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AN EVALUATION OF INSTITUTIONAL CAPACITY FOR IMPLEMENTATION, COORDINATION AND MONITORING OF A COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME: A CASE STUDY OF MUYEXE PILOT PROJECT, LIMPOPO GREATER GIYANI

By

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Dissertation submitted in fulfillment of the requirements for the degree of Masters in Environmental Sciences in the Department of Geography and Geo-Information Sciences, School of Environmental Sciences, University of Venda

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Declaration

I, **Todani Shumisanani Juliah** hereby declare that the thesis for the Master's degree at the University of Venda, hereby submitted by me, has not previously been submitted for a degree at this or any other University, and that it is my own work in design and execution and that all references materials contained therein has been duly acknowledged.

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Abstract

This is a case study research that focuses on the evaluation of institutional capacity for Implementation, Coordination and Monitoring of the Comprehensive Rural Development Programme at Muyexe. The evaluation process included different institutions such as the sector departments, local municipality, council of stakeholders, community based projects and heads of the households. In this study different methods of sampling were considered for selecting the participants and for the sample size determination. The different instruments used for data collection were questionnaires, interviews, mental mapping, focus group's interviews and documents review. Data collected from the survey were captured and analysed using both Statistical Package for Scientific Solutions (SPSS) and Microsoft Excel. For quantitative analysis, Chi-Square, cross tabulation and measure of central tendency were employed in SPSS. Qualitative analysis included, document/content analysis and mental mapping. Themes were identified and analysed using the content analysis based on the main research topics. Contents were analysed to identify and qualify specific ideas and trends on the implementation, coordination and monitoring of the projects. The result shows that there is an improvement in gender equity in terms of project participation and leadership. In terms of basic services delivery and infrastructural development, there is no effective implementation of projects and services are poorly delivered and maintained. The majority of the households (both male- and female headed) received their income from CRDP projects. The roles and responsibilities of institutions are not clearly defined and there isn't any effective support for the implementation of projects. Risks associated with projects are allocated to either an incompetent stakeholder or a stakeholder that lacks adequate financial support. Different institutions were allocated responsibilities to monitor projects wherein they work independently and improve the affectivity of utilising monitoring data for the improvement of projects implementation. In terms of community based development projects, there is a challenge of over-reliance and a lack of economic empowerment amongst the local community projects. The existing institutional capacity is affected by lack of clarity on roles, participation of stakeholders and budget allocation. There is a need to monitor the institutional roles, resources and implementation of activities. The community based projects need to be supported and facilitated to ensure the sustainability of CRDP projects.

Key words: *Institutional capacity, Rural Development, Implementation, Coordination and Monitoring, comprehensive development.*

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Table of Contents

Declaration i
Abstract II
Table of Contents III
Acknowledgements VII
ACKNOWLEDGEMENT: NATIONAL RESEARCH FOUNDATION (NRF) VIII
List of Figures IX
List of Tables X
List of Plates XI
List of Acronyms XII
CHAPTER 1: INTRODUCTION 1
1.1 Introduction 1
1.2 Background to the research problem 1
1.3 Statement of research problem 3
1.4 Research questions 3
1.5 Research aim and specific objectives 4
1.5.1 Research aim 4
1.5.2 Specific objectives 4
1.6 Delimitation of the research and the study area 4
1.6.1 Delimitation of the research 4
1.6.2 The study area 5
1.7 Justification of the study 6
1.8 Operational definitions 6
1.9 Chapter outline 7
CHAPTER 2: LITERATURE REVIEW 8
2.1 Introduction 8
2.2 Rural development theories, approaches and principles 8
2.2.1 Rural development theories 8
2.2.2 Rural development approaches 11
2.2.3 Rural development principles 13
2.3 Overview of rural development strategies 17
2.3.1 Reconstructive development programme 17
2.3.2 Integrated sustainable Rural development 18
2.3.3 Comprehensive rural development programme 18

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Creating Future Leaders

2.4 Challenges associated with rural development 20
2.5 Perspectives on institutional capacity 22
2.6 Capacity assessment approaches 23
2.6.1 Open system approach 23
2.6.2 Results based management 25
2.6.3 Monitoring of rural development 26
2.7 Drivers of rural development 26
2.8 Barriers to rural development 28
2.8.1 Local development environment 28
2.8.2 Poverty 28
2.8.3 Exclusion 28
2.8.4 Political factors 29
2.9 Conceptual framework 29
CHAPTER 3: RESEARCH METHODOLOGY 32
3.1 Introduction 32
3.2 Research design 32
3.2.1 Overall research methodology 32
3.2.2 Sampling 35
3.2.3 Ethical consideration 38
3.3 Methods of data collection 38
3.3.1 Questionnaires 38
3.3.2 Key informants interviews 39
3.3.3 Focus groups 39
3.3.4 Document review 39
3.3.5 Participatory rural appraisal 40
3.4 Data analysis methods 40
3.4.1 Questionnaires 41
3.4.2 Key informants interviews 42
3.4.3 Focus groups interviews 42
3.4. 4 Documents reviews 42
3.4.5 Participatory rural appraisal 43
CHAPTER 4: DATA PRESENTATION AND INTERPRETATIONS 44
4.1 Introduction 44
4.2 Households socio-economic profile 44

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University of Venda
Creating Future Leaders

4.2.1 Gender 44
4.2.2 Age and participation of the heads 48
4.2.3 Marital status 50
4.2.4 Sources of households income and educational level of the head 52
4.2.5 Households income and number of dependants 53
4.3 Evaluation of the impacts of CRDP in the households and community based projects 55
4.3.1 Evaluation of impacts of CRDP in the households 55
4.3.2 Evaluation of CRDP projects impacts on the community based projects 61
4.4 Evaluation of institutional capacity framework 68
4.4.1 Implementation framework 69
4.4.2 Coordination of the CRDP project 74
4.4.3 Programme monitoring 76
4.5 Basic services provisions and infrastructure development 77
4.5.1 Basic services provisions 78
4.5.2 Basic infrastructure development 88
4.6 Challenges of project implementation, coordination and monitoring 95
4.6.1 Project implementations 95
4.6.2 Project coordination 96
4.6.3 Project monitoring 97
CHAPTER 5: DISCUSSION OF THE FINDINGS 99
5.1 Introduction 99
5.2 Socio-economic profile 99
5.2.1 Gender equity 99
5.2.2. Age of participants in the projects 100
5.3 Socio-economic impacts on households and community based projects 100
5.3.1 Employment contribution 100
5.3.2 Skills development 100
5.3.3 Community based project support 101
5.3.4 Viability of community based projects 101
5.3.5 Challenges encountered by the community based projects 102
5.4 Basic service provisions and access to infrastructures 102
5.4.1 Basic service delivery and access by households 102
5.4.2 Infrastructure development 103
5.5 Evaluation of institutional capacity framework 103

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Creating Future Leaders

5.5.1 Implementation framework 104
5.5.2 Coordination framework 105
5.5.3 Monitoring framework 105
5.6 Challenge of project implementation, coordination and monitoring 106
5.6.1 Project implementation 106
5.6.2 Project coordination 106
5.6.3 Project monitoring 107
5.7 Conclusion 107
CHAPTER 6: CONCLUSION AND RECOMMENDATIONS 108
6.1 Introduction 108
6.2 Conclusions 108
6.2.1 Households socio-economic profile 108
6.2.3 Impacts of CRDP on the households 109
6.2.4 Socio-economic impact of CRDP on community based projects 109
6.2.5 Institutional capacity framework 110
6.2.6 Basic services provisions and infrastructure 111
6.2.7 Challenges on project implementation, coordination and monitoring 112
6.3 Recommendations 112
6.3.1 Households service delivery 112
6.3.2 Implementation of socio-economic infrastructure 113
6.3.3 Community based projects development 113
6.3.4 Stakeholders engagement 113
6.3.5 Implementation support and risk mitigation strategies 114
6.3.6 Monitoring the projects outcomes 114
6.4 Conclusions 115
REFERENCES 116
Appendices 124

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List of Figures

Figure 1.1: Locality Map of the Study Area 05

Figure 2.1Rural Development Focus Areas 17

Figure 2.2 Open system approach 23

Figure 2.3: Results based management 25

Figure 2.4: Conceptual Framework 29

Figure 4.1: Gender and households dependents 45

Figure 4.2: Age and involvement of household head 48

Figure 4.3: Marital statuses and involvement 50

Figure 4.4 Education and sources of income by the households 51

Figure 4.5: Households involvement in the projects 54

Figure 4.6: Position by gender 55

Figure 4.7: Assets purchase by gender 56

Figure 4.8: Education and training provisions 57

Figure 4.9: Education and training application 59

Figure4.10: Involvement of households 74

Figure 4.11: Single frequency display basic services provisions 85

Figure 4.12: Challenges related to households 91

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List of Tables

Table 3.1 Overall research methodology 32
Table 3.2: Sampling methods 34
Table 3.3: Data analysis methods 40
Table 4.1: Involvement and Gender Crosstabulation 44
Table 4.2: Chi-Square Tests 44
Table 4.3: Household's dependants and Gender Crosstabulation 46
Table 4.4: Chi-Square Tests 46
Table 4.5: Involvement and Age Crosstabulation 47
Table 4.6: Chi-Square Tests 48
Table 4.7: Involvement and Marital status Crosstabulation 49
Table 4.8: Chi-Square Tests 50
Table 4.9 Chi-Square Tests Value Age and involvement 52
Table 4.10: Household's dependants and level of income 53
Table 4.11: Chi-Square Tests 53
Table 4.12: Chi-Square Tests 55
Table 4.13: Chi-Square Tests 57
Table 4.14 Chi-Square Tests 58
Table 4.15: Chi-Square Tests 60
Table 4. 16: Policy objectives and households needs 68
Table4. 17: Institutional arrangements roles and risk allocation 71
Table4. 18: Coordination and risk allocation 72
Table 4.19: Monitoring and risk allocation 75
Table 4.20: Frequency display for household water availability 76
Table 4.21: Q15. Food 77
Table 4.22: Q16. Shelter 79
Table 4.23: Q17. Sanitation 80
Table 4.24: Q18. Health service 80
Table 4.25: Q19. Police services 81
Table 4.26: Q20. Post office 82
Table 4.27:Q21. Computer centre 82
Table 4.28: Q22. Roads infrastructures 83
Table 4.29: Q23. Sports infrastructures 84

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List of Plates

Plate 4.1: Community Based Project Infrastructures 61

Plate 4.2: Mobile offices provided 62

Plate 4.3: Community based projects products 63

Plate 4.4: Local transport for the project 64

Plate 4.5: Muyexe income based project 66

Plate 4.6: Agricultural projects in the village 66

Plate 4.7: Water collection at communal taps in Muyexe 77

Plate 4.8: Households backyard gardens 78

Plate 4.9: Community based projects

Plate 4.10 Free housing at Muyexe 79

Plate 4.11: Muyexe Satellite police 81

Plate 4.12: Roads infrastructures 83

Plate 4.13: A: Mental mapping Infrastructure before the implementation of CRDP 86

Plate 4.123B: Mental Mapping of infrastructures after the implementation 87

Plate 4.13 C: Spatial plan for the Muyexe project 88

Plate 4.14: Muyexe clinic under construction 89

Plate 4.15: Muyexe post office 90

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List of Acronyms

CBO	: Community Based Organisations
CDW	: Community Development Workers
COS	: Council of Stakeholders
CRDP	: Comprehensive Rural Development Programme
EU	: European Union
GEAR	: Growth, Employment and Redistribution Programme
ISRDS	: Integrated Sustainable Rural Development Strategy
LED	: Local Economic Development
NGO's	: Non-Governmental Organisation
RBM	: Results Base Monitoring
RDP	: Reconstructive Development Programme
SPSS	: Statistical Package for the Scientific Solutions
UNDP	: United Nation Development Programme
WCC	: Ward Councilors Committee

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CHAPTER 1: INTRODUCTION

1.1 Introduction

In this chapter we focus on the aspects pertaining to the research background, research problem, main research question, delimitation of the study, justification, research main and specific objectives with the key concepts reflected in the study.

1.2 Background to the research problem

By the end of Apartheid, South African societies (especially those in rural areas) were facing a variety of serious problems. To redress the apartheid crisis the government attempted to put together a policy framework that could begin to address the problems being faced by the societies, which includes various programmes designed and implemented to alleviate poverty and develop rural areas. In recent years, considerable attention has been given to the potential impacts of rural development on livelihoods improvement and basic service delivery. These programmes include: The Reconstructive and Development Programme (RDP); Growth, Employment and Redistribution Programme (GEAR); Comprehensive rural development programme (CRDP); Integrated Development Planning (IDP); Local economic Development (LED) and Integrated Sustainable Rural Development Strategies (ISRDS).

The Reconstructive Development Programme was implemented in 1994 and focuses on reducing poverty and inequality amongst the communities, it was aimed at the regeneration of economic growth, human resource development, and empowerment. Consequently, different institutions, policies and mechanisms for rural development have been identified in the RDP document. Government Departments were included to subsidize rural development through their programmes, However, they failed to bring effective and efficient development amongst their target groups.

The government in response to the failure of RDP launched the Integrated Sustainable Rural Development Strategy in 2000. The Integrated Rural Development Strategy is part of the South African Government rural development interventions to improve the well-being and livelihoods of people. The strategy was adopted as a way to learn from experience through the Reconstructive Development Programme. The vision was to promote social cohesion and stability of rural communities through viable institutions, sustainable economy and public

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admission to social services. Strategic objectives aimed at the utilising and development of existing resources, plans, funding strategies and management to respond to the needs of communities. The programme has however, failed to be an effective response towards poverty alleviation and the development of communities. This has led to the development of the Comprehensive Rural Development Strategy.

In July 2009, the South African Cabinet approved the Comprehensive Rural Development Programme, it was aimed at being an effective response against food insecurity and rural poverty. The programme was formulated through the top down approach wherein the government departments, government programme of actions, non-governmental development intervention, and medium term strategic framework with legislations, policies and government programmes were used. The main focus of the CRDP is based on three strategies which are: Agrarian transformation, Rural Development and Land reform. The programme also highlights the three phases of implementation which are : Phase 1(Incubator or Nursery stage)- Meeting the basic human needs; Phase 2(Entrepreneur Development Stage) – Large Scale Infrastructure Development and Phase 3(Emergence of industrial and financial sectors) - Small, Micro and Medium enterprises and village market.

The participatory community based planning approach was adopted to promote effectiveness and efficiency of the comprehensive rural development programme. It was an acknowledgement that the failure of the previous rural development programme was due to the interventionist approach. Two pilot projects of Muyexe (Greater Giyani Municipality, Limpopo) and Riemvasmaak (Northern Cape) were identified to test ground the strategy. The implementation of the first pilot was aimed at efficient management, planning, resources utilization, monitoring and evaluation, reporting system and accountability of rural development programs. Its vision is to create vibrant, fair and viable rural communities that are able to take control of their own development initiatives.

The critical stakeholders were identified and allocated responsibilities to promote accountability of government departments. This involves the implementation, coordination and monitoring of the comprehensive rural development programme through different government departments. Institutional capacity for implementation, coordination and monitoring is critical for the success of the Comprehensive Rural Development Programme.

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1.3 Statement of research problem

There is growing pressure on governments and organizations around the world to be more responsive to demands from stakeholders (Clark, 2009). Rural development programmes seek to be accountable, responsive, efficient and effective in their response against poverty and rural development challenges. In recent years, considerable attention has been given to the potential impacts of rural development on livelihoods throughout government programmes. Since 1994 in South Africa, this has led to the implementation of various strategies to improve rural livelihoods and promote sustainable rural communities. Consequently, massive investments have been made to support rural development programmes in South Africa, this has increased dependency of the community on the government for services and their development interventions. This has led to inefficient development as it depends on the funding availability in the government agency. Apart from several issues such as basic service delivery and poverty there have been problems in the coordination, implementation and monitoring of these Comprehensive Rural Development Programmes. Very little is known about the institutional capacity for coordination, implementation and monitoring of the development programme at Muyexe. It is therefore, the purpose of this study to evaluate such institutional capacity in its broadest sense to include aspects of coordination, implementation and monitoring.

1.4 Research questions

The study seeks to provide answers to the following questions:

- What are the socio-economic characteristics of households?
- What are the socio-economic impacts of the Comprehensive Rural Development Programme on the households and community based projects?
- What is the existing institutional capacity framework for project coordination, implementation and monitoring?
- What are the existing infrastructure and systems of basic services provisions?
- What are the challenges associated with existing institutional capacity for coordination, implementation and monitoring of this rural development programme?

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1.5 Research aim and specific objectives

1.5.1 Research aim

The main aim of the study is to evaluate institutional capacity for coordination, implementation and monitoring of the Comprehensive Rural Development Programme at Muyexe village, in order to ascertain project sustainability.

1.5.2 Specific objectives

The specific objectives of the study are to:

- Characterise the socio-economic profile of the households;
- Evaluate the socio-economic impacts of the CRDP on the households and community based projects;
- Evaluate the existing institutional capacity framework;
- Evaluate the existing system of basic services provision and infrastructures;
- Assess the challenges affecting project implementation, coordination and monitoring; and
- Advance recommendations for addressing identified institutional capacity challenges.

1.6 Delimitation of the research and the study area

1.6.1 Delimitation of the research

The study aims to evaluate institutional capacity for coordination, implementation and monitoring of the Comprehensive Rural Development Programme. The arrangement of institutions according to the policy consists of the Political Champions, Council of Stakeholders, Technical committee and Operational Households. The study is conducted within a restricted time frame and budget which has led to the involvement of project beneficiaries, local community based organisation and Council of Stakeholders at Muyexe without considering the technical and political champions. The study considered the review of government published reports and the policy framework on the implementation of the Muyexe Pilot Project to supplement the major findings of the research. The main sources of implementation data were through observations, reports and self-evaluation reports. The study also focuses on the use of critical information regarding the implementation of the project. Due to time constraints and the release of official data, the study only considered the review of archival materials with regard to the implementation of Muyexe. The study

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methodologies include focus groups, interviews, observations and Participatory Rural Appraisal as well as document reviews and analysis.

1.6.2 The study area

The study was undertaken at Muyexe Village where the first pilot Comprehensive Rural Development project was implemented. Muyexe village is located in Greater Giyani Local Municipality in the Mopani District. The village forms part of the traditional authority of Thomo, which has three other villages under its jurisdiction. Figure 1 features the locality map of the study area in Greater Giyani Municipality, Mopani District. The local indigenous language in the study area is Xitsonga which is spoken by 99% of residents (Statssa, 2008).

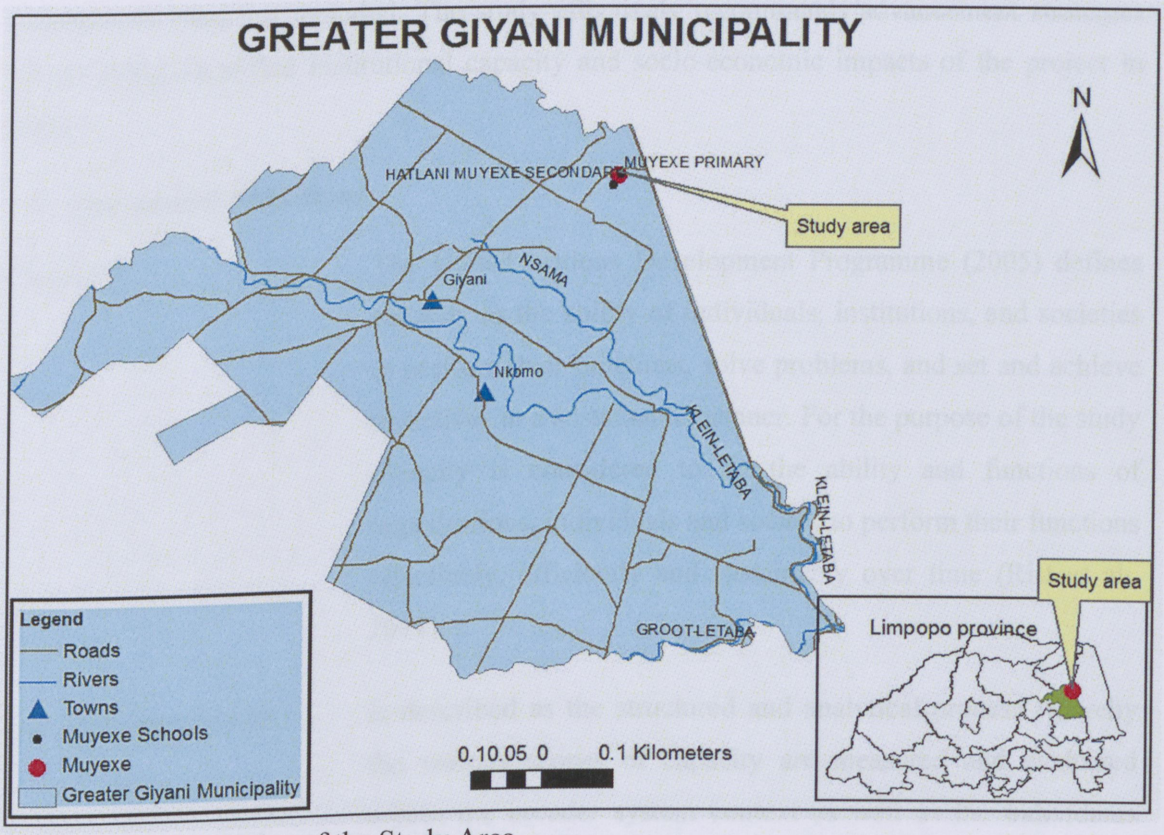


Figure1.1: Locality Map of the Study Area

The population size of the Municipality is 108 215 people and 21 075 households of which Muyexe has 1 000 households (Traditional Authority, 2013). The community is under traditional leadership and civic organisations. Local communities rely heavily on natural resources for shelter, food, energy, local economic development and livelihoods sustenance. Subsistence farming is dominant in the study area where crops such as maize, peanuts, water melons, pumpkins and vegetables are produced.

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1.7 Justification of the study

The evaluation of institutional capacity is done through government institutions, local community based organisations and local institutions. The study seeks to explore issues on institutional Capacity Framework for the Muyexe project based on the socio-economic impacts, stakeholder's roles and responsibilities, challenges associated with the programme implementations and coordination. The study further evaluates the support and facilitation of rural development programmes to enhance the capacity of local community based development projects. Different institutions responsible for the implementation, coordination and monitoring were consulted; however their participation was based on their willingness to share the information and their availability. Due to availability, time and ethical issues some departments were not included. The study effectively recommends advancement strategies for resolving identified institutional capacity and socio-economic impacts of the project in Muyexe.

1.8 Operational definitions

Capacity

The United Nations Development Programme (2005) defines capacity as the ability of individuals, institutions, and societies to perform their functions, solve problems, and set and achieve objectives in a sustainable manner. For the purpose of the study capacity is considered to be the ability and functions of organisations, individuals and society to perform their functions effectively, efficiently and sustainably over time (Rist et al., 2011).

Capacity Assessment

Is described as the structured and analytical process whereby the various scopes of capacity are measured and evaluated within the broader system context as well as the individuals (UNDP, 2005).

CRDP

Is a South African government programme which was established based on policy and legislative mandate aiming at poverty alleviation and food security in rural communities (CRDP Policy, 2009).

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Monitoring	Is defined as a regular collection and analysis of information to provide an indication of progress towards objectives. It can also be defined as the continuous process by which stakeholders achieve systematic feedback on the progress being made towards attaining their goals and objectives (Stern & Alderton, 2009).
Coordination	Is an essential management tool and function in a varied and complex environment (Swanepoel & De Beers, 2011).
Implementation	Is defined as a systematic process, addressing each separate task in a plan (Swanepoel & De Beer, 2011).

1.9 Chapter outline

The study is organised into six chapters:

- The focus in this ***chapter(1)*** has been to; introduce the background and research problem, present the research questions, objectives and delimitation of the study. It further highlights the justification of the study and operational definition.
- ***Chapter 2*** focuses on the literature review to identify the theoretical underpinnings and gaps on rural development. In addition, it looks at the barriers for effective implementation and the conceptual framework.
- ***Chapter 3*** explains the research design, sampling, data collection instrument and methods of data analysis.
- ***Chapter 4*** Presents the major research findings and interpretation of the results.
- ***Chapter 5*** It deals with the discussion of findings and empirical evidence on literature.
- ***Chapter 6*** The chapter provides the conclusions of the findings and recommendations are made based on the conclusions.

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CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

A literature review is a systematic process of identifying the existing work carried out by other researchers (Kothari, 2008). In this study, the review of literature is done to describe, summarise and evaluate the reports and research publications related to the institutional capacity for rural development policy implementation. The purpose of the review of the existing literature is also to identify institutional capacity knowledge gaps on rural development through the relevant research and publications that are significant to evaluate institutional capacity. In addition the theoretical underpinnings and approaches for rural development are also studied. Furthermore, it explores the barriers for effective implementation, coordination and monitoring of rural development programmes.

2.2 Rural development theories, approaches and principles

There are a great number of explanations for the underdevelopment of rural areas. The following section is aimed at theoretical explanations to explore the underdevelopment of developing countries and their communities. Theories are organised according to their basic conception of the causes of underdevelopment in rural areas.

2.2.1 Rural development theories

For years many researchers and scholars have been questioning the underdevelopment of Third World countries. In explaining the problems faced by developing countries different theories were formulated. These involve the theory of modernisation which seeks to explain the process of changing the agrarian community into a modern community (Maree, 2011).

