THE FUNCTIONING OF FUNDED COMMUNITY BASED ORGANISATIONS IN RURAL AREAS: A CASE STUDY IN COLLINS CHABANE LOCAL MUNICIPALITY

BY

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DECLARATION

I, BASANI VIOLET TSHABALALA, (Student number: 11530142), hereby declare that the thesis for Doctor of Philosophy in Public Administration entitled *"The functioning of funded community based organisations in rural areas: A case study in Collins Chabane Local Municipality",* 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. All reference material contained herein has been duly acknowledged.

21/08/2023

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DEDICATION

I would like to dedicate this dissertation to my late parents, Mr. Mzamani Daniel Metshabe and Mrs. Mbhazima Mhikani-Metshabe who passed away while I was doing first year. I would also like to dedicate it to my siblings; Samuel, Sarah, Maria, Joyce, Khensani, Lucy, and Nhlavutelo, my children Kabelo, Nduvho, Tshedza and Anzalufuno Nengudza, and to my husband, Percy Muravha Nengudza for inspiring me throughout the course of my study.

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ABSTRACT

The purpose of this study was to investigate the functioning of funded Community Based Organisations in rural areas: A Case study in Collins Chabane Local Municipality. It has been widely reported that over the past decades, poor, dishonest management of public affairs and corruption (immoral acts) have dominated management of the public-sector divisions. Often, maladministration and corruption in the public sector are widely publicised and exaggerated, largely because it spends on taxpayers' money. In trying to resolve this dilemma, practitioners in the public sector, particularly public managers adhere to guidelines which channel them on how they should administer and direct the public service. More so, the guidelines must help in placing subordinates on the right track precisely to prevent corruption and eliminate maladministration. The study adopted a pragmatic paradigm as a guideline for developing research methodology and took on the research venture in a manner that was most valid and appropriate. Thus, a mixed method research design, in which both qualitative and quantitative research methods were used was utilised. Field research study as a research design was used wherein non-probability sampling and its subtype purposive sampling method to select the respondents was applied. Two data collection instruments were used namely; research questionnaires and interviews. Descriptive analysis as a statistical technique and thematic analysis were used to analyse data. The researcher followed all the processes required for ethical considerations when conducting a study, as well as having knowledge and understanding that respondent's participation in research must be done voluntarily without any harm.

The findings of the research study were:

The study findings revealed that 69 (49.3%) of the respondents agreed that the management performed different functions in funded Community Based Organisations in rural areas. It was also discovered that at 68 (48.5%) of the respondents agreed that Community Based Organisations are controlled by the members of the board. In addition, most of the respondents at 73 (52.2%) agreed that the members of the board have skills for managing the funded Community Based Organisations. Data further revealed that Community Based Organisations do not belong to people but to the community. The study findings also discovered that members of the board are educated and have knowledge on organisational matters. Finally, the study findings confirmed that the organisation is not run by young people.

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The recommendations of the research study are:

The researcher recommended that members of the management should ensure that Community Based Organisations are fully operational because of the functions performed by the management. The members of the board should know their duties of guiding and leading the staff on their duties on daily basis. The management should share the knowledge or skills with the staff members to ensure that they have the same knowledge so that they can assist when the need arise. The authority must be given to all community members to limit the power of the leadership in having full control over people. The members of the board should be educated and have knowledge on organisational matters. The last recommendation is that staff members should also be involved in running the organisation to be familiar with new knowledge related to organisations.

Key Words: Community Based Organisations (CBOs), Organisation, Management, Ethical practice, Public service delivery.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANC	-	African National Congress
CDW	-	Community Development Worker
CIPFA	-	Chartered Institute of Public Finance and Accountancy
DPME	-	Department of Performance Monitoring and Evaluation
DPSA	-	Department of Public Service and Administration
DSD	-	Department of Social Development
EPWP	-	Extended Public Works Programme
HRD	-	Human Resource Development
HRDS	-	Human Resource Development Strategy
IBM	-	International Business Machine
CIPFA	-	Chartered Institute of Public Finance and Accountancy
ILGM	-	Institute of Local Government Management
ILO	-	International Labour Organisation's
NDA	-	National Development Agency
NDP	-	National Development Plan
NSD	-	National Skills Development
NSDS	-	National Skills Development Strategy
NQF	-	National Qualification Framework

