venda [ ]   A.2.7 Tsonga [ ]   A.2.8 Ndebele   [ ]

A.2.9 Swati   [ ]   A.2.10 Afrikaner   [ ]   A.2.11 Xhosa   [ ]   A.2.12 Other, specify   [ ]

A.3. Education: What is the highest degree or level of school you have completed?

A.3.1.No schooling completed [ ]   A.3.2. Some high school, no diploma [ ]

A.3.3. High school graduate, diploma or the equivalent (for example: GED) [ ]

A.3.4. Some college credit, no degree [ ]   A.3.5.Trade/technical/vocationa

training [ ]   A.3.6. Associate degree   [ ]   A.3.7. Bachelor's degree [ ]

A.3.7. Master's degree [ ]   A.3.8. Professional degree [ ]   A.3.9. Doctorate degree [ ]

 A.4. Marital Status: What is your marital status?

A.4.1.Single, never married [ ]   A.4.2. Married or domestic partnership [ ]   A.4.3.

Widowed   A.4.4. Divorced [ ]   A.4.5. Separated [ ]

A.5. Employment Status: Are you currently?

A.5.1. Employed for wages [ ]   A.5.2. Self-employed [ ]   A.5.3. Out of work and looking for work   [ ]   A.5.4. Out of work but not currently looking for work [   ]

A.5.5. homemaker [ ]   A.5.6. A student [ ]   A.5.7. Military [ ]

A.5.8. Retired [ ]   A.5.9. Unable to work [ ]   A.5.10 Other, specify [ ]

A.6. Are you male or female?

A.6.1.Male [ ]   A.6.2. Female [ ]

A.7. How long have you been living there?

A.7.1Less than 9 years [ ]   A.7.2. 10-19 years [ ]   A.7.3. 20-29 years [ ]

A.7.4. 30-39 years [ ]   A.7.5. More than 40 years [ ]   A.7.6. All my life [ ]

A.8. How many people live in your household?

A.8.1.(1) [ ]   A.8.2. (2) [ ]   A.8.3.(3) [ ]   A.8.4. (4)   [ ] A.8.5. (5 or more) [ ]

Section B: Scale and Profile

B1. What is the nature of the NGO that it operates within?

- ○ B1. Service-Oriented
- ○ B2. Advocacy
- ○ B3. Community Based Organisations (CBOs)
- ○ B4. Intermediary
- ○ B5. Charity
- ○ B6. Developmental
- ○ B7. Secular
- ○ B8. Religious

Appendix B: Workers Survey Questionnaire

Section A: Demographic Profile

A1. Age: What is your age?

A.1.1 (Below 12 years old) [ ]   A.1.2.(12-17 years old) [ ]   A.1.3. (18-24

years old) [ ]   A.1.4. (25-34 years old) [ ]   A.1.5. (35-44 years old) [ ]

A.1.6. (45-54 years old) [ ]   A.1.7. (55-64 years old) [ ]   A.1.8.(65-74

years old) [ ]   A.1.9. (75 years or older) [ ]

A.2. Ethnicity origin (or Race): Please specify your ethnicity

A.2.1. White [ ]   A.2.2. Pedi [ ]   A.2.3. Zulu [ ]   A.2.4. Tswana [ ]

A.2.5 Sotho [ ]   A.2.6 Venda [ ]   A.2.7 Tsonga [ ]   A.2.8 Ndebele [ ]

A.2.9 Swati   [ ]   A.2.10 Afrikaner [ ]   A.2.11 Xhosa   [ ]   A.2.12 Other, specify   [ ]

A.3. Education: What is the highest degree or level of school you have completed?

A.3.1.No schooling completed [ ]   A.3.2. Some high school, no diploma [ ]

A.3.3. High school graduate, diploma or the equivalent (for example: GED) [ ]

A.3.4. Some college credit, no degree [ ]   A.3.5.Trade/technical/vocationa

training [ ]   A.3.6. Associate degree   [ ]   A.3.7. Bachelor's degree [ ]

A.3.7. Master's degree [ ]   A.3.8. Professional degree [ ]   A.3.9. Doctorate degree [ ]

A.4. Marital Status: What is your marital status?

A.4.1.Single, never married [ ]   A.4.2. Married or domestic partnership [ ]   A.4.3. Widowed   A.4.4. Divorced [ ]   A.4.5. Separated [ ]

A.5. Employment Status: Are you currently?

A.5.1. Employed for wages [ ]   A.5.2. Self-employed [ ]   A.5.3. Out of work and looking for work   [ ]   A.5.4. Out of work but not currently looking for work   [ ]

A.5.5. homemaker [ ]   A.5.6. A student [ ]   A.5.7. Military [ ]

A.5.8. Retired [ ]   A.5.9. Unable to work [ ]   A.5.10 Other, specify [ ]

A.6. Are you male or female?

A.6.1.Male [ ]   A.6.2. Female [ ]

A.7. How long have you been living there?