- Modernisation Theory

The concept of dependence highlights the major problems encountered by underdeveloped countries (So, 1990). This theory assumes that the traditional community within the developing countries can develop in the same manner of developed countries if they are modernized. Therbon (2000) argues that modernisation theory is the way of interpreting the world and programmes of changing it wherein he further indicated that the theory is a discourse to social change. The theory highlighted the change of an agrarian community without considering the value of resources required and how it will be distributed to bring along sustainable development. According to him, modernisation only takes place in

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historical times in relation to how modernism is defined. According to Baker (2013) the theory of modernisation brings social changes, including the development of representative democracy, increased mobility and the weakening of traditional elites, kinship groups and community. The theory looks at the social and cultural dynamics as well as the acceptance of new skills as development stimulus (Therbon, 2000). The modernisation theory sees tradition as an obstacle for economic development and seeks to advance societies through technology for sustainable livelihoods (Maree, 2011). According to Wizel & Inglehart (2008), the human development process must entail improvement of human development through three processes of transformation namely, value adjustment, socio-economic development and democratization. South Africa as a developing country still faces the challenge of implementing programmes on socio-economic development especially among rural communities.

Wheeler (2005) undertook a study on modernisation discourses in China. The results indicate that some of the most interesting contributions to the Chinese modernisation discourse come from individuals who play central roles in China's intellectual, cultural, and policy communities. In addition, the study established that China's development model benefited greatly from a change in historical conditions such as an increase in globalization (movement of capital, culture, and people) which has given Chinese modernization discourse a marked transnational character. However, the critics of the modernisation theory insist that traditional societies were often destroyed without ever gaining promised advantages, Instead the economic gap between advanced societies and such societies actually increased. Dingsdale (2002) considers the meaning of modernity as individual development and institutional development depending on the extensive accomplishment of knowledge. The adoption of the theory in developing countries is associated with the gap in knowledge, resources and implementation of the theory into practice. However there is a gap in the community between the rural societies in developed and developing countries.

- Dependency Theory

The Dependency theory explains how the developed and developing countries interact (Maree, 2011). Its aimed at redressing the inequality among the countries through the exploitation of resources and capitalists system (Willis, 2011). The theory originated in Latin America as the results of underdevelopment of Latin American countries because of capitalist system (Willis, 2011). The research carried out by Packenham (1992) analysing the

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dependency and socialist situation in Cuba shows that the structural economic dependency remains high under the socialism and summarises the aspects of economic dependence indicators. The summary entails the monoculture of national productions, the monoculture of exports, overall trade dependence, capital dependence, and technology and energy dependence. Willis (2011) explains that the industrialised countries experienced growth and economic development through the exploitation of the non-industrialised countries.

Kutya (2013) argued that the governing of nations and provisions that are made to the community has significant implications for economic and social development. The theory is criticised for being particularly anxious with economic aspects without making an allowance for social, cultural, or political context inside underdevelopment (Pandey, 1986). Lych (2005) argues that the relationship between countries plays a significant role in understanding problems on development and poverty. In his study, in which he describes the interaction of rural-urban in the developing world, he focuses on the flow and linkages between rural and urban areas. The study further concludes that the poorest areas may have little while the financial linkages appear in all settings but with different outcomes for the rural economy. The theory fails to recognise the need for different approaches, roles and strategies towards local economic development (*Ibid*).

In South Africa, the government attempted to redress rural-urban inequality through various policies, and strategies were formulated. This was done to redress service delivery and economic development problems in rural communities. This has increased dependency of the communities on the government for services and their development on the development agencies. This has led to inefficient development as such development depends on funding availability in the government agency. In South Africa, poverty alleviation has been a challenge as the rural community is characterised by a low household income, inadequate housing, lack of basic services and so forth (Department of Performance Monitoring and Evaluation: Mid-Term Review of the Priorities of Government, 2012). The rural development challenges faced by the South African government increased the dependency of the community on the government. In order for the community to develop it must rely on services providers and sponsors. This has also affected the programme designed for the alleviation of poverty among the community.

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2.2.2 Rural development approaches

This section provides the main approaches to development and highlights the complexity of the debates about development. The approaches include the participatory; basic needs; grassroots development; People-centred; Integrated development; Assets based.

- **Participatory approach**

It is a development approach that gives a focus on the involvement of people to contribute and enjoy the political, civil rights, social and economic development (Menai, 2004). It furthermore provides the role of facilitation in practical dimension which entails organizational training, leadership development, technical training, support encouragement, exchange experiences and external linkages (Liebenberg & Stewart, 1997). Wilxcon (1994) describes the ranks of participatory planning and highlights that the model includes information dissemination, consultation, deciding together, acting together and supporting independent community initiatives. In the participatory approach citizens have rights to take part in the decision making and are involved in issues that affect their lives. With this approach the individual is allowed to be involved as to promote the accountability, efficiency and cost effectiveness of services as to maintain the development of the community. The main focus of the approach was to increase the accountability, wherein the policy highlighted important aspects of the participation which were not practically implemented. There is a gap between informing, deciding, contributing and effectively incorporating rural community ideas in development goals.

- **Basic needs approach**

The basic needs approach focuses on the provision of basic needs of the world's poorest people which should be the main focus of the policies and the government (Willis, 2011). According to Arefi (2009) need based policies typically focus on what the community lacks rather than on what they have. The criticisms of the needs based community development practices include efficiency and equity issues, maintaining a culture of poverty, dependency and patience (*ibid*). This has been done through the top down community development approach to maintain equity and efficiency in development. Meeting the basic needs relies on the availability of the funds in the government which is still a challenge. The basic needs approach in rural South Africa is associated with similar projects that are not well implemented and maintained.

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- **Grassroots Development Approach**

The grassroots approach is also known as the bottom up or assets based approach. This approach considers the importance of including local context and indigenous knowledge in development. A development programmes should be formulated based on the challenges faced by the community and available resources. Some of the rural development programme started as national programmes for poverty alleviation without including the priorities of the projects beneficiaries.

- **People Centred Approach**

This is a development model that does not just focus on the economy, but also stresses the importance of developing people in a community by letting them actively participate in the development programme (Pieterse, 2010). First, these theorists' plans for development have to be more than just trying to fix the economy in the hope that wealth will trickle down to the poor, if and when the economy grows. The rationale for decentralisation focuses on government activities for both economic and political purposes for greater efficiency and cost effective development through the decentralising of government activities (Willis, 2011).

Furthermore, this approach stresses that people themselves have to decide what plans of action are best for them and actively participate in changing their lives. It starts with people defining their needs and, in response, it empowers them to take action. The people-centred approaches are usually used for small-scale development programs such as the kind that may be undertaken in local communities by the local government or NGOs. People-centred development emphasizes that development should not be top-down with an outside development agency telling the community what to do (Pieterse, 2010). Equally, it should not be an exclusively bottom-up approach but must always involve the community as a partner to any development agency or facilitator.

According to the IFAD, there are six main features that characterized the rural areas of Latin America: Higher inequality, higher rate of poverty on indigenous population, vulnerability to external conditions, broad weaknesses in policy and institutions, limited access to land, and experimenting with the economic development policies.

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- **Integrated Development Approach**

An Integrated Development Approach to rural development is liable to a simultaneous implementation of many different programmes in the same area (Chambers, 2011). According to Chambers (2011) the integrated approach within the context of rural development means an integral approach in the sense that it is a highly structural and systematic exercise in which all components in the development system can be identified as important and/or appreciated for the part they play individually and collectively. An Integrated approach deals with the promotion of coordination of development activities (Swanepoel & De Beers, 2011). The approach emphasizes the interrelationship between the social, political, cultural and economic aspects. The integrated approach confirms that performance measurement is carried together with the strategic planning and budgeting processes of an organization to maintain the arrangement between objectives and the delivery of policies and programmes to beneficiaries and sponsors (Adaptation Fund Board Eighth Meeting, Bonn, November, 2009). The approach also highlights the issue of involving different role players to coordinate their efforts (Swanepoel & De Beers, 2011). Integrated Rural Development was affected as it requires the substantial and sustained investments with a long period of maturation. According to Vincent (2012) the trickling down effect of development has influenced the government to integrate development activities to rural areas.

- **Assets Based Approach**

The approach is also known as the bottom up or grassroots development approach (Arefi, 2009). The assets based approach was adopted as an innovative solution to urban problems and policy making to community development (Arefi, 2009). This approach seeks to identify and capitalise the tangible and intangible assets available to a community rather than what is lacking. The assets include the physical, capital, and infrastructure, financial and economic capital, social and political capital inherent to local leadership and informal social network (Siegal, 2005). The approach is aimed at the promotion of self-help, technical assistance and conflicts resolution within the society. In essence, the approach seeks to promote grassroots development.

2.2.3 Rural development principles

Community Development Programme involves different principles that are formulated to promote community involvement, awareness, democracy, equity and effective service

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delivery. It is therefore important to consider the universal principles for community development. The universal principles consist of two sets of principles which are ethical and practical principles (Swanepoel & de Beer, 2011). Swanepoel & de Beer (2011) asserted that ethical principles consisting of human orientation, participation, empowerment, ownership, sustainability and release as well as practical principles involve learning, compassion, adaptiveness and simplicity. The practical principle requires the ability of people, institutions and society to perform functions, solve problems, set and achieve objectives (UNDP, 2002a).

- **Learning principle**

Lopes & Theisohn (2003) describe the learning principle as the key element in human development which supports growth and competency in development activities. The principle is meant for meeting the needs for sustainability, flexibility, investigational and an action-based capacity building system (*Ibid*). The process of learning is encouraged through the participation of individuals in the projects (Swanepoel & de Beers, 2011). The Learning principle is a bottom-up approach to community development which avoids the restriction of the blue print approach (*Ibid*). According to Swanepoel & de Beers (2011) a development programme can result when unity is accomplished between the needs of the target group and results of a project, formulation of the needs and the control of participants to make decisions, the objectives of the programme and the capacity of organisations.

- **Compassion principle**

The principle stresses self-respect and happiness for exposed and shared efforts. According to Swanepoel & de Beers (2003) unfriendliness should be totally absent in the community development workers and objectives of organisations workers should not just help the poor to gain some objectives identified by themselves but the goals must be wide enough to encourage compassion.

- **Adaptiveness**

The adaptiveness principle follows the first principle of learning. Adaptiveness of institutions is based on the capacity to deal with a wide variety of problems with common agreed strategy (Swanepoel & De Beers, 2011). Adaptiveness summarizes bottom up decision-making participation by communities and is aimed at responsiveness, creativity and innovative ability of institutions *(Ibid)*. It entails the change of approach, which stresses a willingness to learn

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as people go along. The adaptive principle is characterised by partnership action aimed at decreasing the dependency of communities, setting democratic processes in action, and enhance human potential through decision-making in development strategies, allocation and organization of resources and implementation in consultation with all stakeholders.

- **Simplicity**

The principle of simplicity is crucial in dealing with complex and sophisticated programmes. Chambers in Swanepoel & De Beers (2003) asserts that the learning and realising approach is not suitable for complex techniques. According to Swanepoel & De Beers adaptiveness is much more difficult to attain in large, complex and sophisticated projects, and they suggest that projects should be broken down into smaller, simpler parts where the learning process can be enhanced. The principle of simplicity should also provide explanation and informed decisions, and should be involved in maintaining the small and simpler projects to get long lasting results.

- **Human orientation**

The principle focuses on the basic physical or human needs to be fulfilled as to promote development in the community. The principle demands the formulation and planning of a programme or project in a way that the objectives attain the physical and concrete needs of the community (Swanepoel & De Beers, 2003).

- **Participation**

Swanepoel & De Beer (2003) describes participation as a means of taking part in an initiatives planning, development and implementation. The participation principle explains that people should be the main role players in the development programme (Swanepoel& De Beers, 2003).They indicate that participation can be meaningful partnered with empowerment (*Ibid*). They further recommend that power should accompany the participation processes. In addition, they declare that, if local people just act as advisors to planners and decision makers, then we cannot talk about participation. It is important to consider the participation principle as a way of promoting equity in all aspects of planning, implementation and management of their project.

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- **Empowerment**

Empowerment is defined as the individual's ability to improve social, economic, gender, political, spiritual and cultural strengthening of communities (Fetterman et al., 1996). According to (Parker, 2002) empowerment is the development of resources and capabilities of the poor to participate, transfer, influence, control, and hold responsible institutions that affect their lives.

- **Sustainability**

Sustainable Development is development which meets the needs of the present generation without compromising the ability of the future generations to meet their own needs (Brundtland Report, 1987). The Brundtland Report highlighted the three fundamental components of sustainable development, namely the environment, the economy, and society, and highlighted a number of major proposals for sustainable development. The sustainability approach should seek to maintain the equilibrium and then grow and sustain itself overtime (Swanepoel & De Beers, 2003). Sustainable development is defined as a better quality of life for everyone, while at the same time meeting the needs of the present without jeopardising the future generation's needs (Klaassen, 2011). The principle of sustainable development links economic development, environmental protection and social justice in an integrated and mutually reinforcing way (*Ibid*). Klaassen further asserted the focus of sustainability as the high level of employment and social cohesion, high level of environmental protection and management of resources, balanced and equitable economic development, coherent policy making and liable political system, effective international cooperatives to promote global sustainable development (*Ibid*).

- **Release**

The release principle focuses on poverty eradication. It should be maintained within the goal of development and should fit in the welfare and improvement programmes. The release describes the negative spin-off of efforts that promote an increased dependence of beneficiaries because their need for relief never stops. The Development programme often tends to maintain the status quo and it forces them to bring short-term relief to a situation without addressing its causes.

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2.3 Overview of rural development strategies

South Africa's government is striving to redress the effects the apartheid. To this end, the government has tried to put together a policy framework that could begin to address the variety of economic and social problems being faced, which include various programmes designed and implemented to alleviate poverty and develop rural areas. The following section provides a summary of the programmes designed to address rural development in South Africa. Further down are the highlights for rural development initiatives implemented through the democratic government of South Africa since 1994. These include the different approaches, principles and intervention applied through different programmes such as RDP, ISRDS and CRDP.

2.3.1 Reconstructive development programme

In 1994, the RDP White Paper was presented identifying economic, social, legal, political, moral, cultural and environmental problems that the country faced. The first priority was to transform the governance to encourage management, efficiency, transparency and consultation between the government and civil society. The programme was coordinated in the office of the presidency involving government organisations to accomplish the national objectives. It was the governments vision to deal with the following challenges: the main focus aimed through regeneration of economic growth, human resource development, and broadly based rights of resources. Government Departments were included to support rural development through their programmes. The following diagram highlights the broad areas that were considered in the programme implementation:

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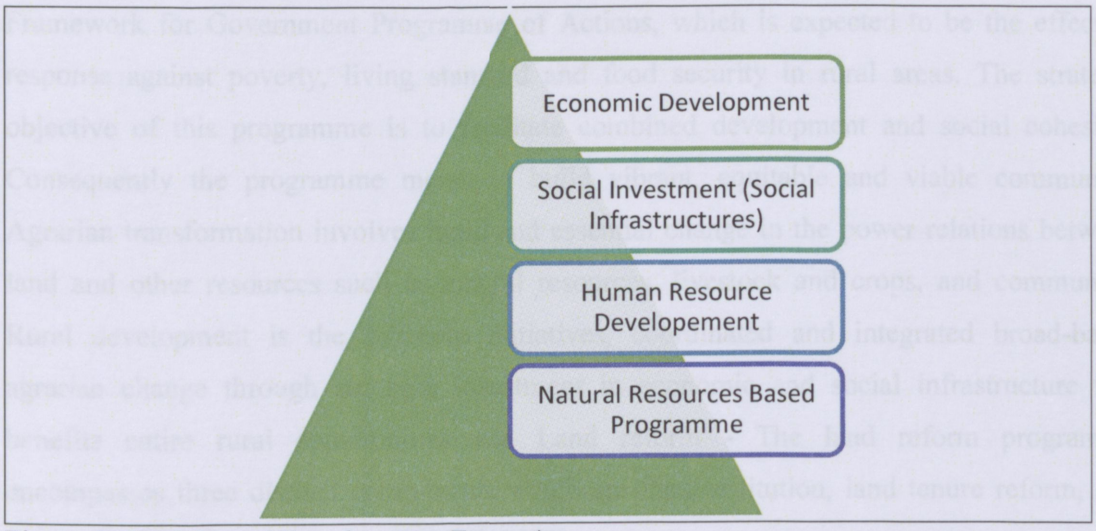


Figure 2.1 RDP Rural Development Focus Areas

Meeting the basic human needs, Developing human Resources, Peace and Security for all, Building the Nation, Linking Reconstruction and Development, and building as well as strengthening democracy, were the main priorities of democratic government to be effective in its response against apartheid in rural and previously disadvantaged communities.

2.3.2 Integrated sustainable Rural development

The Integrated Rural Development Strategy is a result of the South African Government's rural development interventions to improve the well-being and livelihoods of people. The government in consultation with other key stakeholders launched the ISRDS in 2000, which was adopted as a way to improve on existing reconstructive development programme. The Integrated and Sustainable Rural Development Strategy is designed to recognise a vision that will achieve socially cohesive and stable rural communities with sustainable institutions, viable economies and easy access to social services. The strategic implementation of the programme was aimed at the use and development of existing institutions, planning, management and funding mechanisms to maintain an effective and efficient response to the needs and opportunities.

2.3.3 Comprehensive rural development programme

The Comprehensive Rural Development Framework was launched in 28 July 2009 by the Ministry of Rural Development and Land Reform, it was established with the aim to address Rural Development, Land Reform and Agrarian Transformation matters. The formulation of the policy was driven through the main policies, constitutions and legislations as well as the

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Framework for Government Programme of Actions, which is expected to be the effective response against poverty, living standard and food security in rural areas. The strategic objective of this programme is to facilitate combined development and social cohesion. Consequently the programme meant to build vibrant, equitable and viable community. Agrarian transformation involves rapid and essential change in the power relations between land and other resources such as natural resources, livestock and crops, and community; Rural development is the self-help initiatives, coordinated and integrated broad-based agrarian change through strategic investment in economic and social infrastructure that benefits entire rural communities and Land reform - The land reform programme encompasses three distinct components which are land restitution, land tenure reform, and land redistribution programmes (CRDP, 2009).

The South African development approaches were linked to the development policy on rural development initiatives formulated by the government. Depending on the various policies formulated by the government the main development approaches adopted are decentralization, participatory, basic needs supply, integrated and blue-print, community based planning. The South African government and research recognised that top-down approaches to development planning have limited success in poverty alleviation programmes (CRDP Policy, 2009). In recent years the government invested more on urban development thinking that the development will trickle down to the poor, this led to the adoption of various approaches on how to alleviate poverty and promote democratic government.

The South African government initiated the policies, constitution and strategies to supply basic needs to previously disadvantaged groups through the decentralisation of some services and the participation of community which was also encouraged by the government. The basic needs of the community involve the basic personal and community shared needs and the programmes such as the Reconstructive Development Framework, Reconstructive development programmes and *War Room on Poverty* is an example of the strategy to meet basic needs of the community, especially in rural areas. The frameworks were adopted to promote socio-economic development amongst the vulnerable community. Despite the adoption of the approaches the government was facing the challenges in the implementation of such intervention. This was consequently followed by the White Paper on Transforming Public Service Delivery published by the Department of Public Service and Administration in 1997. The framework provides a policy framework and a practical implementation strategy

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for the transformation of Public Service Delivery through the principles of Batho Pele meaning people first (White Paper on Transforming Public Services Delivery, 1997). There are eight service delivery principles of Batho Pele provided in the policy which are Consultation, Service Standards, Access, Courtesy, Information, Openness and Transparency, Redress and Value for money (White Paper on Transforming Public Services Delivery, 1997). The South African government recognised the injustice of the past by adopting a constitution which provides democratic values, social justice and human rights details. The Constitution of the Republic of South Africa Act 108 of 1996 provide an overview of democratic principles such as equality and freedom, democratic rights which includes human dignity, equity, basic services access and access to information. The constitution includes the rights of all citizens to section 9-Equity; 10-Human Dignity; 12-Freedom and Security; 32-Access to information; 29-Education; 26-Housing, health care, food, water and social security. The constitution of South Africa is meant to promote the democratic values, human rights and social justice for the development of South African citizens.

2.4 Challenges associated with rural development

The South African democratic government was concerned primarily with the major rearrangement of the apartheid state into a modern public service. Reconstructive Development Programme was established to address socio-economic problems associated with apartheid (White Paper for RDP, 1994). The Reconstructive and Development white paper 1994 highlights South African History Facing apartheid which led to poverty, underdevelopment, and a lack of basic infrastructure, needs and services within rural communities. The Policy Framework for Government-Wide Monitoring and Evaluation System (2007) highlighted the concern with coordination and integration of government systems, services and the challenge of increasing effectiveness development programme influence.

The South African government was previously associated with a lack of transparency, basic services provisions, poverty amongst rural community and no participation (ISRDS, 2000). The following problems are identified as the lesson for a better implementation of the Integrated Sustainable Rural Development Strategy in South Africa which is characterised by a lack of coordination and communication, irresponsive service delivery, poor monitoring, weak institutional and regulatory mechanisms, slow delivery of services, budget and implementation constraints, unsustainable development, lack of understanding of the

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programmes in line with the jurisdiction of departments, unresponsive to the needs of target beneficiaries, capacity or skills deficiency, lack of transparency and fairness.

Research carried out by Buccus et al. (2007) for public participation and local governance found that public participation mechanisms are poorly developed with a lack of resources for the public participation process. They further elaborate that the lack of investment in public participation such as training for public participation effectively limits the effectiveness of governance. In their major research findings they stressed a lack of evidence for public participation, irregular participation with little opportunity to provide meaningful inputs, unclear roles of stakeholders, a lack of continuity on follow up issues and failure to institutionalise public participation process. The Public Service Commission was created for public administration to enhance excellence in governance within public services for enhancement of democratic principles and values of the Public Service by investigating, monitoring, evaluating, communicating and reporting on public administration (Public Services Commission, 2010).

ISRDS was aimed at improving rural communities through rural development, integrated development and sustainable development. However, the strategies adopted failed to bring effective development in rural community, this led to the expansion of rural development programmes wherein the Comprehensive Rural Development Programme was formulated in 2009 as an effective response against poverty and food insecurity by maximizing the use and management of natural resources to create vibrant, equitable and sustainable rural communities, through a three-pronged strategy based on: a coordinated and integrated broad-based agrarian transformation; strategically increasing rural development; and an improved land reform programme.

The mid-term review of the priorities of the government (2012) highlights the key challenges and problems affecting the progress on key government priorities implementation. The report shows that in rural development priorities the main challenges are poor accountability and governance, financial management, lack of informed and coordinated planning, departmental coordination, poor social services, inadequate services to farmers and entrepreneur, local government limited resources, poor quality and less accessible crucial services, skills gaps or capacity development, inadequate support for land reform, poor services and institutional weaknesses, lack of sustainability, efficiency and effectiveness of Municipal services, lack of basic infrastructure and appropriate remote rural service delivery model, neglect of

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maintenance and repairs of municipal infrastructure, and a lack of suitably qualified individuals in senior management and technical positions.

The common challenges identified throughout the South African Rural development programme is the lack of coordination, participation, lack of viable community development intervention, skills and capacity gaps, poor accountability, lack of socio-economic infrastructure, lack of transparency, lack of basic services delivery and poverty. Although the government is able to identify challenges through the implementation of different programme to address poverty and underdevelopment in rural areas it is still a challenge for the government to effectively implement, coordinate and monitor rural development programmes.

2.5 Perspectives on institutional capacity

Capacity is defined as the organizational and technical abilities, relationships and values that enable organizations, society and individuals at any level of society to carry out roles and attain their development objectives over time (Matachi, 2006). Chaskin et al., (2001) define institutional capacity as the ability of an organisation to successfully apply its skills and resources to accomplish its goals and satisfy its stakeholder expectations. Capacity development includes three levels of assessment which are individuals, institutions and societal (UNDP, 2010). Institutional capacity consists of individuals, institutional and societal levels working as a system and influencing each other (Lopes & Theisohn, 2003). The individual capacity involves the process of changing behaviours and attitudes, informing knowledge and developing skills while maximising the benefits of participation, knowledge exchange and ownership the individuals (*Ibid*). The level of society deals with the overall policy framework in which individuals and organisations operate and interact with the external environment, as well as formal and informal relationships of institutions (*Ibid*).

Institutional capacity involves the overall institutional performance, capabilities and adaptation to the changes and work as a system of individuals, society and institutions (Lopes & Theisohn, 2003). The United Nations Development Programme (2011) asserted that the levers of capacity like leadership, accountability, knowledge and institutional arrangement's change such levers strengthen institutions to render effective services and make them accountable for coordination, implementation and monitoring. The lack of powerful and responsible leadership can destroy the capacity of institutions (UNDP, 2011). The institutional capacity, leadership, institutional arrangement, knowledge and accountability

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have a crucial relationship because they promote individuals, institutional and societal capacity. Brinkerhoff and Morgan (2010) give the highlights on the five core capabilities model which explains the complexity and interconnectedness of the essentials to the degree of integration and development of these capacities, including:

Commitment and engagement of stakeholders – This involves the responsibilities of the players to organise resources, create space and self-sufficiency for independent action, motivate unwilling or unresponsive partners, design, decide, and involve collectively to exercise their other capabilities.

Carrying out technical, service delivery and logistical tasks – the ability to produce acceptable levels of performance, generate essential outputs and outcomes, sustain production over time, and add value for their clients, beneficiaries, citizens.

Linking and attracting support – the ability to establish and manage linkages, alliances, and partnerships with others to leverage resources and actions, build legitimacy in the eyes of key stakeholders, and deal effectively with competition, politics, and power differentials.

Flexibility and self-renew – The ability of actors to adapt and modify plans and operations based on the monitoring of progress and outcomes; proactively anticipate change and new challenges; learn through experience cope with changing contexts and develop resiliency.

Balancing diversity and consistency – The ability to develop shared short- and long-term strategies and visions; balance control, flexibility, and consistency; integrate and harmonize plans and actions in complex, multi-actor settings; as well as to cope with cycles of stability and change.

2.6 Capacity assessment approaches

2.6.1 Open system approach

EuropeAid (2005) asserted the capacity assessment approach in five (5) steps and the approach is called the Open systems. Figure 2 represents the steps of Open System Approach to assess institutional capacity. Organisations are viewed as a system consisting of interacting and interdependent elements embedded in context in which organisations inputs to organise production processes and produce outputs (*Ibid*). The steps for assessing institutional capacity are as follows: The diagram below illustrates the steps for institutional capacity assessment.