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PSC	-	Public Service Commission
SA	-	South Africa
SAMDI	-	South Africa Management Development Institute
SDA	-	Skills Development Act
SETA	-	Sector Education Training Authority
SMME	-	small, medium and micro-enterprise
SPSS	-	Statistical Package for the Social Science
PES	-	The Public Employment services
PPP	-	Public-Private Partnerships
RDP	-	Reconstruction and Development programme
VDC	-	Village Development Committee
WPTSET	-	The White Paper for Post School Education and Training

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CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

Public administration is still a discipline concerned with administrative processes within government institutions (Cameron, 2008:2). In practice, public administration can be defined as a set of structures and functions that operate within a specific society as an environment to facilitate the formulation of appropriate government policy and its efficient implementation (Du Toit, Knipe, Van Niekerk, Van Der Waldt, & Doyle, 2002: 5). Public administration is defined as all activities of individuals or groups in government or their agencies, whether these organizations are international, regional, or local in scope, to achieve the goals of these governments or agencies (Morenikeji & Oluwafemi, 2014: 66). Globally, there has been a massive increase in the number of CBOs in recent years (Engelbrecht, Ornellas, Martínez-Román & Tortosa-Martínez, 2015: 459). Community Based Organisations (CBOs) continue to play an important role in implementing public administration practices. Community Based Organisations (CBOs) are non-profit, grassroots organisations based in communities that are frequently formed to carry out specific developmental projects or meet specific needs (Hendrickse, 2008: 24). CBOs must function effectively to meet these needs. This study investigates the functioning of funded Community Based Organisations in rural areas on this basis: Collins Chabane Local Municipality as a case study. Furthemore, it investigates how CBOs are managed, their role in providing services to the communities.

CBOs are an important component of rural economic development (Hussain, Khattak & Khan, 2008: 749). CBOs are better able to provide services to grassroots groups (Frederickse & London, 2000). For this purpose, Volmic and Van der Elst (2017: 3) state that CBOs have played a vital role in supporting the country's development by delivering services to people. Therefore, human resource personnel with necessary skills and knowledge are required for the functioning of such organisations.

This chapter outlines the study's introduction and background, justification, statement of the problem, aim and objectives of the study, research questions, and significance, delimitation of the study, literature review, definition of operational concepts, research methodology, research design, ethical considerations and organisation of the study.

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1.2 BACKGROUND TO THE STUDY

Community Based Organisations (CBOs) have existed in Africa since the pre-colonial era, when they provided social welfare services to those who were neglected by the state (Pul, 2014: 1). The first formal welfare organisation in South Africa was established in 1904 by women's societies, which were initiated by the Dutch Reformed Church (Engelbrecht *et al.*, 2015: 459). Non-Governmental Organisations (NGOs) found their niche during the colonial era by providing social services that the colonial state was unable to provide (Hofisi & Hofisi, 2013: 291). During South Africa's apartheid era, the formation of NGOs was based on race, ethnicity, and class (Habib & Taylor, 1999: 75). A designated national development program has always prioritized community development (Tshishonga & Mafema, 2012: 457). Because the government system was discriminatory, white people accessed most basic services (Hofisi & Hofisi, 2013: 291). Government social services for blacks were minimal, and social policy was geared toward preserving the integrity of colonial rule structures (Pul, 2014: 2). Mazimbuko (2000: 2) posits that the main cause for discrimination of the black people was job reservation laws which were meant to give advantage to white people and keep black people poor.

Things began to change when the African National Congress (ANC) formed a new government following the 1994 general elections (Everatt & Gwagwa, 2005: 13). The Integrated Service Delivery Model Towards Improved Social Services indicate that, South Africa state's transition to democracy ended apartheid regime, swiftly transformed and developed socioeconomic framework (Department of Social Development, 2006: 79). The government's primary responsibility is to facilitate development through various government departments, stakeholders, partners, and civil society involvement. According to the National Development Plan 2030, the government has increased citizens' access to public and private services (Planning Commission, 2011), and the introduction of Community Development Projects (CDPs) which include CBOs aimed at poverty as well as unemployment reduction were developed to correct past injustices (Nziane, 2009: 7).