A.7.1Less than 9 years [ ]   A.7.2. 10-19 years [ ]   A.7.3. 20-29 years [ ]

A.7.4. 30-39 years [ ]   A.7.5. More than 40 years [ ]   A.7.6. All my life [ ]

A.8. How many people live in your household?

A.8.1.(1) [ ]   A.8.2. (2) [ ]   A.8.3.(3) [ ]   A.8.4. (4)   [ ] A.8.5. (5 or more) [ ]

Section B: Governance of Rural Development NGOs

C1. I understand the organisational mission statement.

C2. Does the mission statement describe in inspiring purpose?

C3. Does the organisational mission statement describe the organisation's responsibility?

C4. As an employee, are your day-to-day operations informed by the mission statement?

C5. Does the mission statement really matter to what you are doing as an employee in the organisation or for the community?

C6. What exactly does the organisation provide to the community?

C7. Do you think they are providing the services they are supposed to provide as stated in their mission statement?

C8. Does the statement identify values that link with the organisation's purpose and act as beliefs that employees can feel proud of?

C9. Does the mission reflect the organisation's identity?

C10. Does the mission reflect what the organisation wants to be?

C11. Is the modern technology used in order to reach the organisational goals?

C13. Are the day-to-day activities in the organisation informed by the mission statement?

Yes [ ]   No [ ]

C14. Does the organisation provide the services that are specifically stated in the mission statement or they provide other services?

Yes [ ]   No [ ]

C15. As the employees of the NGO, do you fully understand the importance of the organisation's mission statement?

Not at all [ ]   A bit [ ]   fully understand [ ]

C16. Are mission statements useful in the organisation?

C17. Does the organisation use any modern technologies? If yes, does it also benefit the employees as well?

C18. Does the NGO describe the company's responsibility to its stakeholders?

Yes [ ]   No [ ]

C19. Does the NGO identify values that link with the organisation's purpose and act as beliefs that employees can feel proud of?

Yes [ ]   No [ ]

C20. Does the mission of the NGO reflect the organisation's identity?

Yes [ ]   No [ ]

C21. Does the NGO reflect what it wants to be?

Yes [ ]   No [ ]

If yes, elaborate…………………………………………………………………………………

……………………………………………………………………………………………………

……………………………………………………………………………………………………

C22. Is the modern technology used in order to reach the organisational goals?

Yes [ ]   No [ ]

C23. Who are your customers? What do you do for them that has enrich their lives and   contribute   to   their   success?
....

………………………………………………………………………………………………….

…………………………………………………………………………………………….

C24. How do you differ from other NGOs? **…………………………………………….**

……………………………………………………………………………………………..

…………………………………………………………………………………………………

C25. Number of Paid Employees (both full- and part-time): [ ]

C26. Number of Volunteers: [ ]

C27. Organisational Beneficiaries

Women [ ]   Children [ ]   Men [ ]   All [ ]

Section C: Aspects of Societal Transformation

	1	2	3	4	5
a. NGOs have an impact on the societal transformation					
b. The community benefit from these rural development NGOs					
c. NGOs in the community are well governed					
d. All the aspects of societal transformation are addressed by the NGOs (social, economic, environmental, political)					
e. The local government assist the NGOs					

Appendix C: Focus Group Interview Questions

University of Limpopo

School of Economics and Management

Faculty of Management and Law

Research Questionnaire

This questionnaire is designed to solicit information of the participants on the effects of rural development non-governmental organisations' governance on societal transformation in Elandsdoorn Moutse, Limpopo Province. This survey is part of the Master of Development Planning and Management research project, registered in the Department of Development Planning and Management at the University of Limpopo.

The information will be used for academic purposes only. In addition, respondents are also guaranteed anonymity and participation in the survey is voluntary.

 Thank you in advance

HR Makofane (201319167)

1. As employees, what do you think of the nature the organisation operates within?

2. Do you think that is providing the services that it should?

3. Why are you in NGO?

4. Are all your day-to-day operations informed by the mission statement of the organisation?

5. Do you think the organisational mission has an influence in the operation of the organisation?

6. The drivers of a mission statement are supposed to be visible in any mission statement? Do you think they really make an impact if not visible in the statement?

7. As employees, do you fully understand the purpose of the mission statement of the organisation?

8. What do you think should be done in making sure that all employees fully understand the purpose of the mission statement?

9. What do you think organisations can do in order to align their operational activities with their mission statements?

10. What can be done to make organisational employees to be aware of the nature of the organisation they work within?

11. Do you think the NGO is well governed?

12. In what way has the COVID-19 club impacted the local communities?

13. Why would you refer a person who suspects they have COVID-19 to the Ndlovu COVID-19 club?

14. How has the social relief club managed to cope with the large numbers of people who need food due to being impacted by COVID-19?

15. What would you do to help improve the services offered by the social relief scheme?

16. What challenges do you face working with the youth of the Elias Motsoaledi local municipality?

17. What are the major challenges faced by the youth of the Elias Motsoaledi local municipality?

18. What motivates you to continue serving the communities of the Elias Motsoaledi local municipality?

19. What is the major challenge that you face while working with children with special needs?