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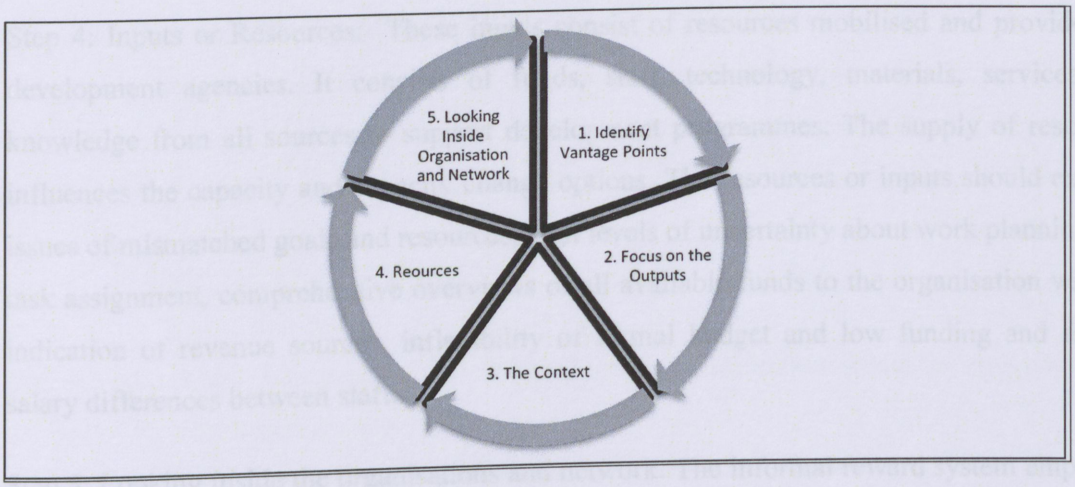


Figure 2.2: Open System Approach

Step 1: Identify vantage points for assessment: When assessing the institutional capacity the first step will be to determine the set of organisations and role players. This is based on the objective of the programme which is supported. It is done to classify the organisation whose capacity is to be assessed by looking at the policy and programme objectives. It also considers the issue of assessing programme support to assess the institutional organisation network including the civil society and private sectors.

Step 2: Focus on the outputs: Assessment of the outputs entails the direct products and services of an organisation or network organisation, and gives the immediate effect of organisation performance. This also includes the relationship between outputs, outcomes and ultimate impacts of the programme. This step is useful to assess the quality and quantity of the existing outputs and recent trends.

Step 3: The context: This looks at the factors outside the boundaries of organisations and individuals that will influence it. The factors and actors in the context may be influenced by the main organisation. The contexts encourage the assessment of structural and institutional issues as well as the organisation and individual actors. The structural factors are beyond the influence of individuals and short-term decision making. The institutions are social structures formed by regulations and norms which provide solidity and meaning of social life, (can be formal and informal), and are often used synonymously with organisations. The contexts of structural and institutional factors shape present capacity and provide drivers and constraints of change.

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Step 4: Inputs or Resources: These inputs consist of resources mobilised and provided by development agencies. It consists of funds, staff, technology, materials, services and knowledge from all sources to support development programmes. The supply of resources influences the capacity and capacity change options. The resources or inputs should explore issues of mismatched goals and resources, high levels of uncertainty about work planning and task assignment, comprehensive overviews of all available funds to the organisation with an indication of revenue sources, inflexibility of formal budget and low funding and formal salary differences between staff.

Step 5: Looking inside the organisations and network: The informal reward system emphases of personal growth and satisfaction in social relationships, the prestige and recognition associated with working for an organisation, professional pride, and services to one community. The organisation capacity and performance depends on the staffs motivation and leadership, the formal system of salaries, wages, bonuses and reward systems. The last step also highlights that informal aspects of rewards are of utmost importance in government institutions.

2.6.2 Results based management

The results based management approach is a management approach that emphasis performance and the accomplishment of results comprising of outputs, outcomes and impacts of the programme (ICRC, 2008). According to the United Nation Development Group (2011) Results Based Management is a controlling approach by which all actors contributing to accomplishing a set of outcomes, make sure that their practices, products and services promote the achievement of desired results.

The benefits of results based management is the improved performance (decreasing project costs and time, avoid frequent weaknesses and offer appropriate feedback), improved influence on impact on systematic flow of information about the performance (regular sharing and dissemination of information on programmes, replicating good practices) and coordinate and streamline portfolio management (use of performance information and decision making based on performance information) in development programmes (Adaption Fund Board, 2009). The purpose of Results Based Management is to accomplish an intervention while trying to make sure their relevance, efficiency, effectiveness, impact and other worth measures (ICRD, 2008).

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The main features of Results Based Management specified are the indicated results that are measurable, relevant and can be monitored, resources that are sufficient for attaining the targeted results, organisational arrangements that ensure that responsibilities are aligned with results and resources, processes for planning, monitoring, communicating and resource release that enable an organisation to convert resources into the desired results (Results Based Management Smart Toolkit Online7/October/2013http://www.smarttoolkit.net/?q=node/387).

The Results Based Management Toolkit (see table no date) identified the procedures to undertake Results Based Management see table

Table 2.1: Results based management

Procedures for results based management
• Examining the prevailing conditions
• Clearly recognizes the detailed goals
• Selecting the strategy to encounter the goals
• Determining the achievement measures
• Analysing the assumption and the potential barriers to the success

2.6.3 Monitoring of rural development

Monitoring is a compulsory, continuous and regular process that aims to track different constitutive elements of the project, in order to achieve the project's objectives (ICRC, 2008). Project/programme and portfolio outcome monitoring, at both fund and strategic priority levels, guide the measurement of core outputs leading to outcomes achieved during a project's life.

2.7 Drivers of rural development

Park (2009) has highlighted the key success factors for the Korean Rural Development Programme. According to his research the success of development programmes is due to the political commitment of the government and leaders, creating an enabling environment based on integration, referred to as democracy and good governance, providing motivation and utilisation of personal interests, increased participation by raising peoples confidence,

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aligning their interests with the project and stimulating competition as well as understanding and incorporating local context.

The Ministerial Guidelines also maintain that meaningful public participation reflects the principles of accessibility, impartiality, transparency, consistency, efficiency, accountability, fairness and punctuality, and recognizes that all parties have responsibilities in meeting these principles which will help to create improved informed and quality decisions; attain valuable information about the environment and potential impacts; increase considerate public's interests, concerns and priorities; generate a positive foundation for working with interested parties to build trust, resolve problems, make informed decisions and reach common goals; increase communication, transparency and accountability with the public; avoid or minimize adverse effects; encounter the Ministerial Guideline's key elements for meaningful public participation and the purpose of the Act to ensure opportunities for timely and meaningful public participation throughout the process; address public concerns early in the process, thereby reducing likelihood for conflicts, costly interruptions, slowdowns, process, etc.; Correct misinformation or rumours about proposed projects; align the project design with public priorities and expectations before significant resources have been invested in detailed project planning; and increase the reliability of decisions and decision makers.

The ICRC (2009) stressed the influences of effective implementation such as identification of target groups, the description of characters and duties, identification of individual benefits, an understanding of power relations, defining needs assistance, understanding of operational strength and weakness. They further highlighted that all projects framework should highlight the ten key components which are objectives, activities, indicators, timeframe, costs, progress, comments on reporting progress, potential barriers to the programme and risks and mitigation strategies (Grand Challenges Canada Guidelines, No date).

The intermediate outcomes of the project for RBM should be classified into the access for services, knowledge and attitude of beneficiaries, skills and training of providers, awareness of institutions and beneficiaries, change in policy and legislation whereas the ultimate outcomes must be completed within a specified timeframe while the indicators have to be valid, consistent, delicate, simplicity, convenience and reasonable (Grand Challenges Canada Guidelines, no date).

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2.8 Barriers to rural development

2.8.1 Local development environment

One of the most important drivers of rural development is the local development environment which influences development processes and how they operates. According to Swanepoel & De Beers, (2003) the local development environment is the context in which communities organise and its where the project takes place. They further outline the aspects of a local development environment which includes political, social, cultural, economic and psychological factors. It is important to know and understand the existing local development environment for the development programme.

2.8.2 Poverty

Poverty is explained according to community characteristics like economic, social, education, religion and social aspects. Rural development initiatives can fail if there is a high rate of poverty in the area (Cruz, 1999). The Rural-urban gap influences the development between the rural and urban sectors (Mark, 2004). The development aspects include: educational, economic, social, political, physical aspects in which a lack of these aspects serves as barriers for development as they play a critical role in the development process (Mark, 2004). Lower levels of education, income, social capital, economic development and opportunities fail the development goals. Cultural or religious aspects also fail development goals due to the cross cultural perspectives of the community (Chant, 2007). The goal of rural development is to provide satisfaction of needs to the community from a level of expertise and involving top down development (Arefi, 2008). The aim of the need-based approach is to satisfy the basic needs which increase the dependency on the expertise and development institutions (Arefi, 2008).

2.8.3 Exclusion

Exclusion of local citizens in the development activities planning, implementation, and management serves as a barrier for community development (Henderson, 2005), as well as the The exclusion of community views, choices, decision making process, benefits, partnership, information and rights (Henderson, 2005). The discord in rural development is experienced when the expert in development fails to combine local knowledge and recognize individual experience (Arefi, 2008). Lack of community views in government on non-government institutions leads to democratic governance and a sharing of ideas (Henderson,

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2005). Discrimination of individuals and society systematically blocks their rights to access opportunities for development (Henderson, 2005). The lack of partnership between the civil society and the government/development institutions is a barrier for development (Arefi, 2008).

2.8.4 Political factors

These involve the conflicts and problems within the government and citizen organizations (Hameso, 2001). Unresolved issues involving individuals, families, local officials and government institutions may serve as a barrier for community development in rural areas (Chant, 2005). The barriers of community development affect the rate of poverty, and misconceptions and stereotypes which all results in the underdevelopment of a community (Arefi, 2008). The political issues of interest, including public policies, interests, decisions, leadership, violence and community problems can hinder development goals in the rural areas (Hameso, 2001).

2.9 Conceptual framework

According to (Maree, 2011) conceptual framework is a system of concepts, assumptions and series of events which a researcher will undertake during the study. The figure below presents the conceptual framework for the research. The study focuses on the evaluation of institutional capacity for implementing, coordinating and monitoring of the CRDP pilot project.

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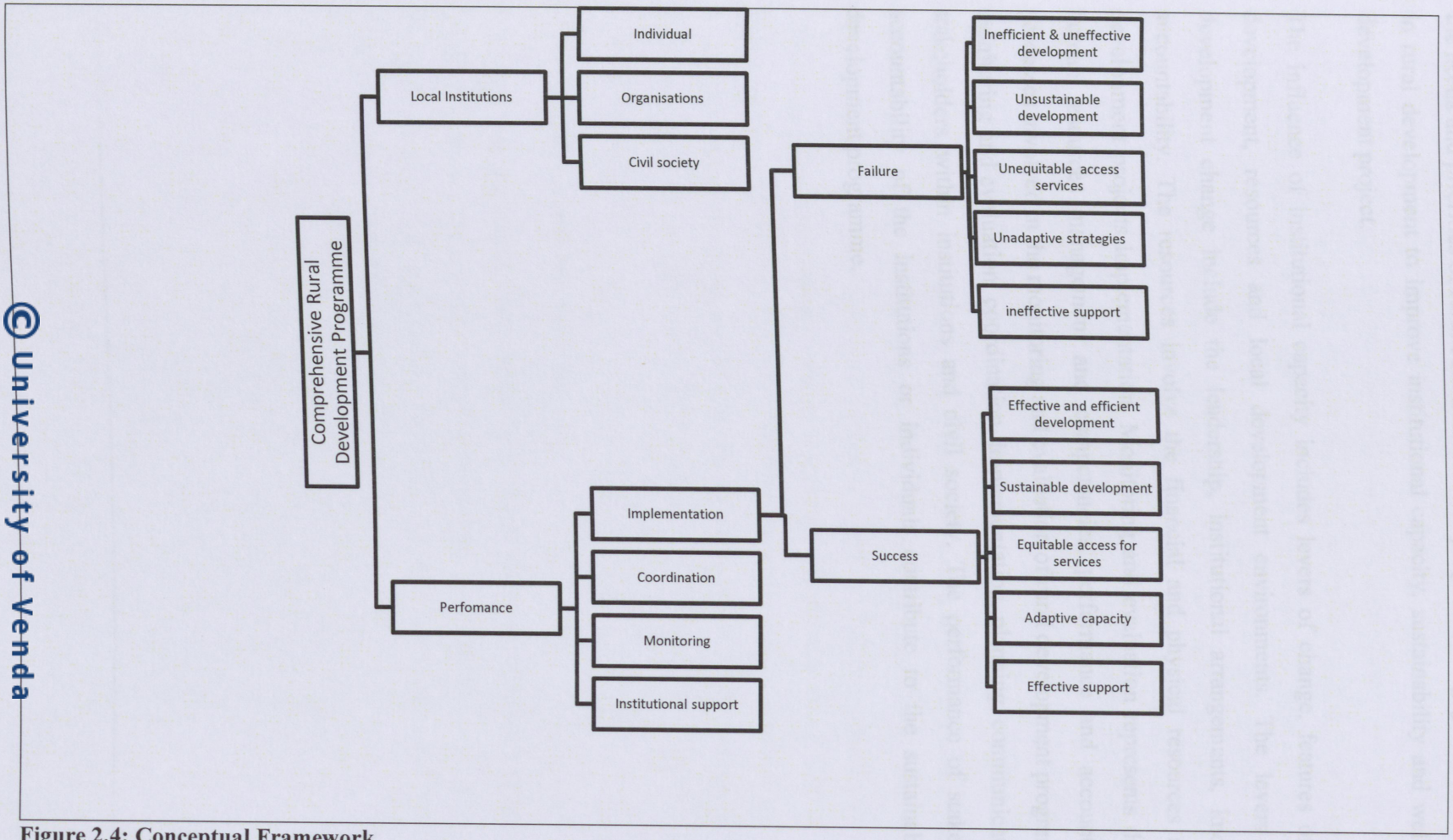


Figure 2.4: Conceptual Framework

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The objective of this study was to evaluate the capacity of responsible institutions to perform their mandate within the desired strategy for coordination, implementation and monitoring. The Comprehensive Rural Development Programme can be successful if it is responsive to the needs and priorities of rural communities. The programme engaged different stakeholders in rural development to improve institutional capacity, sustainability and well-coordinated development project.

The influence of institutional capacity includes levers of change, features of community development, resources and local development environments. The levers of capacity development change include the leadership, institutional arrangements, knowledge and accountability. The resources involve the financial and physical resources used for the development projects implementation. Monitoring and evaluation represents the processes, human resources management and competencies, performance and accountability. The processes involved in the monitoring and evaluation of rural development programme include monitoring and evaluation, coordination, implementation, planning, communication between stakeholders within institutions and civil society. The performance of stakeholders and accountability of the institutions or individuals contribute to the sustainability of the development programme.

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CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter reveals and describes the logic behind the research methods and techniques used in the study. The research methodology aims to describe the research design and methods of data collection, and detailed procedures for sampling participants as well as the methods of data analysis. This is a case study research in which triangulation of research methods including both qualitative and quantitative data collection, sampling and analysis strategies are adopted. The case study refers to the fact that a restricted number of analyses are considered intensively (Welman, et al., 2005). The study unit of analysis is comprised of individuals, groups and institutions. The data gathering process involved multiple sources and techniques. This includes document reviews, interviews, observations, Participatory Rural Appraisal and questionnaires.

3.2 Research design

Research design is the procedure and conditions for data collection and analysis to combine the relevance of data with the purpose of the research (Kothari, 2004). This is a case study approach wherein a combination of quantitative and qualitative methods was used. This is referred to as a multi-strategy research approach (Alexandra *et al.,* 2009). Quantitative techniques were used for statistically describing the association of variables while qualitative techniques explore the opinions and attitudes about the issues in the research. Mixed methods have been used to increase accuracy of findings and the level of confidence in a research (Alexandra *et al.*, 2009).

3.2.1 Overall research methodology

The study has adopted a triangulation of methods for data collection and analysis. Below Table (3.1) shows the overall research methodology of the study. It presents the research objectives, sources of information, sampling methods, data collection instruments and analysis methods adopted in the study.

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Table 3.1 Overall research methodology

RESEARCH OBJECTIVES	SOURCES OF INFORMATION	SAMPLING METHOD	DATA COLLECTION INSTRUMENTS	DATA ANALYSIS
• Characterize the socio-economic profile of the households	• Heads of the households	• Systematic sampling	• Questionnaires	• Tables • Graphs • Chi-Square
• Evaluate socio-economic impacts of CRDP on the households and community based projects	• Households • Community based projects	• Systematic sampling • Cluster sampling	• Questionnaires • Key informants interviews • Focus group interviews	• Tables, Graphs and Chi-Square • Content analysis • SWOT
• Evaluate the existing institutional capacity framework	• Government institutions • Council of stakeholders • CRDP reports and policy	• Purposive sampling • CRDP Progress reports • CRDP policy	• Key informants interviews • Voice recorder • Transcription of institutional briefing meetings • CRDP Document review	• Content analysis • SWOT Analysis
• Identify the existing infrastructures and system of basic services provision;	• Households heads • Community	• Systematic sampling • Purposive	• Questionnaires • Focus groups • Mental historical	• Tables, graphs and Chi-Square • Content analysis

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	members • Community based projects	sampling • Cluster sampling	mapping • Key informants interviews • Transect walk/ Observation checklist	• Infrastructure maps • Photographs
• Assess challenges affecting project implementation, coordination and monitoring	• Government institutions • Progress reports • Presidential monitoring programme	• Purposive sampling • Published CRDP progress reports	• Key informants interviews • Documents review	• Content analysis • Tables

The overall methodology to sample the participants in the study includes systematic sampling, cluster sampling and purposive sampling (table 3.2). The main research instruments for data collection are interviews, questionnaires, metal historical mapping, focus groups interviews and documents review. Data collected including both qualitative and quantitative were analysed, on SPSS and Microsoft Excel. The following section present detailed description of the sampling, ethical considerations, data collection methods and methods of analysis.

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3.2.2 Sampling

According to Maree (2011), sampling refers to the process used to select a portion of population for the study. The main aim of sampling is to get a representative sample from a large population. The primary purpose of sampling is to collect specific cases, events or actions that can clarify and deepen understanding (Neuman, 2006). The sources of information for this research include primary and secondary data. Table 3.2 shows the sampling methods adopted in the study.

Table 3.2: Sampling methods

Objectives	Sources of information	Sampling methods	Sampling size
• Characterize the socio-economic profile of the households	• Heads of the households	• Systematic sampling	• 300 Households
• Evaluate socio-economic impacts of CRDP on the households and community based projects	• Households • Community based projects	• Systematic sampling • Cluster sampling	-300 households -15 Community based projects
• Evaluate the existing institutional capacity framework	• Government institutions • Council of stakeholders • CRDP reports and policy	• Purposive sampling • CRDP Progress reports • CRDP policy	Government institutions Council of stakeholders Policy Document and Quarterly reports
• Identify the existing infrastructures and system of basic services provision;	• Households heads • Community members • Community based projects	• Systematic sampling • Purposive sampling • Cluster sampling	300 households 3 focus groups 15 Projects (2 Participants per project)
• Assess challenges affecting project implementation, coordination and monitoring	• Heads of the households	• Purposive sampling	Government institutions Council of stakeholders Policy Document and Quarterly reports

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Sampling procedures were followed in the study including the sampling methods and sample size determination. The study involved the individual heads of household, community members, government institution, council of stakeholders, community development workers. The following section presents sampling methods for each target group and their size.

- Households sampling

A household is defined as a group of people who eat from a common pot and share common stakes in maintaining and advancing their socio-economic standard from one generation to the next (FAO, 1992). In the study the interview was conducted with the heads of households to characterise the socio-economic profile and evaluate the impacts of CRDP. Muyexe is composed of 1000 stands of households with five sub-villages Muyexe B, Xikhulu, Sasakutenga, Mahanisi and Muyexe. A systematic sampling method was adopted because it's accurate, easily accessible; not containing periodic forms and the actual list of households is not required and is appropriate for all sizes (Welman et al. 2005). The representative sample size of household's is 300 which was drawn from 1000 households (Council of Stakeholders, 2013). The formula to determine the households size (Sample= $\frac{Total\ number\ of\ households\ (N)}{Desired\ sample\ size\ (n)} = \mathbf{300}$) was used.

- Community based project

A community based project in this study refers to the local cooperatives and community based organisations. Cooperatives are operational groups in the households aimed at skills development and job creation in the community (CRDP, 2009). A community based organisation in this study refers to the non-profit organisations and government services centre in the society. The community based projects involved in the study are Macena Gardens, Wansati Uwa Apfuka, Pfunanani Bricks, Muyexe Art and Craft, Twananani Muyexe Beadwork Project and Muyexe Perfume and Cosmetic Project. The other organisations include the Muyexe Bakery and Muyexe Poultry and Farming project, Muyexe Drop-in Centre, Muyexe E-Rap Centre and Tihlayiseni Health Organisation. Ben Muyexe Early Learning Centre, Muyexe Early Childhood Development Centre, Serete Community work Programme, Old Age and Disabled Organisation also take part in the study. Cluster sampling was adopted to sample the community based projects participants. Cluster sampling is easily accessible and relates to relevant clusters not

individuals (Welman et al., 2005). The two members for each project chairperson and additional members were selected.

- Focus groups

The focus group allows the researcher to explore participant's opinions and understandings on specific subject in detail (Cronin, 2008). A focus group is a group comprise of a set of individuals, usually numbered between six to ten people to express their opinion on the topic formulated by the researcher (Gilbert, 2009). Purposive sampling was adopted to select a group of participants in the focus groups. According to Gilbert (2008) purposive sampling includes the members nominated for inclusion in a study on the basis of a specific characteristic or known variable. Three focus groups were conducted targeting the youth and women, and mixed aged groups in the community. The first group was composed of the youth (08), the second group consists of women (08) and last group is composed of all aged groups (of different gender and age).

- Government institutions

The government institutions include the local, provincial and national government that are responsible for the implementation of Muyexe. Focusing on the study objectives of evaluating the institutional capacity for the implementation, coordination and monitoring different institutions were involved based on their mandate and availability. The purposive sampling was adopted to select participants from the institutions. The institutional representatives include the managers, projects officers, community development workers and community development officers. The government institutions involved in the study are Office of the Premier; Department of Rural Development and Land Reform; Department of Social Development; Department of Roads and Public Transport; Department of Co-Operative Governance, Human Settlements, and Traditional Affairs; Department of Water Affairs and Giyani Local Municipality. Due to the limitations on ethics and timeframe other government departments were not involved.

- Council of stakeholders

The council of stakeholders is a group of local representative responsible for the oversight monitoring of the projects. A group of 16 members composed of the chairperson, deputy

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chairperson (traditional council member), secretary, deputy secretary, treasury, ward councillor, community worker and nine additional members (cooperatives representative). The purposive sampling was adopted wherein the four representatives from the council of stakeholders participated in the study.

3.2.3 Ethical consideration

Maree and Westhuizen (2011) describe ethical consideration as inclusive of the issue of confidentiality of findings and protection of participants' identities. Throughout the process of data collection the ethical rights of the participants was considered. This includes the voluntary participation, anonymity and confidentiality. The ethics of this research value the rights of participants to informed consent, prevention from harm and privacy. Permission to undertake the study was requested from various stakeholders and communities involved in the Comprehensive Rural Development Programme. Participants in the study were informed about the purpose of the study and their rights in the context of the law and codes of ethics. The participants were made aware of their rights to choose to participate in the study. However, they were encouraged to take part in the study.

3.3 Methods of data collection

This section presents data collection tools and the ways the data have been recorded in the field. The methods of data collection in the study include both qualitative and quantitative techniques. The different instruments for data collection included questionnaires, key informants interviews, focus group interviews, document reviews and participatory rural appraisal tool especially mental historical mapping; transect walk/observations; checklist and group discussions. The description of each data collection tool is specified below.

3.3.1 Questionnaires

The survey was conducted to gather information with the heads of households in Muyexe. The main aim of the survey was to evaluate the socio-economic impacts and characterise the household's profile. The likert-scale questionnaires were used to collect data. The Likert scale provides ordinal measurements of respondents' attitudes and knowledge (Maree & Pieterson, 2011). Three hundred questionnaires were administered with the heads of the household's in Muyexe.

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3.3.2 Key informants interviews

An interview is a two way discussion in which the interviewer asks the participants questions to collect data and learn about the ideas, views, opinions, and beliefs of the participants (Maree, 2011). The main aim of the interviews is to obtain descriptive data to understand the participants' view relation to the capacity of institutions for implementation, coordination and monitoring of rural development programmes. Structured interviews were used wherein the detailed questions were developed in advance. Interview data was recorded using a tape recorder; writing down the answers and note taking during the interview process. The review of the notes and tape recorder was done to identify the gaps in order to follow up on issues. The interviews were conducted with the government departments and council of stakeholders.

3.3.3 Focus groups

According to Cronin (2008) a focus group is a discussion conducted with a group of participants composed of six to ten people. In the focus group the facilitator directs the debate between the groups with the purpose of attaining in-depth qualitative data about experiences on the subject (Maree, 2011). The focus groups discussion was done to improve their perception about the impacts of CRDP in the village. Three focus groups were conducted. The data collection instruments used during the focus group discussion includes notes and a voice recorder. The divisions of categories of people in the focus group include gender and age of participants. Within the focus groups the direct discussion was done using the participatory rural appraisal. The community member's focus group used the participatory rural appraisal tool to record data.

3.3.4 Document review

According to Macdonald (2008) documents are things that we can read and relate to some characteristics of social life. In this study the review of documents include the official reports and policy document for the CRDP project. The review of official documents in relation to the CRDP was done to evaluate institutional capacity for implementation, coordination and monitoring of rural development programmes. A document review was done to provide an analysis of the trends and debates on institutional capacity as well as to corroborate the evidence and for the purpose of this study document reviews put emphasis on journal articles, Comprehensive Rural Development Programme reports, administrative documents, newspaper

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articles and policy documents. This was done to explore the gaps and issues associated with the existing institutional capacity.