The evolution of CBOs in recent years more so in communities is stronger. These grassroots organizations are more effective in addressing local needs than larger charitable organizations due to their penetration, networks and perceived neutrality in their areas of operations. Economic power was passed on to those who were left most vulnerable by the apartheid regime through working with civil society organizations (Graham, Himlin, Engel, Mathoho, Reddy, Delany, Lewis & Williams, 2008: 7). In addition, Binns and Nell (2002: 198) mention that Local Economic Development (LED) Fund Program was launched by National

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Government (NG) in 1999, especially with the aim to support local government-led poverty alleviation projects. The purpose was to ensure accessibility of funds to all functioning CBOs. According to Habib (2003: 6), the Non-Profit Organizations Act No. 71 of 1997 was enacted officially to recognize civil society, established a system of voluntary registration for its constituents, and provides benefits and allowances in exchange for NGOs and CBOs performing proper accounting and providing audited statements to government.

Based on the importance of the services provision to the society, supporting the functioning of funded CBOs is considered essential. The White Paper on Social Welfare of 1997 called for the creation of the Directorate for Non-Profit Organizations (DNPO) in the Department of Social Development (DSD) to coordinate the aforementioned processes (Department of Social Development, 1997). Currently, the Department of Social Development is supporting organisations based in communities. The study by Miriti (2009: 1) indicates that Community Based Organisations have recently gained prominence in development circles as a result of their roles in enhancing and implementing locally based development initiatives. Further, Institutions such as the National Development Agency (NDA) and the Lottery Commission (LC) were also formed with the mission of funding legitimate non-profit activity, boosting productivity and removing people from poverty (Habib, 2003). The study by Habib and Taylor (2008: 76) assert that CBOs' mission is to end apartheid by fighting for the poor and improving the lives of South Africa's marginalised groups. The government has supported CBOs in a variety of ways, but the question of whether these organisations are functioning effectively in rural communities' remains.

1.3 JUSTIFICATION OF THE STUDY

The Limpopo Service Level Agreement, signed in 2018 between the National Department of Social Development and the Provincial Government of Limpopo, ensures that appointments to NGOs' boards are based on the candidate's knowledge, skills, and experience (Department of Social Development, 2018: 6). However, there is widespread concern among South African civil society organisations about the issue of management and leadership in general (Magongo, 2016: 123). Several authors have emphasised the significance of management in the efficient operation of CBOs (Chechette-Salles & Geyer, 2006; Swanepoel & De Beers, 2006). The current study aims to develop strategies to improve the functioning of funded CBOs in rural areas at Collins Chabane Local Municipality.

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1.4 STATEMENT OF THE PROBLEM

The creation of an enabling environment for Civil Society Organisations was one of the major policy positions taken by the South African democratic government with the passage of the Non-Profit Organisation Act No. 71 of 1997. The focus is to support people in communities to form structures in the form of Community Based Organisations, and meeting people's needs in communities. Section 2 of the Non-Profit Organisation Act, (Act No. 71 of 1997) states that, it is the responsibility of the state to ensure adequate standards of governance, transparency, and accountability are maintained and improved for Non-Profit Organisations. The implementation of the Non-Profit Organisation Act No. 71 of 1997 put pressure on government departments working with funded CBOs to intervene and provide strategic guidance on governance issues.

However, despite the above provisions, there are challenges with governance that impact adversely with the functioning of funded CBOs. These include lack of motivation for management and staff, shortage of leadership skills in making organisational decisions, lack of knowledge on the functional areas of organisational affairs, and lack of understanding of management roles. The study by Batti (2014) indicates that many of the local NGOs are faced with leadership challenges. According to Hedrickse (2008: 26), many organisations continue to demonstrate poor leadership and a lack of organisational capacity. These two aspects raise concerns on issues of governance in the activities rendered by the funded CBOs, as it compromises compliance.

A study by Daud (2020) confirms the lack of qualified, dedicated ethical leadership. Further, there are numerous tasks within CBOs that require detailed knowledge and understanding of procedures for efficient rendering of services (Nzewi, 2013: 07). In particular, the study by Wyngaard and Hendricks (2010) assert that organisations are experiencing challenges in complying with their own governance conditions as set out in their founding documents with regard to entrenching accountability and transparency.

Chapter 2 of the NPO Act No. 71 of 1997, asserts that it is the State's responsibility to non-profit organisations that "within the limits prescribed by law, every organ of state must determine and co-ordinate the implementation of its policies and measures in a manner designed to promote, support and enhance the capacity of non-profit organisations to perform their functions". While continuing to manage general operations of the organizations

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they serve in the high-need communities that requires consistent and continually available services, the challenges are even more pronounced, hindering effective delivery of services.

This is an important section within CBOs requiring further intervention to address the challenges. Further, the study by Chechetto-Salles & Geyer (2006:5) indicates that the management who do not understand all aspects of an organisation cannot effectively lead other members. Therefore, this study required methods to enhance the functioning of funded CBOs in Collins Chabane Local Municipality.

1.5 THE AIM OF THE STUDY

The aim of the study is to investigate the functioning of funded Community Based Organisations in rural areas: A Case study in Collins Chabane Local Municipality in order to recommend strategies for improving the functioning of CBOs.

1.6 OBJECTIVES OF THE STUDY

The study's specific objectives are as follows:

- To describe the functions of management in the functioning of funded CBOs in rural areas in Collins Chabane Local Municipality.
- To determine the roles of funded CBOs in enhancing community development in Collins Chabane Local Municipality.
- To identify the importance of funded CBOs in rural areas in Collins Chabane Local Municipality.
- To establish the challenges faced by funded CBOs in rural areas in Collins Chabane Local Municipality.
- To recommend strategies for improving the functioning of funded CBOs in Collins Chabane Local Municipality.

The study focused on the above-mentioned research objectives, the intention was to discover the functioning of CBOs in rural areas. The research objectives assisted in making recommendations towards improved functioning of funded CBOs.

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1.7 RESEARCH QUESTIONS

The following research questions were pursued in order to achieve the study's stated objectives:

- What are the management functions in the functioning of funded CBOs in rural areas in Collins Chabane Local Municipality?
- How the roles of funded CBOs enhance community development in Collins Chabane Local Municipality?
- What is the importance of having CBOs in rural areas in Collins Chabane Local Municipality?
- What are the challenges faced by funded CBOs in rural areas in Collins Chabane Local Municipality?
- What strategies can be implemented to improve the functioning of funded CBOs in Collins Chabane Local Municipality?

The above-mentioned research questions are similar to the research instruments (Both quantitative and qualitative research instruments used in the study. These research questions are highlighted in both the questionnaires (open and close-ended) and during interview.

1.8 SIGNIFICANCE OF THE STUDY

The management is the foundation of the funded functioning of CBOs. Achievement motivation will always remain a priority in delivering services to people. Support from responsible government departments working with CBOs in the form of regular monitoring, and ensuring compliance with norms and standards to improve the functioning of CBOs. The management and staff will be accountable for the services rendered to the communities. Hence, good governance would be enforced.

This study was carried out with a view of making an input within the knowledge gap in the field of Public Administration. It will contribute to raising public awareness on services

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rendered by CBOs and their importance in communities. The study by Shafter, Ghnaem and Abdelmotleb (2016: 8) indicates that management's primary function is to get people to work together for the attainment of an organization's goals and objectives. Community members would participate in organisational activities. According to Daud (2020) essential leadership practical skills and knowledge within CBOs need to be improved. The management and staff will be empowered to provide effective services to communities through motivating them to achieve more. The study findings can be used as a learning curve for CBOs and other civil society organisations.

1.9 DELIMITATION OF THE STUDY

The study focuses on the functioning of funded CBOs in rural areas. It was carried out in Limpopo Province's Collins Chabane Local Municipality (CCLM), which is one of the four municipalities in Vhembe District. Thulamela, Musina, and Makhado are the other three local municipalities. Data was gathered solely from people working in funded CBOs in the areas of CCLM.