3.3.5 Participatory rural appraisal

To evaluate the existing infrastructure, basic services provision and socio-economic impacts of the CRDP the participatory appraisal tools was used. The projects beneficiaries' were requested to design mental historical maps of infrastructures before and after the implementation of CRDP in their village. The chart was used for mapping of the infrastructures in the village. The checklist was also designed for verification of the infrastructures that were identified during the mapping. The transect walk was carried out to observe the issues that were identified during the participatory mapping process. The community representatives guided the group for the transect walk, which covered issues such as socio-economic infrastructures, livelihood activities, community services centre and food production strategies. According to Dewalt & Dewalt (2011) the running records for recording observations will allow the researcher to focus on and enable situations to be described in the context where they occurred. Running record were used and data were recorded and described during the field survey process and transect walk with the community members. In recording observation data field notes were taken and a camera was used to photograph evidence.

3.4 Data analysis methods

Data analysis includes the description of how collected data will be analysed and concluded (Bless et al, 2006). Triangulation of methods is adopted in the study. According to Streydom and Delport (2011) using a combination of procedures such as the document review, secondary analysis, observation and interviewing can easily validate and cross check the findings. Analysis of data involves the data collected using questionnaires, interviews, focus groups, document review and participatory appraisal tools. Table 3.4 below presents the methods of data analysis adopted in this study.

Table 3.3: Data analysis Methods

Data Collection Instrument	Preparation of data for analysis	Data analysis methods
Questionnaires	• Coding • Entering • Data verification and cleaning	Descriptive statistics • Tables • Graphs • Chi-Square
Key informants interviews	• Preparing data • Coding of data • Establishing themes • Structuring analysed data • Interpreting data	• Content analysis
Focus groups	• Preparing data • Theme identification • Coding of data • Establishing themes • Structuring analysed data • Interpreting data	• Content analysis
Document review	• Studying and analyzing written documents	• Content analysis
Participatory rural appraisal	• Prepare field notes • Theme identification • Coding of data • Theme establishment • Structuring your analysed data • Interpreting data	• Infrastructure maps • Photographs • Content analysis

3.4.1 Questionnaires

Data collected from the surveys were analysed using descriptive statistics. During the surveys 300 questionnaires were administered, this data was organised, coded and captured in Microsoft excel and analysed in the SPSS. Descriptive statistics is an analysis method used to describe or summarises the characteristics of a sample (Gilbert, 2008). Descriptive statistics were used to organise and summarises data meaningfully to enhance the understanding of data characteristics, this includes nominal data collected in the household survey analysed using the statistical software package. Ordinal measurement was used to measure ordered scale and ranking assigned

per question in the household's survey to provide the measurement of individual responses. The findings were presented in forms of tables, graphs and Chi-Square.

3.4.2 Key informants interviews

The interview schedule (structured interview) was designed for the key informants representing the government institutions and council of stakeholders to evaluate the capacity of implementation, coordination and monitoring. Interview data were collected through a voice recorder and notes. Content analysis was adopted to analyse the results collected from the interviews.

3.4.3 Focus groups interviews

The focus group discussions were conducted for an hour wherein all information was recorded on a notebook and voice recorder. The data collected include voice recordings and transcripts that were organised into the themes. The voice notes were used to corroborate field notes taken during the interviews, the data was then analysed using the content analysis. The findings were interpreted and presented in form of description.

3.4. 4 Documents reviews

Content analysis was adopted for analysing the CRDP documents. Content analysis can be described as the quantitative analysis of qualitative data (Welman et al., 2005). According to Maree (2011) stated that the analysis of books, brochure, written documents, transcript, newspapers, visual media is part of content analysis. Qualitative data including documents, interviews and focus group are analysed using the contents analysis. Data were systematically coded into categories and variables to produce charts, figures, graphs and tables.

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3.4.5 Participatory rural appraisal

The participatory rural appraisal was done to evaluate the impacts of the CRDP in the village. A group of people were organised to take part in the mental historical mapping of infrastructures, transect walk and discussions. During the mental mapping, data was presented in the form of a map wherein the community was asked to identify the infrastructures before and after the CRDP implementation. After the mental mapping, the transect walk was undertaken wherein the checklist was used to identify the infrastructures and notes taken on group discussions. The findings were presented in forms of infrastructure maps and content analysis.

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CHAPTER 4: DATA PRESENTATION AND INTERPRETATIONS

4.1 Introduction

Research methodology for the study was discussed in the previous chapter. This chapter however focuses on presenting and interpreting the main research results. The triangulation of methods for data analysis is used to supplement quantitative and qualitative data interpretation and analysis to enhance overall results. The main results cover the aspects of the socio-economic profile and evaluate the impacts of the Comprehensive Rural Development Programme on the households as well as on the community based projects. Furthermore it covers the evaluation of basic service provisions and infrastructure development. The chapter also presents the findings on the evaluation of institutional capacity, roles/responsibilities of stakeholders and risk allocations. Furthermore the chapter covers various aspects of the challenges encountered during the implementation, coordination and monitoring for the Muyexe Pilot Project.

4.2 Households socio-economic profile

The socio-economic profile was characterised through the heads of households. The concept of the ''head of household'' is defined economically and not in patriarchal terms. The head of a household in the study is defined as a person who provides for their family members. The socio-economic profile of the households in the study covers the gender, age, marital status and education level of the heads of households, as well as their sources of income and education levels of the heads. The aspects of household's socio-economic profile are defined individually in the following section.

4.2.1 Gender

The gender of the head of household is a critical factor in order to understand gender dynamics and its contribution towards realising the equality of males and females in the programme. In this study, the results of the crosstabulation between gender and involvement in projects are presented in table 4.1.This comparison is done in order to understand their participation in the programme. From Table 4.1, it is evident that female-headed households are in majority (54%) as compared to the minority (46%) of their male counterparts.

Table 4.1: Q8. Involvement * Q1. Gender Crosstabulation

			Q1. Gender		
			Male	Female	Total
Q8. Involvement	Yes	Count	87	96	183
		% within Q8. Involvement	47.5%	52.5%	100.0%
		% within Q1. Gender	63.0%	59.3%	61.0%
	No	Count	51	66	117
		% within Q8. Involvement	43.6%	56.4%	100.0%
		% within Q1. Gender	37.0%	40.7%	39.0%
Total		Count	138	162	300
		% within Q8. Involvement	46.0%	54.0%	100.0%
		% within Q1. Gender	100.0%	100.0%	100.0%

Those who were involved in the projects composed of 61% whereas 39% was not involved. The majority of those who are involved are females (53%) with the minority being males (48%). The majority of those who were not involved are females (56%) as compared to males (43.6%). The Chi-Square analysis was done to understand the differences between male and female participation in the projects. Table 4.2 presents a chi-square test for the gender and participation variables.

Table 4.2: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.449[a]	1	.503		
Continuity Correction[b]	.304	1	.582		
Likelihood Ratio	.449	1	.503		
Fisher's Exact Test				.553	.291
Linear-by-Linear Association	.447	1	.504		
N of Valid Cases	300				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 53.82.

b. Computed only for a 2x2 table

The first row represents the Pearson Chi-Square analysis. The Chi-Square value was 0.449. There was 1 degree of freedom. The significance value was .503. Because .503 > .05, this did not represent a statistically significant relationship between the two variables (Q8 Involvement and Q1 Gender) in the above Crosstab. Female-headed households were compared with male-

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headed ones in terms of the number of dependants to understand the differences between the households. The results are presented in figure 4.1 below.

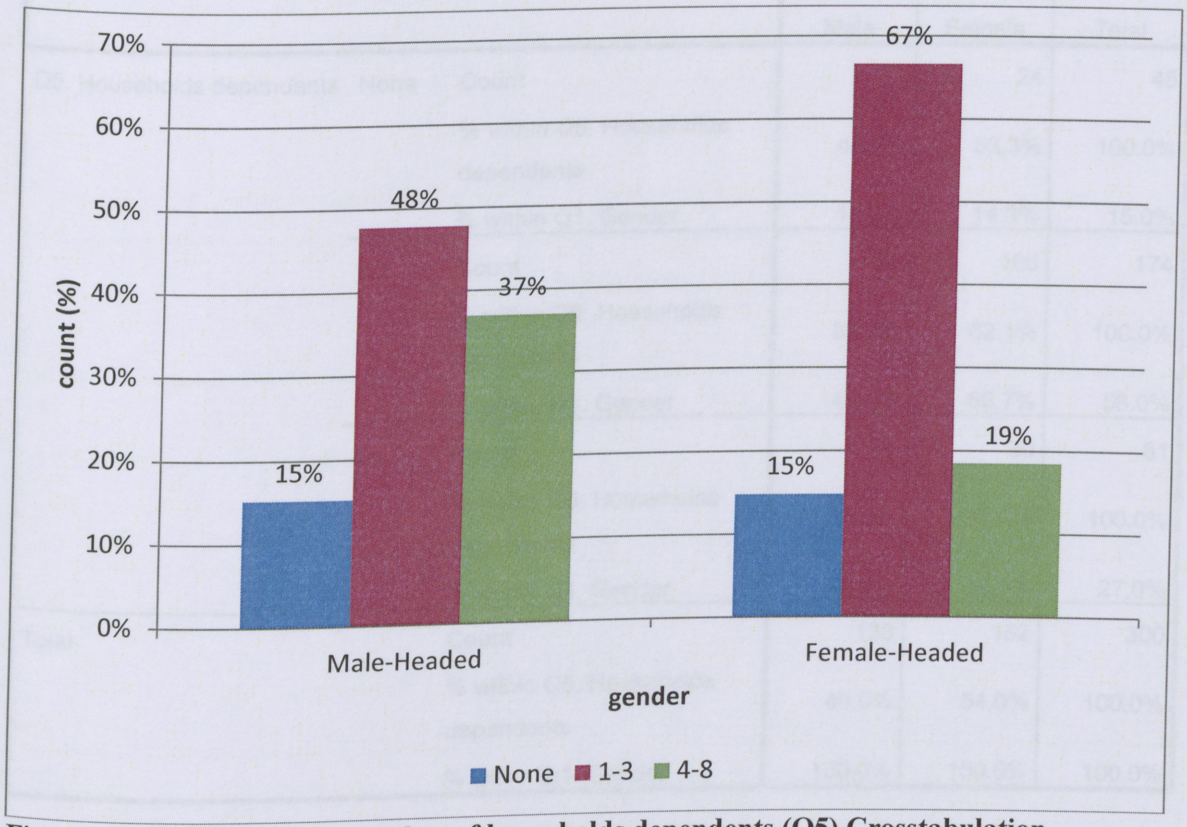


Figure 4.1: Gender (Q01)* number of households dependents (Q5) Crosstabulation

The majority of the households have 1-3 dependants, wherein the female-headed households represent a dominant percentage (67%) compared to (48%) of the male-headed ones. The majority of male-headed (37%) and female-headed (19%) households have 4-8 dependants. The equal proportion of both male-headed (15%) and female-headed (15%) has no dependants. The same result is presented in table 4.2 underneath.

Table 4.3: Q5. Households dependants * Q1. Gender Crosstabulation

			Q1. Gender		
			Male	Female	Total
Q5. Households dependants	None	Count	21	24	45
		% within Q5. Households dependants	46.7%	53.3%	100.0%
		% within Q1. Gender	15.2%	14.8%	15.0%
	1-3	Count	66	108	174
		% within Q5. Households dependants	37.9%	62.1%	100.0%
		% within Q1. Gender	47.8%	66.7%	58.0%
	4-8	Count	51	30	81
		% within Q5. Households dependants	63.0%	37.0%	100.0%
		% within Q1. Gender	37.0%	18.5%	27.0%
Total		Count	138	162	300
		% within Q5. Households dependants	46.0%	54.0%	100.0%
		% within Q1. Gender	100.0%	100.0%	100.0%

A Chi-Square test was also done to understand the differences between the gender of households and the number of dependants. Table 4.4 present a Chi-Square test results.

Table 4.4: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.952[a]	2	.001
Likelihood Ratio	14.024	2	.001
Linear-by-Linear Association	5.956	1	.015
N of Valid Cases	300		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 20.70.

The first row represents the Pearson Chi-Square analysis. The Chi-Square value was 13.952. There were 2 degrees of freedom. The significance value was .001. Results: because .001 < .05, this did represent a statistically significant relationship between the two variables (Households dependents and Q1 gender) in the above Crosstab.

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4.2.2 Age and participation of the heads

The age composition of the heads of households is studied to understand the effects of age on the participation. The age factor can create challenges in development projects participation. Table 4.5, shows the age distribution and participation of the heads in the projects.

Table 4.5: Q8. Involvement * Q2. Age Cross-tabulation

			Q2. Age						
			20-29yrs	30-39yrs	40-49yrs	50-59yrs	60-69yrs	Above 70	Total
Q8. Involvement	Yes	Count	27	66	75	15	0	0	183
		% within Q8. Involvement	14.8%	36.1%	41.0%	8.2%	0.0%	0.0%	100.0%
		% within Q2. Age	69.2%	84.6%	59.5%	55.6%	0.0%	0.0%	61.0%
	No	Count	12	12	51	12	27	3	117
		% within Q8. Involvement	10.3%	10.3%	43.6%	10.3%	23.1%	2.6%	100.0%
		% within Q2. Age	30.8%	15.4%	40.5%	44.4%	100.0%	100.0%	39.0%
Total		Count	39	78	126	27	27	3	300
		% within Q8. Involvement	13.0%	26.0%	42.0%	9.0%	9.0%	1.0%	100.0%
		% within Q2. Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

A comparison between age of the heads and their involvement was done to understand the relationship between age and participation. Table 4.5 presents the results of the cross-tabulation. Analysis based on Table 4.5, shows that a large proportion (42%) were within the age of 40-49 compared to the minority (15%) at the age of 20-29 for those who were involved. The heads who did not participate composed the majority (44%) at the age of 40-49 and the minority (3%) above the age of 70.

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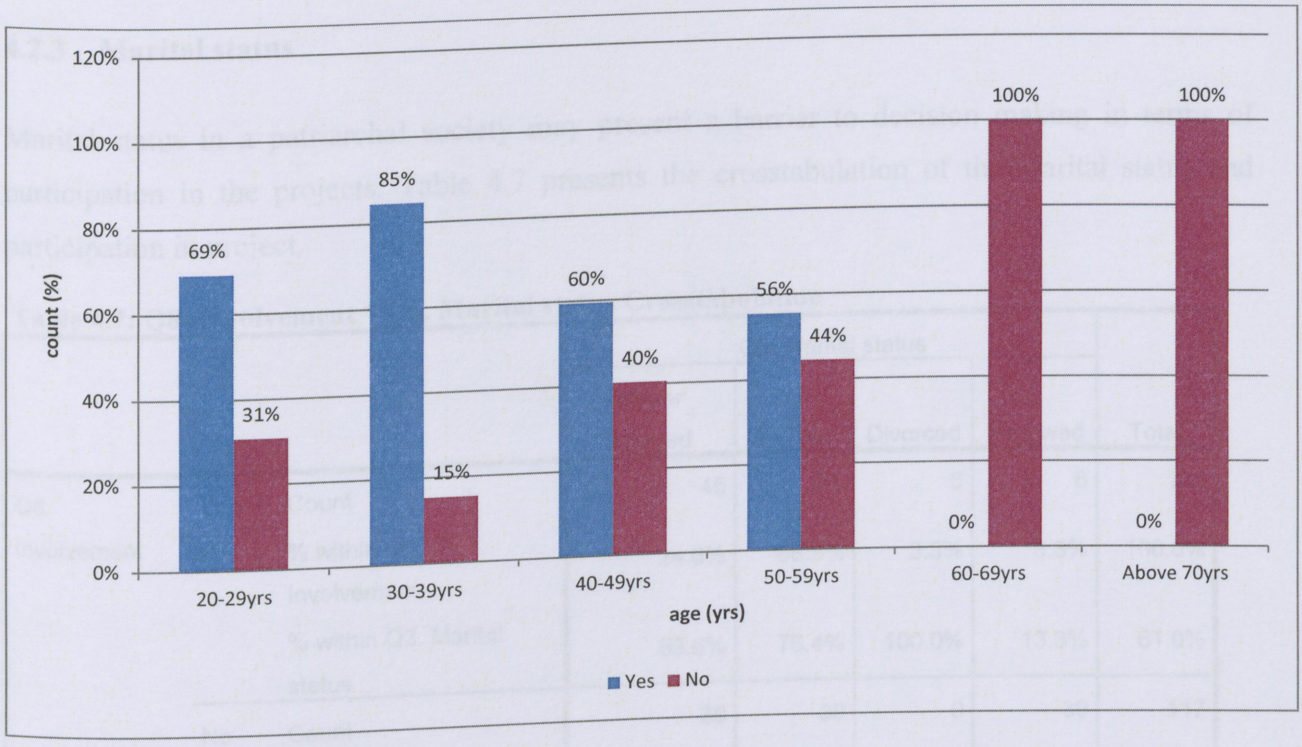


Figure 4.2: Age and involvement of household head

To understand the differences in the age and participation of the heads in the project the chi-Square test was performed and the results are shown below.

Table 4.6: Chi-Square Tests for household involvement and age

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	66.770[a]	5	.000
Likelihood Ratio	78.960	5	.000
Linear-by-Linear Association	46.029	1	.000
N of Valid Cases	300		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 1.17.

The Chi-Square test results show that the value of Chi-Square was 66.770 and the degree of freedom is 5, because the 0.00<0.05 the variable age and involvement represent a statistically significant relationship.

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4.2.3 Marital status

Marital status in a patriarchal society may present a barrier to decision making in terms of participation in the projects. Table 4.7 presents the crosstabulation of the marital status and participation in project.

Table 4.7: Q8. Involvement * Q3. Marital status Crosstabulation

			Q3. Marital status				
			Never Married	Married	Divorced	Widowed	Total
Q8. Involvement	Yes	Count	45	126	6	6	183
		% within Q8. Involvement	24.6%	68.9%	3.3%	3.3%	100.0%
		% within Q3. Marital status	53.6%	76.4%	100.0%	13.3%	61.0%
	No	Count	39	39	0	39	117
		% within Q8. Involvement	33.3%	33.3%	0.0%	33.3%	100.0%
		% within Q3. Marital status	46.4%	23.6%	0.0%	86.7%	39.0%
Total		Count	84	165	6	45	300
		% within Q8. Involvement	28.0%	55.0%	2.0%	15.0%	100.0%
		% within Q3. Marital status	100.0%	100.0%	100.0%	100.0%	100.0%

The results as shown in the table above indicated that the majority of the heads of households are married (55%) compared to these unmarried who are (28%). Both widowed (3%) and divorced (3%) heads of households have equal chance to participate in the projects. The heads of households that were married (33%), never married (33%) and widowed (33%) were having equal probability of not being involved in community based project. This is also presented in figure 4.3 below.

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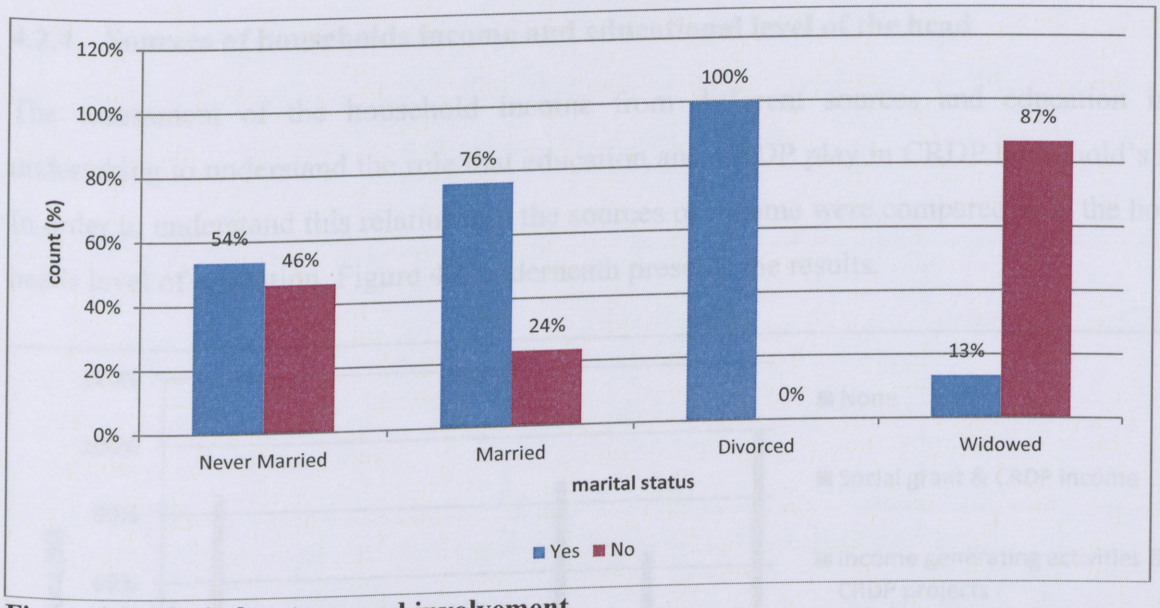


Figure 4.3: Marital statuses and involvement

The result was also analysed using a Chi-Square test presented in table 4.8 below.

Table 4.8: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	65.134[a]	3	.000
Likelihood Ratio	69.427	3	.000
Linear-by-Linear Association	18.309	1	.000
N of Valid Cases	300		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.34.

The Chi-Square value is 65.134 and the degree of freedom is 3. 0.00<0.05, therefore the involvement and marital status does represent the significant differences between marital status and involvement of the household heads.

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4.2.4 Sources of households income and educational level of the head

The assessment of the household income from different sources and education is worth undertaking to understand the role that education and CRDP play in CRDP household's income. In order to understand this relationship the sources of income were compared with the household heads level of education. Figure 4.4 underneath presents the results.

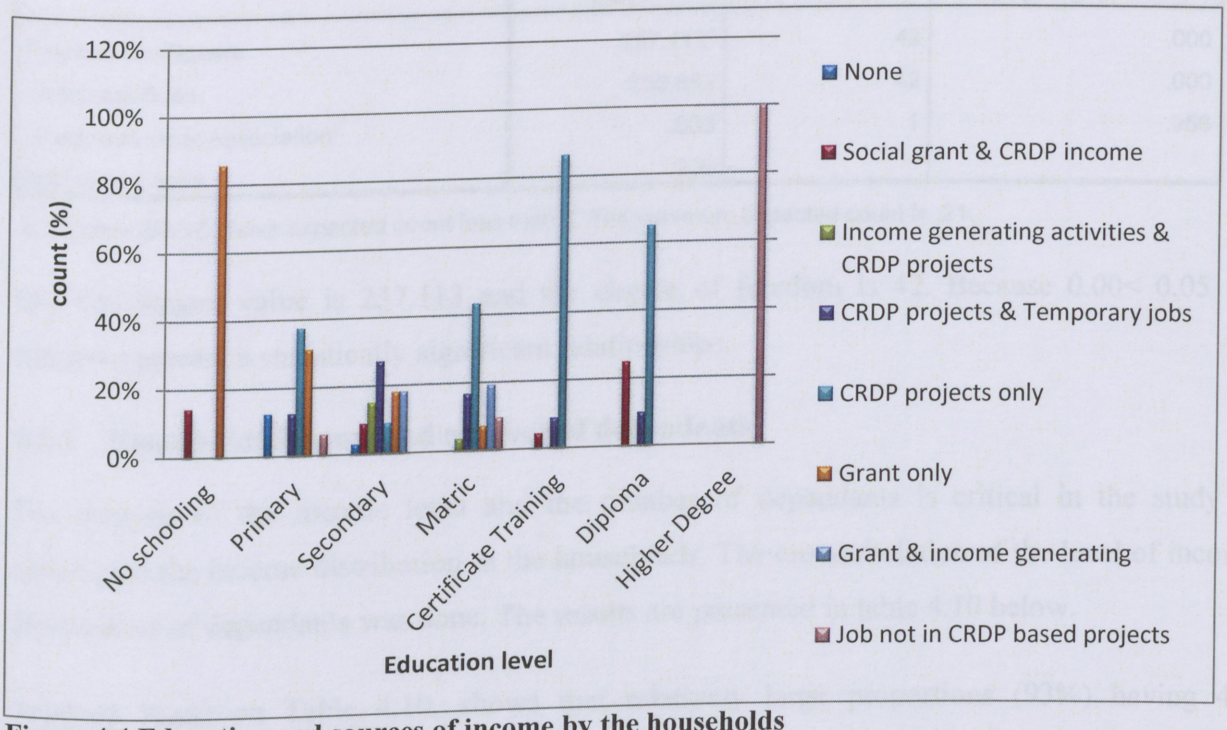


Figure 4.4 Education and sources of income by the households

From Figure 4.4, the findings show that the majority of those who are uneducated (86%) received social grants as compared to those who receive social grant and CRPD (15%). The majority of the household heads who have primary education (38%) regard CRDP projects as their main source of income followed by those who receive grants (31%) and no other income (13%). The majority who have secondary education receive their income from CRDP projects and temporary jobs (27%) followed by grants and other income generating activities (18%) and no income (3%).

The majority of the heads with matric CRDP projects only (43%), grant and income generating activities (19%) and few heads partaking in other income generating activities and CRDP project only. Those who have training certificates made up of the majority (86%) working on CRDP projects and temporary jobs (9%) and Social grants and CRDP income (5%). Those with

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diplomas working on CRDP projects (65%) compared to social grants and CRDP income (25%) and CRDP and temporary jobs (10%). The higher degree works somewhere else not in CRDP projects. The Chi-Square test is presented in table 4.9 below.

Table4.9 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	237.113[a]	42	.000
Likelihood Ratio	253.852	42	.000
Linear-by-Linear Association	.003	1	.956
N of Valid Cases	300		

a. 39 cells (69.6%) have expected count less than 5. The minimum expected count is .21.