1.10 DEFINITION OF OPERATIONAL CONCEPTS.

The operational concepts used in the study are defined in this section. The concepts are also defined in order to provide context for this study. The concepts are as follows:

- Assessment

The concept of assessment is commonly associated with appraisal, making decisions, forming opinions, or calculating the worth of something (Walker & Beckett, 2010: 206). Coulshed and Orme (2012: 13) define assessment as an ongoing participatory process that aims to understand the circumstances of the service users and serves as a foundation in planning how change or improvement can be achieved. For the purposes of this study, assessment refers to the evaluation of the functioning of CBOs in order to obtain answers and make decisions on how best to improve them.

- Community

According to Goel (2016: 1), community refers to people who live in the same area and have face-to-face contact with one another. On the hand, Schulenkoorf (2012: 10) defines community as a cohesive unit of individuals linked by economic, socio-cultural, and political

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ties, each with common problems and needs. In this study, community is defined as a group of people living together experiencing similar problems, with the same needs and using available resources to satisfy their needs and solve problems.

- Community Based Organisations (CBOs)

Hussain, Khattak and Khan (2008: 749) define Community Based Organisations (CBOs) as entities established as non-profit organisations on local and international scale that facilitate community efforts for community development. Community Based Organisations are also civil society, non-profit organizations that work within a single local community to address issues that are important to that community (Musambayi, 2012:3). In this study CBOs refer to locally based organisations which volunteer to provide services to people free of charge and receiving stipend from the government.

- Community Development (CD)

Stanica (2014: 12) defines community development as a process which a community improves its living conditions through voluntary, conscious and action plan of its members based on their own capacity of action, of intra and extra community connections of shared values and use of internal and external resources. Community development, according to Hindson and Vicente-Hindson (2005: 12), refers to the health, housing, education, and welfare (including economic welfare) conditions of individuals, households, and communities within a locality. In this study, community development refers to a group of people in the community who recognize a need or problem that affects everyone and devise a plan to address it.

- Non-Governmental Organizations (NGOs)

Davids and Theron (2014: 63) define NGOs as private, self-governing, non-profit organisations that promote people centred development. According to Aall (2001: 367), Non-Governmental Organisations may be broadly defined as private, self-governing, not for profit institutions dedicated to alleviating human suffering, or to promoting educational, health, economic development, environmental protection, human rights, and conflict resolution, or to encouraging the establishment of democratic and civil society. In this study NGOs will be describe as any civil society organisation which is not depending on government for sustainability.

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1.11 ORGANISATION OF THE STUDY

The study is divided into seven chapters, which are summarised below:

Chapter 1: Introduction and Study Background

This chapter serves as an introduction and justification for the research. It also includes the study's background, the problem statement, research questions, the study's aim and objectives, ethical considerations, and concept clarification.

Chapter 4: Literature and Theoratical Framework on the Functioning of Funded Community Based Organisations

This chapter provides review of literature on the functioning of funded CBOs. It was based on theoretical framework of CBOs, motivation of CBOs, McClelland motivational theory and its relevance to the study. The chapter also presents conceptual framework for the Community Based Organisation, the concept for the CBOs, the management of CBOs, methods to enhance functioning of CBOs and the necessities of having CBOs. It explains the following legislations and regulations that enforce and encourage the functioning of funded CBOs, such as the Constitution of the Republic of South Africa, 1996 as the country's supreme law, the Non-Profit Organizations Act, 1997 (Act No. 71 of 1997), the National Development Agency Act, 1998 (Act No. 108 of 1998), the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), the Companies Act, 2008 (Act No. 71 of 2008), and the Employment Equity Act, 1998 (Act No. 55 of 1998).

Chapter 3: Research Methodology and Design

The chapter describes the study's research processes and designs, such as research methodology, study area, study population, sampling, data collection method, and ethical considerations.

Chapter 4: Data Presentation, Interpretation, and Analysis

The chapter presents research findings based on raw data gathered through questionnaire and interview schedule. The information was also analysed and interpreted. The findings were presented in both numerical (numbers) and narrative (words) formats.

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literature on the functioning of funded CBOs The chapter presents the study's findings as well as its recommendations. The information presented was discussed in sections. The researcher also discussed the study's implications and made recommendations based on the assessment on the functioning of funded CBOs in rural areas.

1.12 SUMMARY

This chapter provided background information focusing on the functioning of funded CBOs operating in the CCLM. Background information and the rationale for the study were provided. A problem statement, research questions, the study's aim and objectives, ethical considerations, and concept clarification were also included in the chapter. The following chapter provides a review of the literature on the functioning of funded CBOs. The review of literature was based on the theoretical framework of CBOs, the concept of CBO, management of CBOs, management characteristics in CBOs, challenges faced by funded CBOs, and the legislative framework guiding the functioning of CBOs.

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CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK ON THE FUNCTIONING OF FUNDED COMMUNITY BASED ORGANISATIONS

2.1 INTRODUCTION

This chapter presents a review of the literature that is relevant to the functioning of funded Community Based Organizations. Literature from various sources that provide theoratical framework on the function CBOs was review. It introduces the conceptual framework used in the study and defines the concept CBOs. The conceptual framework of CBOs by different authors was defined and explained to give their meaning in relation to the functioning of funded CBOs. The functional areas that is applicable for the provision of effective and efficient services. Different types of CBOs operating in communities.

The chapter also presents current issues on the functioning of Community Based Organisations such as legislative framework guiding CBOs, management functions, capabilities required when providing services to communities, and the challenges faced by CBOs when providing services to communities. The future of having functioning CBOs and their benefits in rural areas were also discussed. The government intervention strategies in the functioning of CBOs were also identified and discussed. The current empirical studies on the functioning of funded CBOs in rural areas were reviewed.

2.2 THEORETICAL FRAMEWORK ON THE FUNCTIONING OF FUNDED COMMUNITY BASED ORGANISATIONS

This section provides theoretical framework for the functioning of funded Community Based Organizations (CBOs) in rural areas. According to Kerlinger and Lee (2000: 11), theoretical framework is a collection of interconnected constructs (concepts), definitions, and propositions that present a systematic view of phenomena by specifying relationships among variables in order to explain and predict the phenomena. Motivation theory, for example, would explain aggressiveness or general insecurity. Theories arrange a set of concepts to define and explain some phenomenon (Garner, Wagner & Kawulich, 2009). This means that they are communicable and public, and others can read, test, or discard them. The important thing is that theories explain the manner in which things are done and the reasons for doing it. It is also stated that theories make predictions, implying that they are, to some extent, anticipatory systems (Amadi, 2008). This implies that organisations are able to see the results before change in development and knowledge occurs once they are motivated. Swanson (2013: 122) explicitly states that a theoretical framework is the structure that can

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hold or support a research study's theory. Motivational theory has been applied to this study as a theory underpinning the functioning of funded CBOs.

2.2.1 MOTIVATION IN COMMUNITY BASED ORGANISATIONS

Motivation is critical to CBOs' success and long-term survival. The organisation is effective when the intended outcomes are achieved. For the CBO to function effectively, the members or staff required to be motivated (Berker, 2005). Motivation leads an increase in the productivity of the staff members. Nel, Werner, Haasbroek, Poisat Sono and Schultz (2008) maintain that one of the most important managerial functions is motivating staff members of Community Based Organizations. Research has generally assumed that motives simultaneously influence a person's behaviour (McClelland & Koestner 1992). It is crucial in changing the attitudes of volunteers in CBOs. Motivated people are always aware that a specific goal must be met and continuously direct their efforts toward that goal.

According to Binder-Aviles (2012: 32) some people who work for a CBO are highly motivated by the organisation's mission. Motivated staff members of an organisation are committed towards the organisation as well as its goals and objectives. While Phillips and Phillips (2010) state that most non-profit managers strive to motivate their volunteers by providing extrinsic and tangible motivation in the form of gifts. Because these volunteers do not only have to show up at work but more importantly, they need to be motivated to perform their duties. However, this behavior may be a waste of time for CBOs because volunteers would only produce better results if managers focused on providing and improving intangible rewards. Yet, an important and constant factor has been the ways in which managers motivate their workers to help achieve not only the organisation's goals but also that of their own personal ones. Even if the organisation has nothing else to offer, reminding volunteers of the intangible rewards they receive from the tasks they complete will help them become more motivated (Eshun & Duah, 2011). The authors conclude that organisations benefit from providing almost any reward to their volunteers because the action communicates a symbolic message that it values them (Phillips & Phillips, 2010). These actions also help to foster a positive self-image and feelings.