The Chi-Square value is 237.113 and the degree of freedom is 42. Because 0.00< 0.05 the variables present a statistically significant relationships.

4.2.5 Households income and number of dependants

The analysis of the income level and the number of dependants is critical in the study to understand the income distribution in the households. The crosstabulation of the level of income and number of dependants was done. The results are presented in table 4.10 below.

Analysis based on Table 4.10, shows that relatively large proportions (93%) having 4-8 dependants earn less than R800 compared to the minority (7%) earning between R900-1500. In terms of the heads of the households with 1-3 dependants majority (74%) earn less than R800 compared to the monitory (3%) earning between R4600-5500. The households without the dependants composed of majority (13%) earning an income below R800 and few heads (6%) earning R900-1600.

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Table 4.10: Q5. Households dependants * Q7. Level of income Crosstabulation

			Q7. Level of income				
			R0	Below R800	R900-R1500	R4600-R5500	Total
Q5. Households dependants	None	Count	9	6	30	0	45
		% within Q5. Households dependants	20.0%	13.3%	66.7%	0.0%	100.0%
		% within Q7. Level of income	100.0%	2.9%	40.0%	0.0%	15.0%
	1-3	Count	0	129	39	6	174
		% within Q5. Households dependants	0.0%	74.1%	22.4%	3.4%	100.0%
		% within Q7. Level of income	0.0%	61.4%	52.0%	100.0%	58.0%
	4-8	Count	0	75	6	0	81
		% within Q5. Households dependants	0.0%	92.6%	7.4%	0.0%	100.0%
		% within Q7. Level of income	0.0%	35.7%	8.0%	0.0%	27.0%
Total		Count	9	210	75	6	300
		% within Q5. Households dependants	3.0%	70.0%	25.0%	2.0%	100.0%
		% within Q7. Level of income	100.0%	100.0%	100.0%	100.0%	100.0%

The Chi-Square test was also performed to understand the differences presented in table 4.11 underneath.

Table 4.11: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	124.063[a]	6	.000
Likelihood Ratio	113.296	6	.000
Linear-by-Linear Association	8.502	1	.004
N of Valid Cases	300		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .90.

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The value of a Chi-Square is 124.063 and the degree of freedom is 6. Because 0.00< 0.05 the variables presents a statistically significant relationships.

4.3 Evaluation of the impacts of CRDP in the households and community based projects

It is important to assess the socio-economic impacts of the CRDP on the households and community based projects. These impacts are discussed below.

4.3.1 Evaluation of impacts of CRDP in the households

The socio-economic impacts of CRDP on the households focus on the employment contribution, assets and skills development.

- Employment contribution

The level of employment contribution of CRDP in the households especially in the community based projects was assessed. The main focus was to evaluate the job creation opportunities for income generating in different community based projects. Figure 4.5 present the findings on the employment contribution.

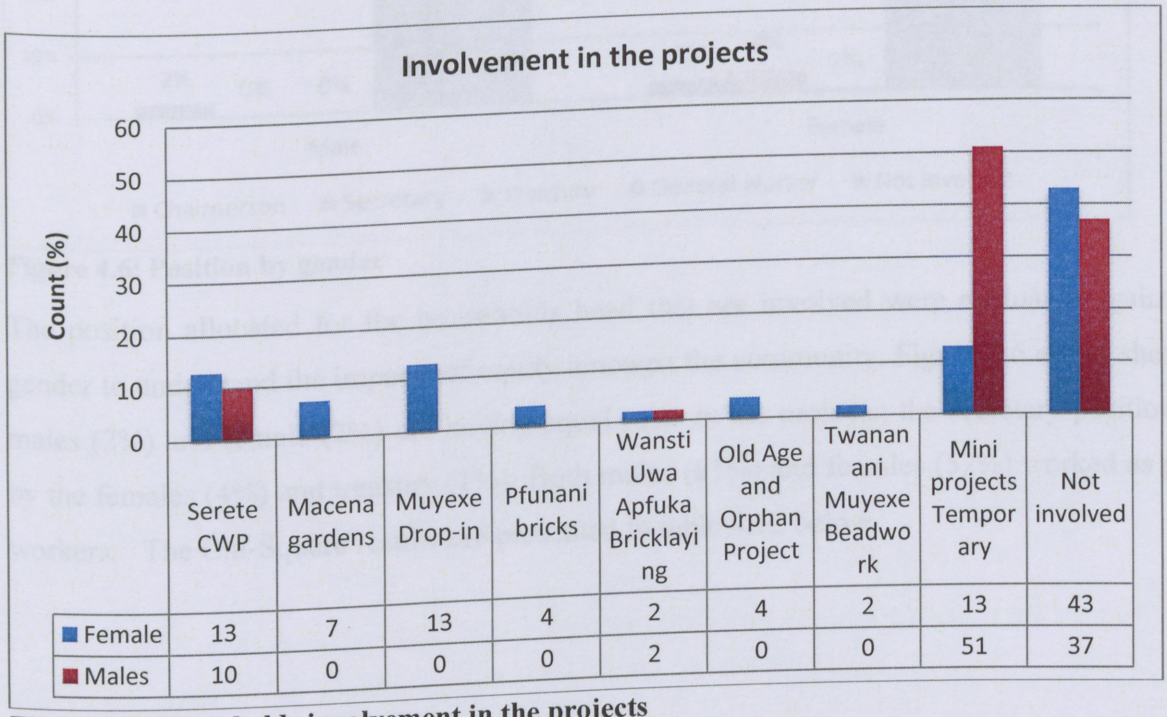


Figure 4.5: Households involvement in the projects

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Different projects were identified that are developed to advance households income through job creation. The results show that (61%) were involved in the projects whereas a minority (39%) were not. The results show that the majority (27%) females compared to the males (26%) were not involved. The majority of the female heads have an equal frequency (13%) of involvement in the Serete community work programme, Muyexe Drop-in Centre and mini projects of CRDP whereas, the male headed households composed of majority (51%) compared to the minority (7%) who work at Serete Community Work Project. The study also considers the gender equity aspect wherein the gender of heads is compared to the position allocated in the community based projects. Figure 4.6 below presents the findings on the position allocation by gender.



Figure 4.6: Position by gender

The position allocated for the households head that are involved were evaluated against their gender to understand the impacts of equity amongst the community. Figure 4.6 above shows that males (2%) and female (2%) are having equal roles in the projects; the secretary position is led by the females (4%) and treasury (1%). Both males (61%) and females (52%) worked as general workers. The Chi-Square results are presented in table 4.12 below.

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Table 4.12: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.198[a]	4	.126
Likelihood Ratio	9.860	4	.043
Linear-by-Linear Association	.322	1	.571
N of Valid Cases	300		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .46.

The Chi-Square value was 7.198. There was 4 degree of freedom. The significance value was 0.126, because 0.126> 0.05, this did not present a statistically significant relationship between the two variables in the above Cross-tabulation.

- Households assets purchase

The analysis of households gender and assets purchase was done to identify the gap in asset ownerships. The households' heads were asked to identify the assets that were purchased through the CRDP income. This is presented in figure 4.7 below.

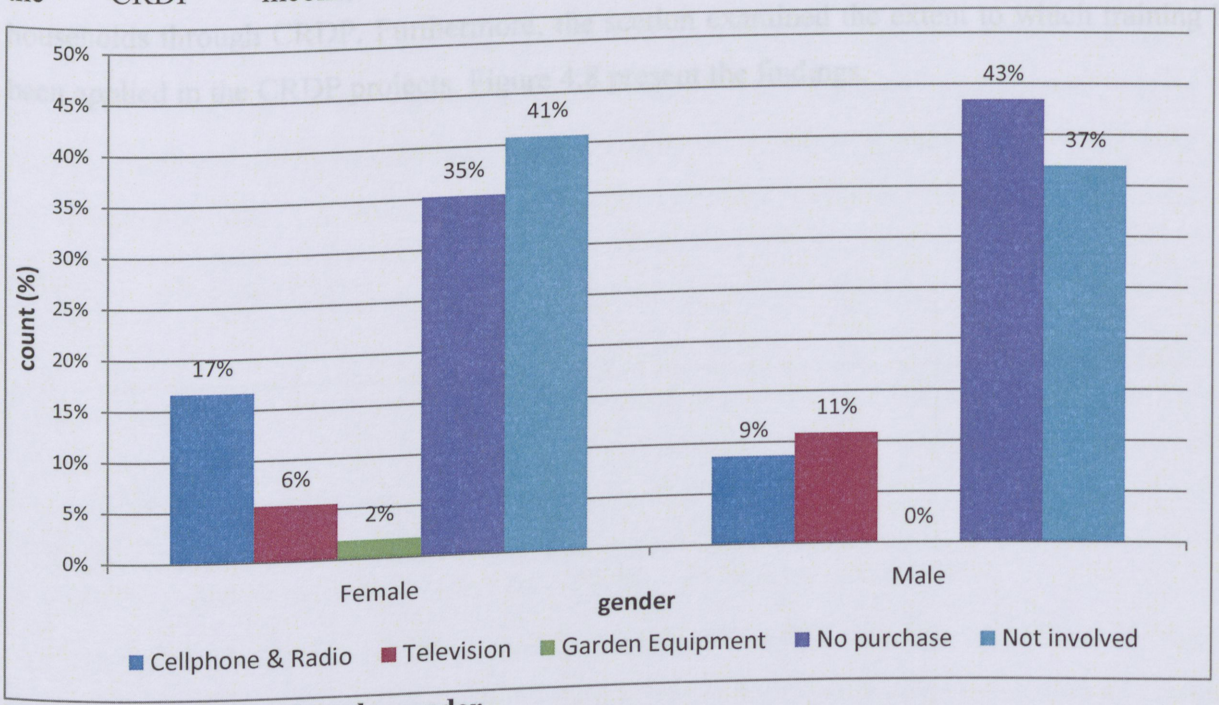


Figure 4.7: Assets purchase by gender

The findings show that the majority (43%) compared to the minority (35%) did not purchase any assets through their income derived from the CRDP supported projects. About 17% of females

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compared to about 9% of males purchased radios and cellphone. The majority of males (11%) bought televisions and the minority (2%) of females bought garden equipment's. This is also presented in table 4.13 below.

Table 4.13: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.416[a]	4	.034
Likelihood Ratio	11.679	4	.020
Linear-by-Linear Association	.514	1	.473
N of Valid Cases	300		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.38.

The results show that the chi-square value is 0.034, the degree of freedom is 4 because the chi-square value is less than a 0.05 the two variables have a relationship.

- Skills development/training provision and application

The main aim of this section is to assess the educational level and training provided to the households through CRDP. Furthermore, the section examined the extent to which training has been applied in the CRDP projects. Figure 4.8 present the findings.

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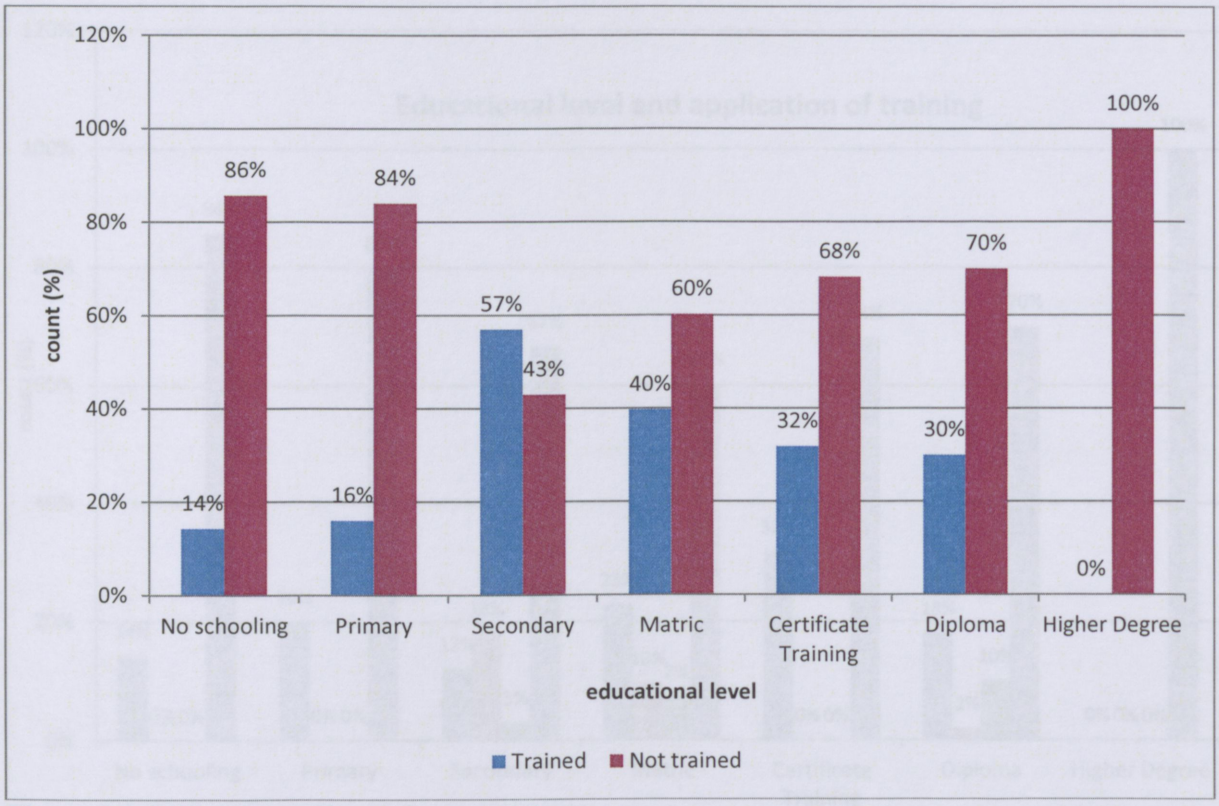


Figure 4.8: Education and training provisions

In terms of the provision of training the results show that the majority (57%) with secondary education compared to the minority (14%) received their training. Furthermore, Figure 4.8 indicated that 40% of those who have matric compared to 32% with training certificate were also considered for training. The results are also presented in a Chi-Square test table 4.14 below.

Table 4.14 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.318[a]	6	.000
Likelihood Ratio	28.275	6	.000
Linear-by-Linear Association	10.405	1	.001
N of Valid Cases	300		

a. 2 cells (14.3%) have expected count less than 5. The minimum expected count is 2.10.

The value of a Chi-Square is 24.318 and the degree of freedom is 6, because 0.00<0.05, this did represent a statistically significant relationship between the two variables (education and training provisions). As the community have been given training it is critical to evaluate the application of training that was offered in the households. Figure 4.9 presents the results below.

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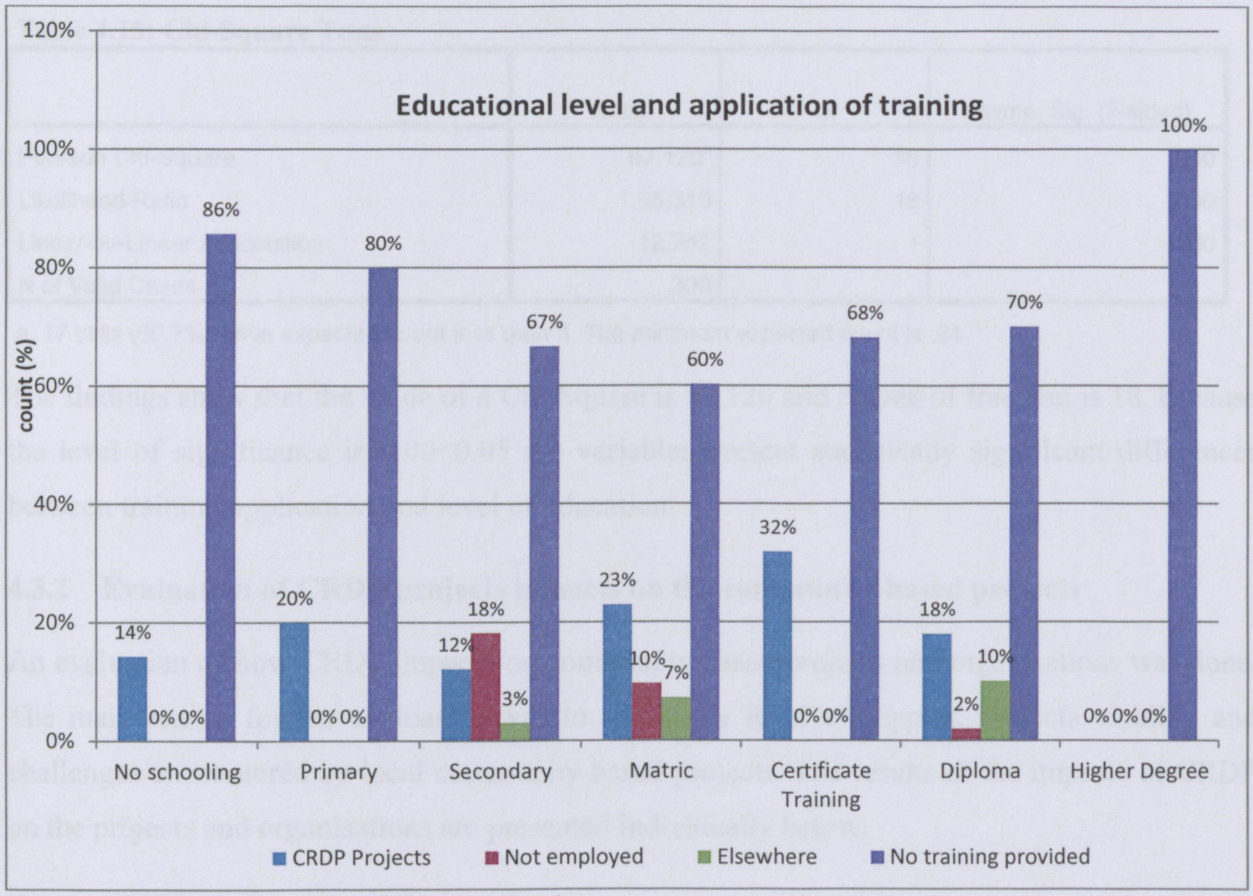


Figure 4.9: Education and training application

If one combines education level and application of training, a different conclusion could be made whether the household's heads who were trained adequately apply their training or not. The analysis of the educational level and training application indicates that about 32% of the heads with training certificate compared to the minority 12% with secondary are working at the CRDP based projects. The heads of households who are not applying the training or employed composed of the majority at secondary level (18%) and matric (10%). Those who have been employed elsewhere composed of majority with diploma (10%) and secondary level education (3%). The Chi-Square test (table 4.15 below) was done to understand the differences in the education and application of the training.

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Table 4.15: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	57.120[a]	18	.000
Likelihood Ratio	65.310	18	.000
Linear-by-Linear Association	12.242	1	.000
N of Valid Cases	300		

a. 17 cells (60.7%) have expected count less than 5. The minimum expected count is .21.

The findings show that the value of a Chi-Square is 57.120 and degree of freedom is 18, because the level of significance is 0.00<0.05 the variables present statistically significant differences between training application and level of education.

4.3.2 Evaluation of CRDP projects impacts on the community based projects

An evaluation of how CRDP impacts on community based projects and organisations was done. The main reason for the evaluation was to assess the level of support, projects viability and challenges encountered by local community based projects. The results of the impacts of CRDP on the projects and organisations are presented individually below.

- Community based project support

The supports for the community based projects include the establishment of projects, infrastructure development, mentoring and facilitation. In addition the project marketing, skills development and training, resources supply such as stock and financial support. In terms of infrastructure some of the community based projects received mobile offices, buildings with storeroom and offices, shading nets, classes and toilets. The mobile offices were provided to some of community based projects including the ones for income generating. Plates 4.1 and 4.2 below present an example of local infrastructure provided to the community based organisations of Muyexe.

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Plate 4.1: Community Based Project Infrastructure (Source: Researcher, 2013).

The plate 4.1 is an example of the community based infrastructure support with the building infrastructure whereas an example of infrastructure provided in the village can be seen in plate 4.2 below.

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Plate 4.2: Mobile offices provided (Source: Researcher, 2013)

Not all the projects were supported with the infrastructures. Some of the project started to receive their mobile offices because of the presidential visit.

In terms of the resources some projects were supported with basic work related equipment and stock. These range from the irrigation drips and water storage containers in support of agricultural activities, computer and printers, stove, garden equipment's, greenhouse and shading nets, cements and bricklaying machine. This involves the provision of transport, pavement and bricklaying machine(s). One project is assisted with the marketing, transport to their exhibition and accommodation by the department. Plate 4.3 below shows the Art and Crafts designed by the community based project.

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Plate 4.3: Community based projects products (Source: Researcher, 2013)

The resources to start with the projects were given to the local community based projects with the training to enhance their performance in the projects. Only one project was mentored and facilitated in the village. The training provided to the projects members involved financial management, capacity building, basic computer literacy, pest control, book keeping, practical pricing and cost skills, vegetable production and financial management as well as marketing. The training was offered differently in the organisations and not all training was provided to a single project.

- Community based project viability

The majority of the projects are owned by the community. The study also considers the evaluation of community based projects' viability. The viability of the projects in Muyexe relies on the support provided to the local organisation by the government. Most of the projects lack a reliable market and there is no economic empowerment in the projects. When evaluating the sustainability of the projects many of them revealed the need for resources and stipend supply to

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the local projects as they cannot afford their monthly income. In terms of skills development the community based projects members hardly remember the training provided and yet some people who have been trained within the projects terminate their membership. Property theft is one of the issues raised in local project as a barrier for sustainable projects. For example it was indicated that the local project which was supplied with transport is no longer viable as the customers need their delivery and do not it on time. Furthermore the machine for manufacturing bricks being stolen is a problem. Plate 4.3 shows the transports used in local project.



Plate 4.4: Local transport for the project (Source: Researcher, 2013)

Due to the theft related to the property the project lost a truck; they now use a donkey cart to supply the bricks to the target market. This was highlighted as a challenging issue on the viability of the project. The other issue raised affecting viability includes the maintenance of services in the community shared basic centre. The issues raised on viability of the project were the problems related to the government not effectively, timeously and constantly maintaining the service centres, which includes the basic service maintenance fees such as electricity bills, stationary, internet connections, cleaning resources, water and stipend. The other issue of concern is the delay on the service maintenance by the government.

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- Project viability challenges and issues

The project participants were also asked to identify the challenges encountered. The most challenging issues were lack of economic empowerment and reliable market. Community dynamics and politics were identified as the main issue causing the duplication of projects that offers similar services as the community members and thus cannot work together. There was also the issue of unreliable sources of income by the projects participants wherein the members stated that they earn their income maybe once in a year. Many projects target the local community to purchase their goods except for two projects, one whose goods go to other provinces and the other one supplying to shops. The other challenge cited was the lack of facilities or infrastructure in the projects. The challenge related to the infrastructure was associated with the issue of storage and the workspace wherein the members show that they are unable to work when it rains and that one member has to take the stock home. Furthermore it was indicated that the local customers were sometimes uncertain about the exact place where they can get the service.

During the survey, property theft was indicated as a challenge since some projects were unable to render effective services without sufficient resources to produce and transport their products. The other challenge is the lack of effective utilisation of the skills and training provided to enhance the capacity of the projects delivery. Most of the projects are owned by elderly women with low education levels and do not involve local youth. This is caused by the issue of the project establishment and ownership wherein a group of old people is likely to form a group project. For example two projects are owned by a group of old women experiencing the challenge of accessing the potential funders for infrastructure development and the other one going through a case of financial robbery committed by the male member of the project. Due to the lack of education the project members hardly get assistance as they are failing to compile a funding proposal and approach relevant institutions. Plate 4.5 presents a picture of one of the projects visited during the survey established in 1997.

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Plate 4.5: Muyexe income based project (Source: Researcher, 2013)

Since their establishment, the projects members have struggled to build business facilities and market their produce. For instance, one project has a stand allocated through the chief but lacks the facilities. The water as a challenge is affecting the performance of the projects, as those projects relying on water tend to be affected, as they run short of water.

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Plate 4.6: One of the agricultural projects in the village

Members of some of the projects stated that they have the boreholes drilled but they are not releasing water and in some instances the water is insufficient. The delays on the service providers or supporting agencies tend to be the challenge because when they report a problem it takes long for them to get a response. They also indicated that their projects are not making enough profit to pay their bills especially since they provide free services to the community.

The projects duplication due to a lack of effective communication and politics results in the creation of projects that render similar services in the same village. An example of the project duplication involves two bricklaying projects; two early childhood development projects and two arts and crafts related to the beadwork. Furthermore, the poor compliance of the projects to the projects regulations is a challenge through the utilisation of funds outside the agreement.

4.4 Evaluation of institutional capacity framework

The assessment of institutional capacity framework entails the implementation, coordination and monitoring of the Muyexe pilot project. For the purpose of the study the evaluation of institutional capacity focuses on the programme implementation, coordination and monitoring. The information was collected through the sector departments, the office of the premier, council

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of stakeholders, the local and district municipality. In order to evaluate the institutional capacity framework the triangulation of the methods was used to corroborate the research findings and each implementation category is described below.

4.4.1 Implementation framework

The institutional capacity framework for the implementation provides the interpretation of findings policy objective and households priorities. In addition, the arrangement of institutions and their roles, support for the implementation. Furthermore it provides the risks and challenges associated with the implementation of the Muyexe project. Each aspect of the implementation is presented individually below.

- Policy objective and households priorities

For the implementation of the programme different objectives were set by the policy and the priorities and needs identified by the households. In order to evaluate the extent to which the policy meet the needs and priorities of the community CRDP policy and progress report were reviewed whereas the focus groups and observations were conducted. The table below presents the policy objectives and the needs of the households.

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Table 4.16: Policy objectives and households priorities/needs

Policy objectives	Households priorities and needs
• Rural development strategy - Participation of rural community - Economic development activities - Access to human and social capital - Democracy - Leadership training and social facilitation - Socio-economic independence - Coordination of cooperative governance - Strengthening rural livelihoods - Socio-economic infrastructures development - Public services & facilities - ICT Infrastructure • Agrarian transformation strategy - Integrated production - Livestock farming - Rural livelihoods and local economic development - Food security - Indigenous knowledge application - Appropriate technology - Crop farming and value chain - Sustainable natural resources use • Land reform strategies	Water
	Roads
	Houses
	Sanitation – Community - Schools
	Fencing – Grazing camps & arable land - Community
	Irrigation Systems for crops
	Soil Suitability Analysis
	Livestock Farming Analysis
	Clinic
	Eradication of Animal Diseases
	Infrastructure for Traditional Authorities
	Soccer Playgrounds
	Business Centre
	Community Hall
	Sports Centre
	Library
	ECD Centre
	Recreational Centre
	Cellphone Network, Land Lines
	Veggie Tunnels
	Satellite Police Station
	Post Office

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- Land tenure - Redistribution - Restitution - Strategic land reform interventions	Village Industry (Economic Industries)
	Wild animal attacking livestock
	Skills and Youth Development
	Procurement of Tractors

This section is aimed at evaluating the extent to which the policy meets the needs of the community. In terms of rural development the policy aimed at economic development, social and human capital access and participation of the rural community. In addition, the policy expected to bring leadership training and social facilitation, socio-economic independence and coordination of cooperative governance. Furthermore, it is intended for strengthening the livelihoods, basic service provisions and socio-economic infrastructure development.

Concerning the public services and infrastructure (refer to section 4.5: Basic services provisions and infrastructure) the programme meets the community expectations on housing, sanitation, early learning centre, satellite police, post office and fencing. The sports ground and health clinic were not fully constructed. Muyexe Primary and Hatlani secondary schools were renovated whereas a library and community hall does not exist in the village. The computer centre was established with the aim to provide free internet services for effective communication. The youth have been engaged in the different programmes of skills development such as NARYSEC, Defence and social development training but not effectively utilising the skills. In terms of capacity building the majority of community members were trained but not effectively utilising their training skills in community based development projects. In terms of job creation many people work temporarily in the project, like the Serete Community Work Programme that deals with cleaning and assisting the households, schools and community based organisations. Water supply is still a big challenge affecting the irrigation system for the gardens and basic water consumption in households. There is poor maintenance of road infrastructure. The community has no reliable source of human and social capital. The water harvesting system is in place but heavily relying on rainfall.

In terms of agrarian transformation the policy was intended to respond to the households' food access and security challenge wherein the backyard gardens were provided (300 Backyards

gardens) but not effectively utilised by the households. Not every household has access to the backyard garden and there is no support for the backyard gardens. Only one type of crop is planted and the harvest is insufficient. People rely on annual rain for irrigation because there is no irrigation system in place for the households. Only one project for poultry was established and the people rely on Macena Gardens for veggies. Only a few households that have boreholes planted their crops throughout the year.

In terms of access to land the community is granted through the chief for residential, business and agricultural purposes. According to heads of the households the community access to land is not a challenge. There is one claim that was lodged and is not yet settled in Muyexe. Although some of the projects existed it is difficult for the community based projects to take control of their destiny because they are not economically active.

- Institutional arrangements, roles/responsibilities and risks allocation

For the implementation of Muyexe pilot project sector departments, local municipalities and districts, national departments, council of stakeholders, non-government and civil society have distinct roles and responsibilities for ensuring that there is a proper implementation, coordination and monitoring of the Muyexe Pilot Project. Each institution was asked to identify its role and the activities that it performs at Muyexe and their risks are analysed. The following section presents the roles/ responsibilities and risks associated with the existing institutions.

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Table 4.17: Institutional arrangements roles and risk allocation

Institutional arrangements for the implementation	Role, responsibilities/ activities	Risk allocation
• Department of Rural Development and Land Reform	- Departmental support for projects implementation - Project implementation	- Undefined roles - Fiscal dumping by the departments - Lack of budget and poor allocation of funds - Political commitments - Lack of empowerment - Climatic conditions and natural disaster - No effective partnership between government departments
• Department of Corporative Governance, Human Settlement and Traditional Affairs	- Implementation of houses and sanitation on the households	
• Department of Water Affairs	- Provision of households water technology (Jojo tanks)	
• Department of Social Development	- Funding local projects - Capacity building	
• Department of Roads and Transport	- Roads infrastructure development and Maintenance	
• Greater Giyani Municipality	- Funding Support - Implementation of Sports Centre	
• Department of Agriculture	- Agricultural support	
• Health and Social Development	- Clinic construction	
• Department of Education	- Establishment of Early Learning Centre	
• Department of Labour	- Training and skills development	

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The various departments were given a mandate to implement the projects at Muyexe to accomplish the desired needs and priorities in the village. Regarding the roles of the departments there is no clarification on the departmental roles which led to the poor implementation. The programme was not effectively designed as there was no funding allocation because other departments used their own budget to implement the projects. The non-existence of departmental partnerships in implementation results in poor implementation. The late allocation of funds for the project was also stated as a risk for the implementation of the Muyexe project. The dependency of the community based projects on budget is a risk because if there is no budget or a cut in the departmental budget the implementation will be adversely affected.

4.4.2 Coordination of the CRDP project

The role of coordination was evaluated with the institutions that are responsible for coordination of the Muyexe project. Different institutions were identified and interviewed based on the existing partnerships, communication and participation of stakeholders and information dissemination.

Table 4.18: Institutional arrangement for coordination

Institutional arrangements	Levels of Coordination	Risks associated with the coordination
- Department of Rural Development and Land Reform - Office of the premier - Greater Giyani Municipality - Cooperative Governance, Human Settlement and Traditional Affairs - Council of Stakeholders	- Coordinate government departments - Coordinate local community or projects stakeholders	• Lack of effective participation of beneficiaries • Poor commitment of stakeholders or government departments • Community dynamic and politics • Undefined roles of stakeholders • Lack of trust between government and community

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The policy acknowledged the participatory approach as the driver and a distinguishing character of the CRDP to the other programmes. The role of coordination is associated with the government departments that are not fully committed. The lack of clarity on the departmental roles makes it difficult for the coordinating institution. Some of the institutions do not attend the meetings and there is no social unity amongst the community. One of the challenges mentioned was that the officials are not effectively communicating with the community and the people are not well informed. There is no effective partnership between the institutions because many institutions work individually.

- Approaches of communication and information dissemination

Several methods of communication and participation were identified by different institutions. These include meetings (monthly, quarterly, weekly), emails, departmental forums and reports. In addition the use of the Council of Stakeholders, ward councillors, projects and beneficiaries visit for enquiries. Furthermore, the departments used phones and letters to communicate with stakeholders. The beneficiaries were also asked to evaluate the level of involvement in the programme. The community members were asked to rate the level of participation in the programme, wherein the focus is on the level of involvement during the briefing about the projects and departmental meetings. The participation of the households in the development processes such as decision making, public participation and service delivery reporting and enquiries was furthermore evaluated. In addition, the level of the households' access to the information about the community based development projects taking place in the village was evaluated. Figure 4.10 below present the findings on the rating of household's involvement.

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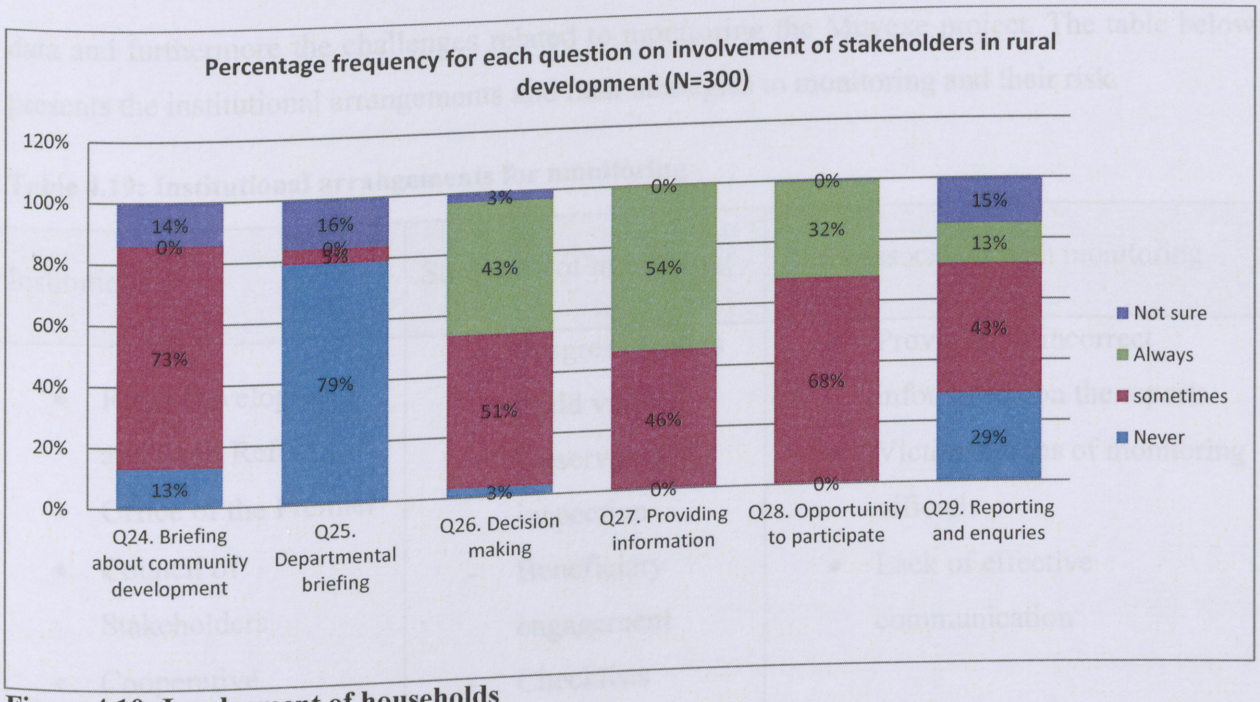


Figure 4.10: Involvement of households

The level of involvement of the heads of households reflects the majority (73%) that are sometimes involved on the briefing about the community development projects compared to then minority (13%) who are never involved. With regard to the departmental briefing sessions the majority (79%) indicated that the households are never involved compared to the minority (14%) that was not sure. In terms of decision making regarding their own development projects the majority (51%) indicated that sometimes they take decisions while (43%) always have an opportunity to take decisions for themselves and (3%) are not sure. Based on the access to information the majority (54%) were always provided with information and (46%) indicated that sometimes they are given information. The households members rated the opportunity to participate in the programme wherein the majority (68%) indicated that sometimes and (32%) always have opportunities to participate. With regard to the service delivery enquires and reporting the majority of ratings were (43%) sometimes, (29%) never and 13% not sure.

4.4.3 Programme monitoring

This section focuses on the institutions responsible for the monitoring and how the stakeholders are involved in the programme. In addition, there is focus on the strategies and use of monitoring

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data and furthermore the challenges related to monitoring the Muyexe project. The table below presents the institutional arrangements and their strategies to monitoring and their risk.

Table 4.19: Institutional arrangements for monitoring

Institutions	Strategies of monitoring	Risks associated with monitoring
• Rural Development and Land Reform • Office of the Premier • Council of Stakeholders • Cooperative Governance, Human Settlement and Traditional Affairs • Office of the presidency	- Progress reports - Field visits - Observations/ inspection - Beneficiary engagement - Checklists - Project inquiries - Presidential monitoring programme	• Provision of incorrect information on the reports • Victimizations of monitoring officials • Lack of effective communication

The departmental reports are used to monitor the progress of a projects implementation. The risk associated with the monitoring is that there is a poor communication of stakeholders causing monitoring institutions to be provided with wrong information. There are various officials working within the institutions with confidential information. Sometimes the information is revealed and it puts the officials at the risk of victimisation.

4.5 Basic services provisions and infrastructure development

The section presents the findings on the households' access to basic services and the infrastructure. The first section shows the frequency displayed for the extent to which the households access the basic services and below the section is the evaluation of infrastructure development.

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4.5.1 Basic services provisions

Basic services provisions in this research referred to the households' access to the shared public services offered by the government in the village. These include access to water, food, shelter, sanitation, and health care services. In addition, access to the police services, post office and computer centre. Furthermore it includes access to the roads and sports infrastructure. The information presented in this section was collected through the households survey, focus groups, observations and community reports compiled before the presidential visit.

- Water

The main sources of water in the households include the communal taps supplied by the Jojo tanks that are provided with water from the purification plant. Twenty two boreholes were drilled, only nine boreholes release water. The Jojo tanks were provided to the households to improve the access to water. Table 4.16 presents a frequency distribution of households' access to water rated by the village.

Table 4.20: Frequency display for the response to Q14 on household water availability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	282	94.0	94.0	94.0
	Not sure	9	3.0	3.0	97.0
	Agree	9	3.0	3.0	100.0
	Total	300	100.0	100.0	

The heads of the households were asked to rate the statement that the availability of household water is increased through the provisions of a Jojo tanks. The majority of the heads (94%) disagree and few heads agree (3%) while (3%) was not sure. Access to water is rated as the biggest challenge in the village. A sample of households' members collecting water is presented in Plate 4.7 below.

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Plate 4.7: Water collection at communal taps in Muyexe

The other issue reported on was the elders travelling a long distance to collect water and people still buy water from households that have a borehole. The other concern was the lack of reliable water supply to fill their tanks as they are only filled during rainy seasons.

- Food

The households' access to food is evaluated to understand the extent to which the access to food is improved. During the households survey the heads were asked to evaluate the backyard gardens assistance on improving their food access and security. A sample of the ratings by households is presented in table 4.17 below for households' food access and security through the backyard gardens.

Table 4.21: Q15. Food

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	255	85.0	85.0	85.0
	Not sure	30	10.0	10.0	95.0
	Agree	15	5.0	5.0	100.0
	Total	300	100.0	100.0	

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The majority (85%) disagree that the access food and food security is improved by the backyard gardens. Few heads of the households agree (5%) whereas (10%) is not sure. Plate 4.8 presents a sample of the backyard gardens in the households.



Plate 4.8: Households backyard gardens

During the discussions participants highlighted that the backyard gardens are not effectively utilised and the crops that are planted are seasonal. Many households have identified the Macena gardens as a reliable source of food (such as veggies) for the households' consumption. A sample of veggies provided in the garden is presented below.



Plate 4.9: Tomatoes sold to the community (Source: Researcher, 2013)

The garden supplies the local community and the Spar at Giyani as their main target market. Some of the projects have established their gardens which help them provide sustenance for their families.

- Shelter

The access to shelter was one of the priorities on the list during the households profiling. The community were asked to rate the access to the housing during the households survey. Table 4.17 present the results of the ratings on access to the free housing.

Table 4.22: Q16. Shelter provisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	42	14.0	14.0	14.0
	Not sure	9	3.0	3.0	17.0
	Agree	249	83.0	83.0	100.0
	Total	300	100.0	100.0	

The majority of the heads (83%) agree that the access to the free housing improved the shelter in their village. The few heads (14%) disagree while (3%) is not sure about the household access being improved. Plate 4 presents a picture of the free houses that were offered to the community.

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Plate 4.10: Free housing at Muyexe

The housing was rated a good service provided as there are remaining houses to be given to the community of Muyexe whenever there is a need.

- Sanitation

The main focus of this section is to evaluate the level of access to sanitation by the households. The heads were also asked to rate the access to the free toilets by all households. Table 4.19 shows the frequency of the access to the sanitation by the households.

Table 4.23: Q17. Sanitation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	27	9.0	9.0	9.0
	Not sure	30	10.0	10.0	19.0
	Agree	243	81.0	81.0	100.0
	Total	300	100.0	100.0	

The majority of the heads (81%) agrees, while (10%) is not sure and (9%) disagree that all households have access to toilets. During the discussions the community members indicated that some of the households received two toilets and every household was given a toilet during the allocation.

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- Health services

Health service in the study referred to the access of the households to the local clinic services without travelling to the other health centre. The table below presents the frequency of the households' ratings on health.

Table 4.24: Q18. Health services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	45	15.0	15.0	15.0
	Not sure	36	12.0	12.0	27.0
	Agree	219	73.0	73.0	100.0
	Total	300	100.0	100.0	

In terms of travelling to the other health service centres the majority (73%) agrees that the travelling cost is reduced due to the services provided in the local clinic. Those who disagree made up (15%) while (12%) was not sure about the travelling cost reduced as a result of local clinic services.

- Satellite police services

The services provided by the satellite police were also rated based on the crime rate at the local village. Table 4 presents the results of the police services offered to the households.

Table 4.25: Q19. Police services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	147	49.0	49.0	49.0
	Not sure	45	15.0	15.0	64.0
	Agree	108	36.0	36.0	100.0
	Total	300	100.0	100.0	

The majority (49%) disagree that the rate of crime is reduced in their village whereas (36%) agree with the statement. Few heads of the households (15%) were not sure about the services offered by the police station. During the discussions the community members highlighted that the satellite is not fully operational. Plate 4 shows a picture of the satellite police in Muyexe.

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Plate 4.11: Muyexe Satellite police

This is a picture taken during the day wherein the centre was supposed to be operational and serving the community. The community also indicated that most of the time the satellite closed even at night and it takes time for them to be assisted.

- Post office

The access to the post office services was evaluated by the heads of households and the results are presented in the table below.

Table 4.26: Q20. Post office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	33	11.0	11.0	11.0
	Not sure	27	9.0	9.0	20.0
	Agree	240	80.0	80.0	100.0
	Total	300	100.0	100.0	

The majority of the heads (80%) agree that the post office services have reduced the travelling cost, whereas the few heads (11%) disagree and (9%) were not sure. The majority of the heads of households are satisfied with the post office service and few are not satisfied.

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- Computer Centre

The service provided in the computer centre was also rated to evaluate the extent to which the households' heads utilise the services offered in the centre. Table 4 below presents the findings.

Table 4.27:Q21. Computer centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	174	58.0	58.0	58.0
	Not sure	66	22.0	22.0	80.0
	Agree	60	20.0	20.0	100.0
	Total	300	100.0	100.0	

Relatively a large number of heads (58%) rated their knowledge not being advanced due to the computer centre, whereas (20%) agree and others (22%) were not sure. During the discussions it was indicated that the computer centre provide free internet and photocopying services to the community. The concerns about the centre were that most of the youth spends their time using the computer for social networking and that the services were unreliable.

- Roads

Transport plays a significant role in the community. The road access was rated through the households' level to evaluate the extent to which public transport has improved. Table 4 presents the ratings by the heads.

Table 4.28: Q22. Roads infrastructure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	243	81.0	81.0	81.0
	Not sure	27	9.0	9.0	90.0
	Agree	30	10.0	10.0	100.0
	Total	300	100.0	100.0	

The majority (81%) disagrees that public transport is improved in their village. Those who agree were (10%) and (9%) not sure. Plate 4 presents the main roads access in Muyexe.

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Plate 4.12: Roads infrastructure

During the discussions the community highlighted the issue of roads upgrading system in their village as the roads are not properly maintained.

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- Sport facilities

The access to the sports centre was rated to evaluate the extent to which the households participated in the sports. Table 4.25 below presents the access to the sports centre ratings.

Table 4.29: Q23. Sports infrastructure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	186	62.0	62.0	62.0
	Not sure	57	19.0	19.0	81.0
	Agree	57	19.0	19.0	100.0
	Total	300	100.0	100.0	

The majority of the heads (62%) disagree that the youth and elders are engaged to various sports activities due to the establishment of the new sports centre in the village. The few heads (19%) agree that there is engagement of youth and elders in different sports and few heads (19%) disagree.

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Figure 4.11 presents the overall ratings for basic services provisions below.

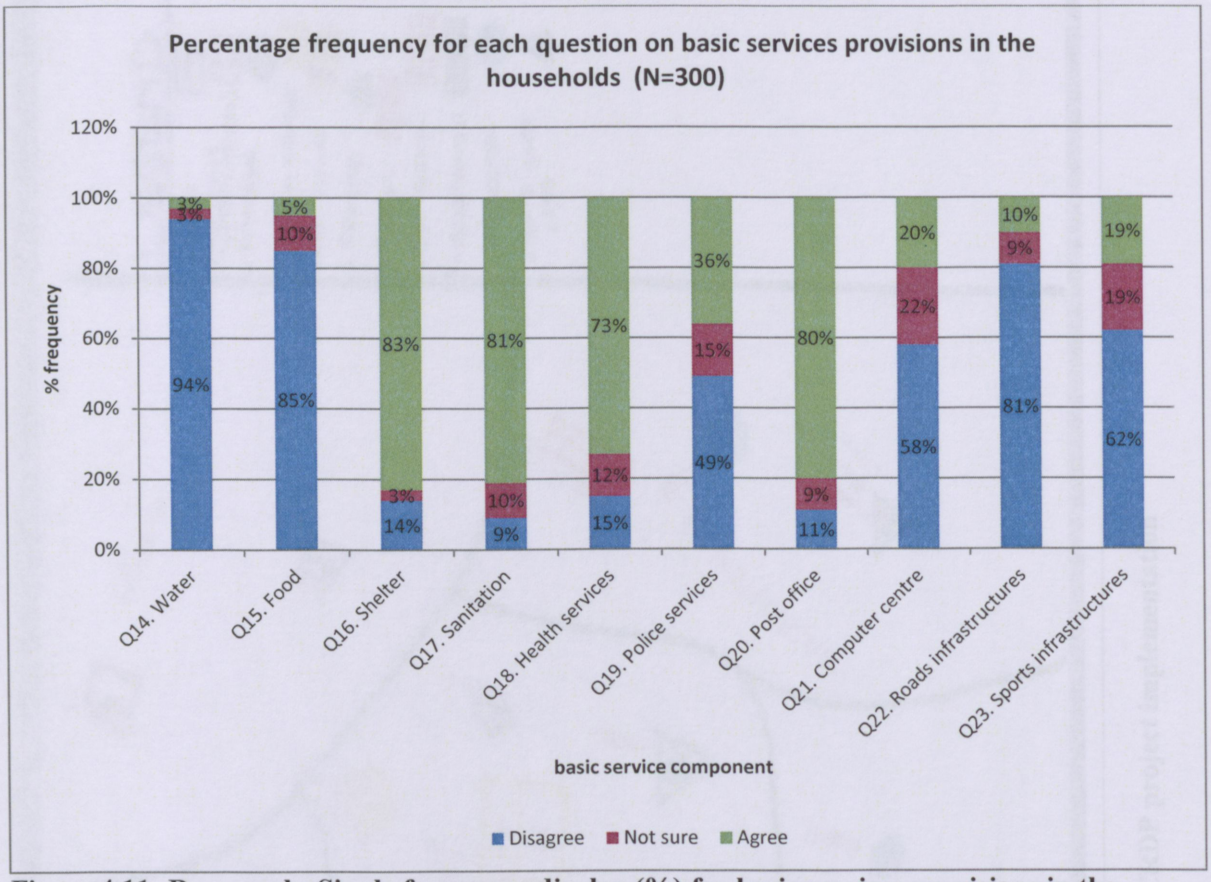


Figure 4.11: Bar graph: Single frequency display (%) for basic services provisions in the households (Q14-Q23).

With regard to service delivery the most burning issue in the community is the access to water in the households, followed by the backyard utilisation to improve food security and access, and roads infrastructure in the village. The households are happy with services such as the post office, housing and sanitation provision.

4.5.2 Basic infrastructure development

The study also evaluated the development of socio-economic infrastructure in the village. The socio-economic infrastructures include the physical infrastructure intended to serve the community based organisations, income generating projects and households. The mental map reflecting the activity space was used to identify infrastructure. A sample of the map before and after compared to the spatial plan map of the Muyexe CRDP project is presented below. The checklist was also designed to verify the identified infrastructures by community.

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Plate 4.13 A: Mental Mapping of Infrastructures before the CRDP project implementation

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Plate 4.13 B: Mental mapping of infrastructures after the implementation of CRDP

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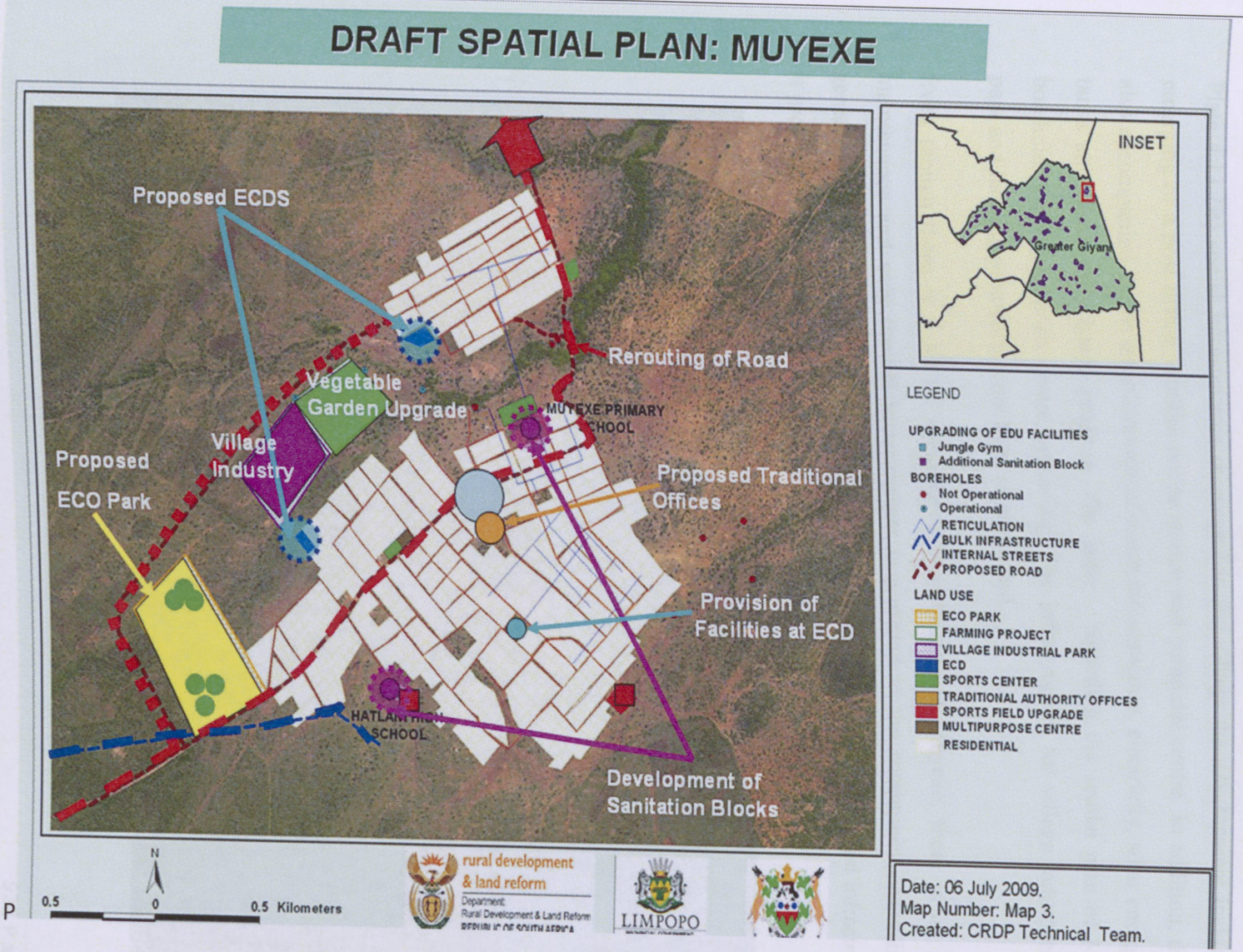


Plate 4.13 C: Muyexe spatial plan (Source: CRDP Progress Report, 2009)

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The local members of the community with the background knowledge of infrastructure were included by being asked to draw mental maps of infrastructure for socio-economic development in the village. The purpose of the mental mapping of infrastructure was to evaluate the extent to which the policy objectives are implemented. Plate 4.13 (A) shows the mental map of infrastructure before the implementation of the CRDP project. By looking at the map one can conclude that the village had poor access to infrastructure and facilities. In Plate 4.13 (B) social infrastructure developed in the village the development included the emerging of a post office, satellite police station and computer centre. In addition, this was also accompanied by the establishment of water infrastructure, electricity, solar energy, Jojo tanks and community based projects. The latter regarding the spatial plan of Muyexe boreholes facilities, sports centre upgrading. The infrastructure for village industries, eco-park and farming projects has not been implemented.

Even though there is a lot of infrastructure established at Muyexe, there is no proper maintenance and very limited infrastructure is provided to the community based income generating projects for economic development. A sample of community based infrastructure is provided in Plate 4.14: Clinic and Plate 4.15 Post office.



Plate 4.14: Muyexe clinic under construction

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During the transect walk it was verified that there is a new clinic (plate 4.14) (under construction) and a post office (4.15) which was fully operational. The plate showing the post office is presented below.



Plate 4.15: Muyexe post office

According to the community the new infrastructure were established through the CRDP. This covers the infrastructure developed for the community based organisations such as the Macena gardens, Ben Muyexe Early Learning Centre, Tihlayiseni Health Organisations. The community members identified the new clinic facilities under construction, Thusong centre (post office composed of post and offices, Computer Centre, Nahleki), Boreholes, Communal Shared Taps, Electricity, Solar, Water Purification Plant, Mobile Offices, upgraded Sport Centre, Satellite Police Station, a tractor and cart, Bicycles, Bakery, Jojo Tanks, Dipping Tanks and Backyard Gardens Fencing. The community members were asked to evaluate the level of transport based on the road system in their village.

- Concerns related to the basic services delivery on the households

It is critical to assess the challenges that are encountered at the household's level in order to understand the effectiveness of service delivery and the impact of CRDP projects. The

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households were asked to rate the extent to which the identified challenges affect their livelihoods and access to the services. These include the access to information, availability of key stakeholders, review of basic services and feedbacks, water harvesting systems and sports facilities. Other aspects evaluated included the support for education and skills development, roads infrastructure as well as access to land. Furthermore the challenges related to the services offered in the post, police, computer lab, sanitation provision and job creation were evaluated.

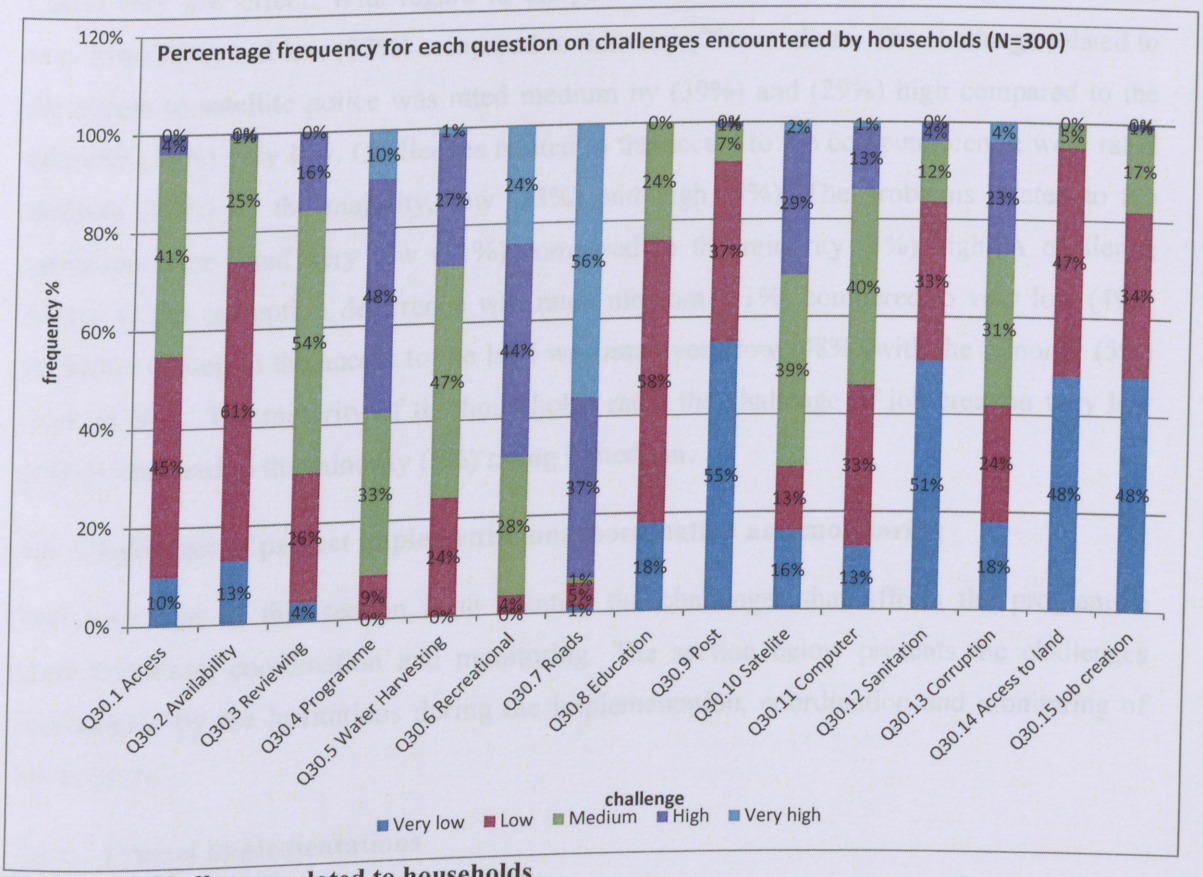


Figure 4.12 Challenges related to households

The access to information about rural development programme as a household challenge was rated low by the majority (45%) wherein others rated medium (41%) and few household heads (10%) rated it very low. Regarding the access to the key stakeholders by the community in development it was rated low (61%) by majority, followed by (25%) medium and low (13%). The analysis of the review of basic services provisions as a challenge in the household was rated medium (54%) by majority compared to the minority (4%) indicated

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very low. With regard to the programme review the majority (48%) rated it high compared to the minority (10%) very high.

The majority (47%) of the heads of the households rated the water harvesting challenge as medium compared to the minority (24%) low. Recreational facilities challenges were rated high (44%) by majority compared to the (4%) low by minority. The analysis of roads infrastructures challenges show that the challenge related to access of road is very high (56%) compared to the minority indicating that the challenge is low. In terms of the education and skills development support the challenge was rated low (58%) compared to the minority (18%) very low effect. With regard to the post office service access challenges were rated very low (55%) and low (37%) compared to minority (7%) medium. The challenge related to the access to satellite police was rated medium by (39%) and (29%) high compared to the minority (16%) very low. Challenges related to the access to the computer centre were rated medium (40%) by the majority, low (33%) and high (4%). The problems related to the sanitation were rated very low (51%) compared to the minority (4%) high. A challenge related to the corruption deterrence was rated medium (31%) compared to very low (4%). Problems related to the access to the land was rated very low (48%) with the minority (5%) rating it high. The majority of the households rated the challenge of job creation very low (48%) compared to the minority (5%) rating it medium.

4.6 Challenges of project implementation, coordination and monitoring

The main aim of this section is to identify the challenges that affects the programme implementation, coordination and monitoring. The section below presents the challenges encountered by the institutions during the implementation, coordination and monitoring of the projects.

4.6.1 Project implementations

Different challenges encountered by the institutions were identified and is outlined below.

- Support and Budget Allocation for the projects

The late allocation of funds for the projects is one of the problems identified and likely to cause delays on the implementation of projects. Lack of effective support indicated as the barrier for the implementation. The dependency of the projects beneficiaries and the lack of economic viability is a problem likely to result in poor implementation. Political commitment

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by the government was one of the challenges indicated, resulting in poor performance due to lack of proper planning and efficient support.

- Commitment and Dependency

Lack of effective participation and commitment of the institution is another challenge to the project implementation. The challenges identified were the lack of communication between the institutions and project beneficiaries which results in the duplication of services or projects. The communication breakdown by some of the implementing agencies is a challenge. The community dynamics and politics serve as a barrier in development implementation of Muyexe as many stakeholders are not effectively participating in the projects. Overreliance of the community based projects on the supporting institutions is a challenge as well as the lack of viability for community based projects as it promotes the dependency of community based projects on the government. The implementation of the projects rely on the budget allocated for institutions, which means the implementation can be affected by budget cuts or late allocation of funds.

- Lack of effective delivery

The poor accountability by government departments and delays on service delivery are problems affecting proper implementation. The government department takes long to respond to the needs of community. The culture of household's dependency on the support agencies, age of local projects owners and education level is a challenge to implementation. For example the community based projects that are owned by older and lower education owners are not effectively utilising their training. The challenge of lack of clarity on the stakeholders' roles and relevant information results in poor implementation.

4.6.2 Project coordination

The barriers related to the coordination of the projects implementation were also evaluated in order to understand the extent to which identified institutions work together to achieve the objective of CRDP in Muyexe.

- Poor communication between stakeholders

The barrier to the effective coordination of the Muyexe project was inadequate communication between the stakeholders in the programme. In terms of consultation the institutions failed to consult with the projects beneficiaries' timeously. Lack of proper

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cooperation of the government, local institutions, civil society and organisations hinders the accountability of institutions in the village. The insufficient updating or consultation of local representatives by government during the visits to the village is a challenge.

- Lack of effective participation and commitment

The other concerns raised are that attendance of the government progress review meeting held outside the Muyexe village and lack of proper consultation of local representatives. The government department is not effectively attending the departmental progress meeting regularly which is regarded as poor commitment. Poor attendance of the meetings by the community based projects members is another challenge. Community dynamics and politics in the village affect the performance of the institutions responsible for the coordination. Poor reporting of the community based project members and poor attendance of key stakeholder in the local meeting hosted by the council of stakeholders were also cited as challenges. There is no effective partnership that exists within the institutions.

4.6.3 Project monitoring

The evaluation of the monitoring challenges is critical to analyse the barriers for effective monitoring system. The section below presents the barriers for project monitoring that exist on Muyexe projects.

- Monitoring strategies

There are many institutions responsible for the Muyexe pilot project monitoring. This includes the government institutions and the council of stakeholders. The institutions responsible for monitoring rely on departmental reports wherein the challenge is that not all institutions submit the progress report timeously. There is no clarity regarding the roles of institutions which leads to the poor performance assessment. Another challenge related to the monitoring is poor participation of project beneficiaries. There are no officials or representatives held accountable and responsible for the monitoring task at the local CRDP site. Projects based information is not properly recorded and is lost at some point. With regard to the frequency of monitoring, the programme was launched by the president in the village by 2009; the president visited the area in June 2013, during the Siyahlola presidential monitoring programme. One can conclude that due to the fact that increasing the frequency of monitoring is a challenge, there is no effective implementation of the project. The programme is associated with the uncertainties in implementation and poor monitoring system. The other

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challenge identified was inconsistency of report submission, poor performance assessment due to lack of reports, longevity of service delivery by the government and lack of proper utilisation of resources.

- Involvement of stakeholders in monitoring

Poor commitment of stakeholders in the project is a challenge wherein the institutions cannot assess the performance if the institution is not involved. The role of stakeholders not clearly defined is a challenge in the pilot project of Muyexe as it has led to the improper coordination of the projects. The other issue raised was the victimisation of the officials under investigation as they reveal hidden information during the reporting of the progress. Some of the challenges were indicated during the presidential monitoring programme at Muyexe wherein President Jacob Zuma was concerned about the official's only working because of the presidential visit. He acknowledged that the officials were supposed to address the community but due to a lack of time they were not addressing, he further indicated that he wanted to make the three spheres of government accountable. The new commitments were made during the presidential visit.

- Use of monitoring data

The data is collected through different institutions working individually. The data which is collected by some institutions is used for the review of progress. The challenge is that the institutions responsible for monitoring are not effectively utilising the data collected from monitoring. This is supported by the outcomes of the Siyahlola Presidential visit wherein the new commitments to support the implementation of the projects were made by the political champions. One can conclude that there is no effective utilisation and management of resources in the programme.

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CHAPTER 5: DISCUSSION OF THE FINDINGS

5.1 Introduction

In the previous chapter the main research findings were presented and interpreted. This chapter however, focuses on the discussions of the results presented in the previous chapter which include the aspects of the socio-economic profiles of households and evaluate these socio-economic impacts. It further explores the issue of socio-economic impacts on community based projects and evaluates existing institutional capacity framework as well as discussing basic service provisions and infrastructure development results. Furthermore, the aspects of challenges related to the implementation, coordination and monitoring of Muyexe projects are dealt with later on in this chapter. In each theme major findings were related to the literature to assess whether they were consistent with the literature or not.

5.2 Socio-economic profile

It is imperative to explore household's differences as to understand the roles of males and females and their access to basic services in the rural development project. The participation of females in development has been a priority by different government organisations and development interventions. The following section provides the discussion of the gender equality and how it affects development in relation to the literature.

5.2.1 Gender equity

Gender based innovations in rural areas aimed at responding adequately to the needs of women in rural areas (Schiebinger and Klinge, 2013). The analysis of gender in the study is done to understand the level of participation between male and female heads. According to Schiebinger and Schraudner (2011), a gender improvement is defined as development that incorporates gender and sex exploration into all stages of basic and applied researches to ensure quality results. The crosstabulation of gender and involvement was done wherein the heads of the households in the village (representing the majority) were females. This is consistent with the literature about gender transformation. According to Lay (2012) gender transformation is the empowerment of women to have control (directly or indirectly) over the males, the personal strength, abilities in decision making and collective power to bring change.

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5.2.2. Age of participants in the projects

The age composition of the heads of households is critical in order to assess the level of access to services and opportunities of participants in the projects. The majority of the household's heads are between the ages of 40&49 compared to the minority between the ages of 20 & 29 (These are the economic active groups).

5.3 Socio-economic impacts on households and community based projects

The socio-economic impacts focus on employment contribution, skills development, and community based organisations support, viability and challenges in the Muyexe households and community based projects.

5.3.1 Employment contribution

The assessment of employment contribution is critical in evaluating the extent to which the CRDP has provided job opportunities to all members of the households. The majority of the household's heads earn their income from community based projects and the other income generating activities. The majority of the household heads are employed at the Serete Community work Programme as general workers. In terms of community based projects there is no sustainable income generation because of the lack of a market. Many projects rely on the government for support and are owned by the elderly. Due to the absence of economic empowerment the projects lack the capacity to adapt with the challenges. People who earn less than R800 are composed of both men and women who make up the majority. Europa (2007) assessed the employment in rural areas, closing the gaps on jobs. The main challenge identified was the low income distribution due to the type of work. Furthermore the other gaps identified were the lack of youth participation and the barrier which is producer support under the policy of rural development.

5.3.2 Skills development

The education levels of the heads of households were evaluated. The heads of households with secondary education accounted for the majority receiving their income from a combination of CRDP income and temporary jobs (some being in CRDP projects). The majority went to school and obtained their secondary level without passing their matric. Those with matric made up the majority earning their income from CRDP projects only, followed by those who obtain income from social grants, income generating activities and CRDP projects only. Blunden et al. (2001) indicated that the link between education and

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income levels is critical because the sustainability and awareness levels of community based projects can be advanced. She further indicated that the essential area of skills and knowledge composed of effective communication in form of awareness.

5.3.3 Community based project support

Community based project support includes the support for skills development, mentoring and facilitation as well as project development. It further covers the issue of financial support, economic infrastructure and basic resources supply. Furthermore, it explores the infrastructure development for the projects. Many projects that are found in Muyexe have been given an opportunity for members of the projects to be trained. This covers a wide range of training that was implemented to improve the services and projects viability in the village. The support provided for other projects includes the infrastructure and basic supply of equipment and resources. Community based projects in the village were provided with infrastructure such as mobile offices and buildings. In terms of the market few projects are introduced its market while others have no support for the market research. There is no support for project planning as the majority of projects replicate the already existing ones. LeoGrande (1979), in his study he defines the dependency in terms of capitalist characteristics such as profit, remittance and income inequality. He further indicated that the structural economic dependency is very high under socialism.

5.3.4 Viability of community based projects

The project viability relies on the target beneficiaries and availability of resources. Many projects in Muyexe lack economic empowerment and ownership is composed of uneducated females. The community based projects also rely on service providers for their project development. The culture of dependency on local projects has caused the service of the community based projects to be unreliable and ineffective as there is no effective support. During interviews with the members of the projects the majority of people who are trained hardly remember the training and most of them still struggle to utilise their skills to benefit their projects. The inconsistency of service providers maintaining the services and paying for bills in the projects delays service delivery to the community. Some of the projects wait for the government to provide them with their stipend and resources to use which is also a risk for the sustainable development of community based projects. Some of the projects are not effectively rendering their services to the community due to property theft (e.g. equipment's) and assets failing to achieve their target as they struggle with a shortage of equipment and

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assets which results in poor performance which leads to project failure. According to Szirmai (2005) the aspects of economic development dependence is viewed as a monoculture of national production, overall trade dependence, capital dependence, and debt and energy dependence. Wild et al. (2012) identified the lack of credibility of policy promises, lack of collective action and market imperfection as the barriers to effective service delivery.

5.3.5 Challenges encountered by the community based projects

The local projects are hampered with the lack of economic empowerment and a reliable market. The main target for the projects is the local people in the village who collect social grant on their pay day. Exploring the market through the community is still a challenge and, lack of proper facilitation of economic activities is a barrier to development. Many projects that are established duplicate the services wherein they are intended for the same activities due to the community dynamics and politics. As a result of an insufficient market many projects lack reliable income and are unable to maintain their services. The lack of facilities or infrastructure in community based projects serves as a barrier because there are no decent work areas and the products are kept within the households. In addition, the poor level of education affects the project as some of the members cannot draft a funding proposal for their projects whereas, this proves to be a disadvantage to some extent the lower to the project members as they hardly understand the projects documentation. This can also affect the level of utilisation of knowledge acquired during the training. El Khoury (2005) conducted a study in women empowerment for income generating projects wherein the main challenges faced by the women were budget, cheaper consumers from a local market, lack of appropriate facilities and the lack of quality knowledge. Downer (2000) also identified the challenges of community based income projects in his study. He identified the lack of effective market and service access in rural areas.

5.4 Basic service provisions and access to infrastructures

Access to basic services provisions especially the first priorities of the households was devaluated. The households were asked to rate their access to community shared basic services.

5.4.1 Basic service delivery and access by households

The basic services provision includes the access to water, food, shelter, sanitation and health care services. It further explores the issue of shared services amongst the community such as

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the post office, satellite police, and computer centre as well as infrastructure access. Access to water by the households is still a challenge, although there is an alternative strategy to enhance households' water supply it is not effective. The study undertaken by Sun et al (2010) on opportunities and challenges on rural drinking water supplies in Ghana find out that there is poor maintenance of water facilities, unimproved water sources, and a lack of effective participation of beneficiaries in the water management processes. In terms of basic services provision, especially that of water (Tijani, 2005) stated that delays, familiarity on approach and inadequate participation serves as a barrier to service delivery.

The backyard gardens were established as a strategy to fight food insecurity and poor access by households. However, this strategy has not improved the access to food as rated by the heads of households. This is further compounded by the limited access to water and single crop establishments that rely on annual rain. There is no major change in the households harvest due to the backyard gardens. Households' access to food is, however, enhanced through the provision of vegetables by Macena garden. Downer (2000) highlighted that community based projects are vulnerable to disasters and result in poor production and harvest.

5.4.2 Infrastructure development

In terms of infrastructure development the community based organisations established were provided with infrastructure. Community based infrastructure such as the sport grounds, electricity, solar panels and communal taps were established, however the community owned poor infrastructure such as the old clinic and schools. Regarding the maps showing the before and after of CRDP implementation, it shows that the village was not showing any socio-economic development until the launch of CRDP in Muyexe. Relatively quite a number of infrastructures were established in the village. Tijani (2005) indicated that the maintenance of infrastructures is a challenge. Wild et al. (2012) identified the policy inconvenience in design and lack of credibility in political promises as constraints to political economy in development.

5.5 Evaluation of institutional capacity framework

According to Kloppenborg (2011) the project is a unique temporary endeavour undertaken to create a service, products or results. The study evaluates the level of institutional capacity for the implementation, coordination and monitoring of the pilot project. Each aspect of capacity

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framework is discussed below. Different institutions were evaluated according to their roles in Muyexe.

5.5.1 Implementation framework

The distinct roles were given to the sector department, local municipality, council of stakeholders and local traditional council. The implementation of the projects is done by the national departments, provincial and local government, and the council of stakeholders. The study focuses on the institutions that are responsible for implementation, coordination and monitoring. The programme lacks clarity on institutional roles and responsibilities as a result it is affecting the implementation and effective performance monitoring system. Wild (2012) also indicated that the constraints related to the political economy is the incompetent policy, structures and confused roes of stakeholders.

The implementations of the projects rely on the budget of the institutions wherein to some extent the local municipality and the department of Rural Development provide support, if there is no budget allocation and if the delay of the allocation of funds implementation persists. The implementation of the projects is not effective due to the lack proper planning and budget misallocation in Muyexe. Tijani (2005) in his studies identify that the delays are caused by the late allocation of funds, inadequate participation, training on operation and loss of confidence by community. He further indicated that the late allocation of funds prolong the implementation process. This is also supported by the findings of the review by Organisation of Development revising the political economy constraints and inactive problems affecting the level of institutional performance. The review revealed that a lack of credibility in political promises, policy inconvenience in design, structure and confused roles of stakeholders and a lack of effective monitoring of performance.

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5.5.2 Coordination framework

All sector departments are coordinated by the selected institutions that work individually. This section focuses more on how different stakeholders are involved in the programme. Different approaches were identified on how they involve stakeholders with their frequency of involvement. The households' involvement of the households was not effective wherein the community members are not actively participating in critical process of the projects review and reporting. During the briefing about all aspects of community development the majority of the heads indicated that sometimes they are involved although the departmental briefing meetings never involve the community. Decision making is done at a higher level and there is no effective participation and/or communication between stakeholders which results in the duplication of projects in the village. In terms of information the community relies on the council of stakeholders for briefing. One of the challenges experienced by the council of stakeholders was the lack of information regarding the projects that were implemented. There are no formal documents provided to the relevant stakeholders. There is poor commitment of stakeholders especially in the government and the risk in local village is community dynamics and politics. According to Tijani (2005) coordination can be affected by insufficient coordination results in duplication of services, uncoordinated actions and confusion of roles.

5.5.3 Monitoring framework

Monitoring is done by multiple institutions that are working individually. The data collected form monitoring is used mainly for reporting and administrative reasons. The institutions identified different instruments such as the checklist, observation, projects visit, beneficiaries' interaction and interviews. In addition, to monitor the projects monitoring institutions sometimes use departmental reports, photographic evidence and inspection. When monitoring data is collected it is provided to the institutions on request and other departments use the data for planning and resources allocation. The frequency of monitoring within the institutions range from the quarterly, monthly, weekly and daily which is associated with the poor recording of data and effective participation is a challenge. IFAD (2002) on the practical guide for monitoring and evaluation indicated that the lack of integration and cooperation, inconsistency in the review, and poor quality of monitoring data is a barrier to the effective implementation of rural projects.

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5.6 Challenge of project implementation, coordination and monitoring

The challenges that organisations encountered during the implementation of the Muyexe project were evaluated. This involves the challenges in implementation, coordination and monitoring of Muyexe. Each challenge is discussed below.

5.6.1 Project implementation

Projects' planning is a challenge wherein the institutions rely on their budget to implement their mandatory activities. The policy objectives and key priorities of the community were not effectively delivered. Some of the projects experience delays due to late allocation of the funds. During the implementations of projects support activities the government failed to communicate effectively in order not to duplicate the services. There is poor accountability of the service providers and it takes long for the government to implement their projects or deliver services to the community. The other challenge hampering the implementation is the lack of clarity on the roles and responsibilities of the various stakeholders. The lack of relevant information regarding the community also serves as a barrier to implementation. Lack of commitment and effective participation of the projects beneficiaries and institutions are problems that affect the accountability of implementations institutions. This is supported by the study undertaken in Ghana (Tijani, 2005) wherein the challenges identified were the duplication of institutional efforts and the confusion of roles.

5.6.2 Project coordination

Challenges related to coordination include poor attendance of stakeholders at meetings. For instance, there is poor commitment and lack of effective participation process including all project beneficiaries and implementers. The progress review meetings are held outside the village wherein the institution is unable to see the actual activities and interact with the beneficiaries. There is poor coordination of stakeholders as the institutions worked individually without effectively communicating. The politics and community dynamics in the village present a challenge that causes divisions among the village wherein people attend or participate whereas the other group is not participating and always opposes the participating group. The lack of trust of the community in government officials due to the inconsistency on service delivery is a challenge. The community started to complain about the government officials who were working because of the visit. That raised a question of whether the officials would continue to work even after the visit. These have shown that people were not happy about the way they were being treated. Tijani (2005) indicated the loss of confidence

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by the community due to the inconsistency and delay on service delivery as the barrier to coordination.

5.6.3 Project monitoring

Monitoring of the Muyexe project is done by many institutions including the office of the president and premier. The challenges on monitoring of Muyexe include the provision of wrong information to the department or monitoring institutions. Various departments responsible for monitoring submitted their report late sometimes. There is no signed agreement on delivery by the institutions. This is supported by the information provided by the president that the ministers must sign the agreement binding them to submit their report because it is delaying the performance assessment. The project was launched by the president in 2009 and the process on monitoring the programme was done in 2013, this shows the inconsistency of the monitoring system. The monitoring is done by people who are not locally based in Muyexe. The other challenge is the victimisation of monitoring officials because during the reporting they sometimes reveal hidden information. The little attention is paid to monitoring needs of stakeholders and the process is seen as an obligation (IFAD, 2002).

5.7 Conclusion

The results show that aspects of households on socio-economic profile are advanced because both males and females can be the head of the households. Women are participating in the community based development projects and take different roles. Some of the projects in the village are owned by females only. Many households benefited from the CRDP and many received the services such as the free houses and sanitation. In the households the majority still experience a shortage of water. The institutional capacity framework for the implementation is constrained by factors such as budget and poor commitment of government departments. Maintaining social unity is still a challenge because people are not cooperating together in concerning development projects, often resulting in the duplication of services. The programme is associated with service delivery in relation to the lack of maintenance and overreliance of the community on the service provider. There is no effective participation of stakeholders and the majority of institutions are not effectively monitored. Therefore, it can be concluded that there is no effective monitoring and coordination of the projects implementation as the results are not effectively utilised for the improvement of projects.

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CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

In the previous chapter the main research findings were discussed. The primary focus of this chapter is to relate these findings with the objectives of the study. The conclusions and recommendations are made based on the results. The first section presents the conclusions of the research results whereas the second section presents the recommendations.

6.2 Conclusions

The main reason for this section is to draw a conclusion on the research findings. The conclusions are drawn based on the main findings per subject matter. The section covers the aspects of socio-economic factors of the households and community based projects. It further deals with the summary of the institutional capacity framework and basic services provision. In addition the aspects of socio-economic infrastructure development are covered. The last section deals with the conclusion based on the assessment of challenges relating to the existing institutional capacity frameworks.

6.2.1 Households socio-economic profile

When it came to choosing on the village to be selected as the pilot project, various issues were considered such as the socio-economic profile for the households. The main aim of the study was to characterise the socio-economic profile of the households in order to understand the differences in gender, age and their participation. In terms of the gender of the household heads, the results show that Muyexe consists of mainly of female-headed households. The male and female heads of the households were also given equal opportunity to participate in the projects. Many people of various ages were included in the community based projects. In terms of education the majority of heads have secondary education. There is no significant difference in the level of income for both males and females as the majority earns less than R800 rand.

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6.2.3 Impacts of CRDP on the households

The objective of the study was to evaluate the socio-economic impacts of the projects on the households. As discussed in the previous chapter the income level the majority of the heads received is in the region of R800. The majority of the households are involved in the community based projects, wherein the majority are unable to purchase the assets through their income, since it's not enough to sustain their family's needs. Another aspect covered is the enhancement of community participation wherein the aspects of gender equity are highlighted (section 6.2.2). In terms of leadership, women can also head households without relying on other people. As the heads received training it was critical to evaluate the application of the training by the heads. Many heads that are trained are employed at the community based projects that are found in Muyexe.

6.2.4 Socio-economic impact of CRDP on community based projects

The increased income can provide the poor an opportunity to improve their living standard and reduce their vulnerability to poverty. Different projects in the community are established and owned by the community members. The evaluation of impacts in community based projects focus on the assessment of employment and skills development models adopted by the government. The requirements for job creation were the basic needs supply, infrastructure development and industrialisation. The projects that are found in Muyexe range from the community based organisation and income generating. Regarding community based projects there are challenges to access the market. The projects are not effectively bringing the income expected by the project. The majority of the projects are not viable due to the lack of capital and infrastructure support. (There is no proper facilitation and mentoring of the projects in the village by the government). The need for infrastructure and basic resources by the projects was defined as the barrier for projects viability. The culture of projects dependency on the government affects the sustainability of the community based projects. The projects are also associated with community and political dynamics which results in a duplication of services, which becomes a challenge to the funding agencies supporting the projects. There is no effective response on community based project challenges and many projects have been given empty promises. Different community based projects cannot maintain their projects need and always rely on the supporting agencies. The inconsistency in service maintenance in community based projects and delays on the problems solving affect the projects. The other barrier is the lack of facilitation and mentoring of community based projects. The other issue

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affecting the projects is the utilisation of funds by projects out of the agreement. Regarding the community based projects members who have a low level of education it is difficult to compile some documents such as the funding proposals. They rely on the supporters or others to compile funding proposals for them as they cannot compile these by themselves. Community based projects are hampered with the lack of economic empowerment and lack effective participation of youth in the projects.

6.2.5 Institutional capacity framework

The main aim of evaluating the institutional capacity was to explore the implementations, coordination and monitoring framework of Muyexe projects. Implementation of the projects in Muyexe is associated with inconsistency on policy issues. Assessing the institutional roles it is clear that there is a poor definition of roles and many institutions are working as individuals. Compared to the policy anticipation the government departments at all levels were supposed to work together to promote accountability and effective service delivery. The delivery of services was guided by the needs of the community without a proper agreement made for compliance. Some of the projects were not effectively implemented due to budget problems. As the programme has been monitored by the president new commitments by political champions were made and that was done to ensure that many households have access to desired needs.

The majority of the government departments responsible for the coordination have no effective relationship and some of the government department are not effectively attending the meetings. There are no representatives from the government that are operating in the local area. The local institution responsible for coordination of the government and community is the council of stakeholders, it is rarely consulted by sector department and their roles are not clearly defined at a local level. There are no formal documents defining the roles of the local institutions and yet some of the members of the community volunteer on the projects. The council of stakeholders also coordinates the department wherein the information about the projects is not given timeously. There is no effective communication and participation in the project resulting in lack of accountability. Many projects established are need based with limited opportunities for the economic development and rely on the budget of the responsible institutions.

There is no proper planning of the projects because some of the priorities are not yet met. The first priorities in the community were water and roads. The village still experience challenges

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in accessing the water for the households use and agricultural activities. There is no effective utilisation of the monitoring results collected in the village. There is poor compliance to some of the institutions whereas to some of the projects that were implemented are not effectively meeting the expectations of the community.

The assessment of the progress is based on the report compiled by monitoring task teams and there is a challenge of receiving wrong information reported about the progress. The data collected through monitoring is provided to responsible institutions on request. There is a risk of monitoring data not recorded properly and some of the departments don't attend meetings and submit their reports in a timely manner. There is no proper communication between the three spheres of government and community in the village. The inconsistency of monitoring system is a challenge to the successful implementation of the programme. For example the programme was launched in 2009 and the institutions were given mandates to deliver the priorities of the households in Muyexe. Yet in 2013 during the visit some of the projects only started to be implemented just before the presidential visit.

6.2.6 Basic services provisions and infrastructure

The policy acknowledged the three phases of implementations wherein the first one was meeting the basic needs of community as a driver, followed by the large scale infrastructure development and industrialisation of the village. The basic services provision and infrastructure development was evaluated. In terms of basic services provisions the households are happy with the provision of shelter, sanitations, and post office services. In terms of food intervention the households rated the food security as not fully satisfying their needs. The most highly rated challenge in the households was water and roads. Other services such as computer centres, satellite police and sports infrastructure have been rated as moderate.

Regarding the backyard gardens the majority of the households use it once a year (seasonally) wherein the major challenge was insufficient harvest for the households because many backyards are not effectively utilised. Different water supply interventions are in place including the use of Jojo tanks in households and the supply of water from communal taps. The households collect water from communal taps that are supplied by boreholes and there is a challenge in water harvesting as the tanks only receive water during rainy seasons. Community based projects that provide free services are not effectively maintained and

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utilised, such as the computer centre. Looking at the priorities of the households the community is not happy with the services provided.

6.2.7 Challenges on project implementation, coordination and monitoring

The challenges and issues related to the implementation of the Muyexe projects were evaluated. The challenges are the barriers that can affect the programme implementation, coordination and monitoring. The Muyexe project implementation relies heavily on the budget allocation which means the shortage of the budget is the shortage of services. The delays in funds allocation and the lack of economic viability on community based projects is a challenge as the households need a reliable income to sustain the living. Most of the people are employed in the project like Serete wherein their income is little and work few days in a week. The project lacks the viable economic interventions that can bring meaningful change in the households. Community dynamics is still a barrier to social unity in the village and this can be seen by looking at the duplicating of local projects. There is no active role of the community in the programme review and monitoring. The community is provided with scant information about their development. The challenge comes when government departments do not visit the community frequently enough to assess the level of services.

6.3 Recommendations

There is a need to increase the effectiveness of rural development programme in poverty alleviation. The capacity of institutions needs to be effectively monitored and facilitated to bring along sustainable development especially in rural areas. The following sections below provide the major recommendations.

6.3.1 Households service delivery

In terms of basic service provisions the households must be fully responsible for the evaluation of the level of services in order to effectively respond to the needs of the community. There is a need to improve the water supply on the households for agricultural and household use. Household's needs and priorities need to be reviewed on time. The basic needs supply needs to be assessed in terms of financial viability and maintenance. There is a need to design a framework for needs assessment and a schedule for service maintenance in the village.

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6.3.2 Implementation of socio-economic infrastructure

In terms of socio-economic infrastructure for the community the government need to design a plan for maintain basic infrastructures. Improvements should be made on access to roads and community based projects facilities. The government can also hire the private service providers for the rapid delivery of services and infrastructure on the households.

6.3.3 Community based projects development

The local projects need to be empowered to maximise the income. The use of the computer centre by community based projects to access the information of potential funders or investors that can assist in the development of infrastructure. The relevant training should be provided in order to improve the sustainability of the projects. To improve the risk of poor skills utilisation and educational barriers there is a need to partner with the local members of the community that have a higher level of education to utilise the training provided in the projects. The community based project should be mentored and facilitated until the members are able to support themselves to ensure sustainability. Proper analysis of market research should be done for the projects including the target market and cost benefits analysis. The computer centre can be used to search for the potential supporters and funders for the establishment of business and marketing.

6.3.4 Stakeholders engagement

The organisations need to work as a unit. There is a need to clarify the roles and responsibilities stakeholders in the programme. All stakeholders including the government institutions, community representatives and civil society should engage in the different stages of the project implementation to ensure accountability. Meetings for the coordination of actions and reviews of the progress are needed regularly. The computer centre can be used for the distributing information and communication through free internet services offered to community. Every institution needs to participate fully in order to identify the challenges and deal with the barriers related to the implementation in a timeously manner. There is a need to mentor, facilitate and provide support for the local institutions responsible for coordination and oversight monitoring. Appropriate support and coordination of the programme needs to be improved. Partnership needs to be developed in order to implement the activities.

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6.3.5 Implementation support and risk mitigation strategies

There is a need to increased opportunities for the poor to improve their living standard, income generation and financial support. This can be done through the establishment of the projects that target the internal and external market. The project implementers need to be facilitated and mentored to reduce failure rate. A proper analysis and resources allocation should be done before the implementation with the professional service providers to ensure the sufficiency of funds. The potential funders need to be identified and consulted before the implementation. The responsible institutions need to monitor their projects timeously.

This can also be done through the-

- Establishment of formalised roles of institutions;
- Specification of goals and formalised plans for the accomplishment of goals;
- Allocation of budget before the commencement of the project implementations;
- A design of a complete schedule of the projects implementation; and
- Use of the private services providers

6.3.6 Monitoring the projects outcomes

There's a need to formulate the monitoring committee that will include both local community and all sector government departments. Monitoring should be done frequently in order to deal with the challenges on time. Clearly articulated target goals and a set of indicators to measure performance of institutions must be established. A well designed schedule and set of guidelines for monitoring institutions should be designed for effective utilisation of monitoring data. Proper tools should be developed including project beneficiaries tools for monitoring of services delivery and community based projects on the community. The project implementation plan needs to give clarity on the roles of institutions in order to monitor their performance. The data collected for monitoring must link the main activities, target goals and help identify the gaps between implementation and target goals. The effective cooperation of institutions and partnerships can improve the implementation of policy objectives and measuring the achievement of intended goals. Proper engagement of stakeholders can bring effective change in the programme and promote the accountability of institutions.

The effective monitoring system can be done through-

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- Setting the timeframe for the projects monitoring;
- Sharing data amongst the institutions for performance assessment;
- Designing monitoring instruments with the indicators for the projects implementation especially for the local institutions;
- The use of monitoring data for corrective action and proper resources allocation; and
- Verification of outcomes and performance of the institutions through a regular inspection of the projects not only focusing on the departmental reports

6.4 Conclusions

The basic service provisions in Muyexe need to be effectively monitored and maintained regularly to meet the basic service needs of the community. The community based projects need an effective solution for economic empowerment to bring about a sustainable development in a rural community. The institutions need to work together to deal with the challenges encountered in the village and monitoring the projects should be done at all levels including all stakeholders and beneficiaries. Proper resource allocation and budget should be done before the implementation to avoid a delay in the allocation of resources. Monitoring data should be used regularly to deal with project implementation constrains on time.

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Appendices

Appendix 1: Permission letters

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Department of Geography and Geo-Information Sciences

From: Ms V.N Mudau

Co-Supervisor: Masters Research

Geography and Geo-Information

University of Venda

Private Bag X5050

Thohoyandou 0950

To: **MUYEXE ROYAL COUNCIL**

Date: 26 January 2013

Ref: **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

This is to give formal notice that the applicant, Ms Shumisanani J Todani, student number 11561509 is registered with us for a research Master's degree in Environmental sciences. Her research topic is: ''**An evaluation of institutional capacity to implement, coordinate and monitor Comprehensive Rural Development Programme: a case study of Muyexe ''**. Her research will involve the council of stakeholders, royal council, ward councillors, community development workers and civil society members in the Muyexe Village- and participants, observation, interviews and community survey questionnaires will be administered in order to advance recommendations for implementation, coordination and monitoring of community development programmes. We believe that this type of work has direct benefits to all local community development projects.

To this end, it will be highly appreciated if you could give her the necessary authorisation to conduct her research. Thank you in advance for your cooperation.

Yours sincerely,

.....

Ms N.V Mudau

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Appendix 2: Households survey questionnaire

A Questionnaire designed for household's survey at Muyexe. The main aim of this questionnaire is to: Evaluate basic service provision, stakeholders' involvement, socio-economic impacts and challenges associated with the CRDP at Muyexe.

Researcher Names: Todani Shumisanani> Institution: University of Venda> Masters in Environmental Sciences> Contact: 0761962274> E-mail: shumisa@webmail.co.za Research

SECTION A: HOUSEHOLDS PROFILE

Instruction: *Answer all questions in this section by ticking/cycling appropriate answers from questions 1-13.*

1. Gender of the head of the households

Male	1	Female	1

2. Age of the head of the household

20-29	30-39	40-49	50-59	60-69	Above 70
1	2	3	4	5	6

3. Marital status of the head of the household

Never Married (single)	Married	Divorced	Widowed
1	2	3	4

4. Education level

No schooling	Primary	Secondary	Matric	Certificate in training	Diploma	Higher degree
1	2	3	4	5	6	7

5. The number of dependants in the households

0	1-3	4-8	9 and above
1	2	3	4

6. Source(s) of income of the head of the household

1.None	1
2.Social grant & CRDP income	2
3.Income generating activities & CRDP projects	3
4.CRDP projects & Temporary jobs	4
5.CRDP projects only	5
6.Grant only	6

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7.Grant and income generating	7
8.Job not in CRDP based projects	8

7. Income received in the household

R0.	Below R800	R900-1500	R1600-2500	R2600-3500	R3600-4500	R4600-5500	AboveR5600
1	2	3	4	5	6	7	8

8. Involvement (Participation) in the CRDP supported projects

Yes	1	No	2

9. Project involvement by the member of a household

Serete community work programme	1
Macena Gardens	2
Muyexe Drop-in Centre	3
Pfunani Bricks	4
Wansati Uwa Apfuka	5
Old age and Orphan Project	6
Twananani Muyexe Beadwork Project	7
Mini Projects (Temporary)	8
Not involved	9

10. Position allocated in the projects

Chairperson	1	Treasury	3	Not involved (5)
Secretary	2	General worker	4	

11. Households assets purchased using income from the CRDP

Cellphone and Radio	1
Television	2
Garden Equipment	3
No purchase	4
Not involved	5

12. Skills development opportunity provided in the households

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Trained	1
Not Trained	2

13. Application of the training received by the household member(s)

CRDP Projects	1	Elsewhere	3
Not employed	2	No training provided	4

SECTION B: BASIC SERVICES PROVISIONS IN THE HOUSEHOLDS

Instructions: *For each of the statements below, please indicate the extent of your household access to basic services and development (The response scale is as follows: 1=Disagree; 2= Not sure; 3=Agree) use the numbers below each question and give a reason for your rating in the space provided*

Disagree	Not sure	Agree
1	2	3

14. Water availability in the households due to the provision of Jojo tanks

1	2	3

15. Backyard gardens in the households improve the access to food and food security

1	2	3

16. Shelter in the community is improved due to the allocation of free RDP houses

1	2	3

17. Free sanitation is accessible to all households

1	2	3

18. Access to health services in the community reduces travelling costs to other health centres

1	2	3

19. Access to satellite police services reduced the rate of crime in the village

1	2	3

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20. Access to post office services in the community (mailing, banking and printing) has reduced travelling costs

1	2	3

21. Knowledge in the community is advanced due to the use of computer lab (free internet at the Thusong Centre)

1	2	3

22. Public transport is improved due to the road upgrading system

1	2	3

23. Youth and elders in the community are engaged in different sporting activities since the establishment of the sports centre

1	2	3

SECTION C: INVOLVEMENT OF STAKEHOLDERS IN RURAL DEVELOPMENT PROGRAMME

Instructions: *For each of the statements below, please indicate extent of your household have been involved in the development processes in the village (The response scale is as follows: 1=Never; 2= Sometimes; 3=Always; 4=Not sure) use the numbers below each question to indicate your rating and give a reason for each rating on the involvement in the space provided*

Never	Sometimes	Always	Not sure
1	2	3	4

24. Community members are briefed about every aspect of CRDP projects in the village

1	2	3	4

25. Community members attend departmental briefing meetings

1	2	3	4

26. Community members choose their own development projects for income generation

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1	2	3	4

27. Community members are provided with information about rural development

1	2	3	4

28. All community members are given an opportunity to participate in development programmes

1	2	3	4

29. Community members are involved in the review of the progress of rural development programme

1	2	3	4

SECTION D: CHALLENGES ENCOUNTERED BY THE HOUSEHOLDS

Instruction: *For each statement below, please rate the extent to which following challenges affect your livelihood. Please use the ratings provided below.*

RATING SCALES FOR ASSESSMENT OF RURAL DEVELOPMENT STRATEGIES PROVIDED BELOW: USE THE NUMBER REPRESENTING THE SCALE CHOOSE ONE NUMBER					
1.VERY LOW	2. LOW	3. MEDIUM	4. HIGH	5. VERY HIGH	
Instruction: *Please evaluate the extent to which the following challenges affect your household*					
Access to rural development programme information	1	2	3	4	5
Availability of key stakeholders in development	1	2	3	4	5
Reviewing of community basic services provisions	1	2	3	4	5
Programme review feedback	1	2	3	4	5
Household water harvesting systems	1	2	3	4	5
Recreational facilities	1	2	3	4	5
Road upgrading systems	1	2	3	4	5
Educational support or skills development programmes	1	2	3	4	5
Post office services	1	2	3	4	5
Satellite Police Services	1	2	3	4	5

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Computer Lab services	1	2	3	4	5
Household sanitation	1	2	3	4	5
Corruption prevention	1	2	3	4	5
Access to land	1	2	3	4	5
Job creation	1	2	3	4	5

---Thank you----

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Appendix 3: Participatory Rural appraisal tool/ focus groups

Semi-structured interview question for the focus groups (Participatory Rural Appraisal) in Muyexe village

1. What are the principal problems faced by the community in your village?
2. How is the community affected by the problems identified?
3. What are the basic services available in the village?
4. Which infrastructure was accessible to the community before and after the pilot project implementation?
5. What are the livelihood strategies for poverty alleviation in Muyexe?
6. What are the main sources of household food (sustenance)?
7. What are the main sources of income in the village?
8. What are the opportunities created for skills development and socio-economic development?
9. What are the challenges faced by community members?
    a. Basic service delivery and public facilities/infrastructure.
    b. Public support on development initiatives/ projects.
10. How do community members deal with the challenges in their village?

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Appendix 4: The Muyexe council of stakeholders interview

The Muyexe Council of Stakeholders individual interviews used to evaluate the roles, support, partnerships and challenges encountered in the Muyexe Comprehensive Rural Development Programme Pilot Project. ***Researcher: Todani Shumisanani (0761962274).***

Position : _____

Formal qualifications : _____

Employment period in the organisation : _____

No of Members: _____ Training provided for the members and provision dates:

_____

_____

_____

_____

1. What are the activities/services performed by your organisation in Muyexe?

_____

_____

_____

2. What are the main projects that the organisation is engaged in?

_____

_____

_____

_____

_____

3. Which activity was your organisation involved in the CRDP?

Identification of needs		Programme planning	
Programme briefing		Monitoring and evaluation	
Programme review		Reporting	
Other			

4. How was the organisation established?

_____

_____

_____

5. What is the management structure formed by the Council of Stakeholders?

_____

_____

_____

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6. Which are the existing partnerships/organisations/stakeholders supporting the Council of Stakeholders?

7. How often do you meet with the existing partnerships/organisations/stakeholders?

8. What support is provided to the organisation?

Training and Skills development		Financial assistance	
Mentoring or Facilitation		Resources	
Other support			

9. What are the risks associated with the role of Council of Stakeholders?

10. How is the information disseminated in the organisation?

11. How are the community members involved in the Comprehensive Rural Development Programme?

12. What are the challenges encountered that affect the performance of the organisation?

13. What are the benefits associated with the CRDP implementation in the Muyexe village?

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14. What barriers exist in the village that hinder community development?

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Appendix 5: Interview questions for the institutions responsible for the implementation

Researcher: Todani Shumisanani *(0761962274/shumisaa@yahoo.com). University* ***of Venda: Master's Degree***

Key informants individual interview questions designed to evaluate institutional capacity for the Implementation of the Muyexe Comprehensive Rural Development Programme Pilot Project.

Institution and position: _____

Formal qualifications : _____

Employment period in the institution: _____

15. What are the roles/responsibilities of your institution in the Muyexe Pilot project?

_____

_____

_____

16. How was the mandate of the institution formulated?

_____

_____

_____

17. What support does your institution have to perform its mandate?

_____

_____

_____

18. Who is involved in the implementation?

_____

_____

_____

19. Who is responsible for funding the project?

_____

_____

20. How does your institution measure the implementation progress?

_____

_____

_____

_____

21. What are the risks associated with the institutional role?

_____

_____

_____

_____

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22. How do you communicate with the key stakeholders/partners?

_____
_____

23. How often do you communicate with them?

_____
_____

24. Do you have a representative in the Council of Stakeholders?

_____
_____

25. Which of the following activities does your institution participate in?

Identification of needs		Programme planning	
Programme briefing		Monitoring and evaluation	
Programme review		Reporting	
Stakeholders engagement		Risks management	
Others	All the activities		

26. What other objectives have emerged over time?

_____
_____
_____

27. What are the challenges encountered that affect the performance of the institution?

_____
_____
_____
_____

28. What are the challenges associated with the implementation of the Muyexe Project?

_____
_____
_____

----End----

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Appendix 6: Key informants interview schedule for coordination and monitoring

Researcher: Todani S.J (University of Venda-Masters in Geography) Contacts-shumisaa@yahoo.com/shumisananitodani@gmail.com/ 0761962274/0731212562.

Key informants interview questions designed to evaluate institutional capacity for Monitoring and Coordination of Muyexe Comprehensive Rural Development Programme Pilot project. (Instruction: *Please use the space provided to answer all questions if possible add an extra line or page*).

Name of institution and position & period of employment:

_____

Formal qualifications:

_____

1. What is the management structure of the staff based on Muyexe for the pilot project?

_____

_____

_____

2. What are the existing partnerships/stakeholders and their roles?

_____

_____

3. What support does the organisation have in order to perform its role in Muyexe?

_____

_____

4. How was the institutional role/mandate formulated?

_____

_____

_____

5. What is the scope of the institutional mandate?

_____

_____

6. Which of the following activities does your institution participate in?

Community needs identification		Monitoring and evaluation	
Policy formulation		Reporting	
Programme planning		Risk management	
Policy review		Stakeholders engagement	
Other			

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7. What are the risks associated with the role of your institutions in Muyexe?

8. How are the risks managed?

9. Which tools are used for monitoring the progress?

10. Who is involved in monitoring?

11. How is the monitoring data used?

12. How are the stakeholders informed and communicated?

13. How often does the organisation communicate with the stakeholders?

14. What are the roles that emerged over time?

15. What are the challenges encountered in monitoring the Muyexe Pilot project?

--Thank you-----

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