Positive motivation usually encourages the members and staff to greater achievement because they experience greater job satisfactory (Van Denveter & Kruger, 2003: 154). Volunteers devote their careers to civil society because they want to make a difference. This is often the case with a CBO's first staff members who work long and hard to establish the CBO. The CBO grows and hires new staff, the newcomers may not all share the same

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commitment to the CBO's mission. Good managers inspire the staff to believe in the organisation's mission and support its goals. A good manager helps the staff see how their tasks; whether big or small, contribute to the success of the CBOs (Binder-Aviles, 2012:32). Therefore, their commitment to the project and their CBO's obligations must be established and for that purpose, motivational information is needed (Swanepoel & De Beer, 2006:64). Mitchell (2011) contends that investing in the right support will enable new leaders to hit the ground running, identify and address any weaknesses, and provide long-term stability, which can have a significant impact on organisational productivity and overall objectives.

2.2.1.1 Guidelines for Motivation of Organisational Members

The CBOs staff members should be motivated to be able to deliver service. There are guidelines that should be followed when motivating CBOs members. The following guidelines should be adopted for effective motivation in the organisational context according to Gerber, Nel & Van Dyk (1998). The management should:

- Recognise individual differences among staff and members of the organisation. Individual differences stem from the fact that concerns both visible and invisible characteristics (Zeuch, 2016). This simply means that some dimensions of differences are easier to see and so easier to categorised. Such dimensions include, for instance, gender, skin colour, age and physical ability. While some of the characteristics are not easier to see or detect if certain behaviour is not shown. Individual differences in the workplace can foster creativity, enjoyment, and satisfaction while also causing conflict and frustration (Mullins & Christy, 2010). For the functioning of CBOs, the effective management should be able to identify, evaluate and deal with individual differences in a manner that will not hurt or select others. Motivation is an important stimulus that influences human behavior. As a result, during this diversity, organisations are expected to frame practices that will satisfy the group rather than just an individual (Varma, 2017). As a result, effective managers must chart a course that balances individual needs and expectations with organisational requirements (Mullins & Christy, 2010).

- They should set challenging outcomes to motivate the staff and members especially those who have the need for success (Gerber, Nel & Van Dyk, 1998). Every organisation operates to achieve results. To achieve the desired results, current work patterns should be disrupted with an interest in replacing undesirable activities. In essence, the goal of the disruption is to replace the organisation's current basic assumptions with a modified version that management deems worthy (Roach &

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Badnar, 1997). New versions might be challenging to the staff members but can be learning curve to those with need for success. In support of this statement, Lather and Jain (2005) point out that it has long been assumed that learning new things and providing opportunities for competency development boosts employee morale and satisfaction. It is also acknowledged that achieving goals has a significant influence on motivation and satisfaction at work. Therefore, management need to motivate the staff and members. This can be done through encouraging ongoing open communication between management and staff members, participation and mutual commitment.

- Make sure that staff members perceive the aims that are set as attainable (Gerber, Nel & Van Dyk, 1998). Management should ensure that the CBOs' goals and objectives are clearly communicated to all staff members. During the process, the staff members should be motivated to give their own views about those organisational aims to be achieved. Even though the organisational staff members, as a group may think the same thing that could assist in delivering services to the community, but each may have different versions of the thought. Individual behavioural responses to a specific situation are influenced by perception (Mullins & Christy, 2016). Therefore, it is important for the organisational management to involve each individual’s perception in the functioning CBOs.

- Management should ensure the staff members are motivated by including them in the decision-making. The functioning organisations rely on decision made to optimise their operation. This can be done through the establishment of an official hierarchy of authority where the staff will be included in coming up with the decisions that are as close as possible to their own positions (Mkombe, 2018). It should be noted that the staff perspective on organisational matters can provide a more accurate indication of their reaction to how such organisations operate.

- Meaningful tasks should be delegated to members and staff in an organisation to make them feel useful and important by allowing them to take part in the management process (Gerber, Nel & Van Dyk, 1998). Staff members in an organisation should be assigned responsibility for outcomes along with the authority to do what is needed to produce the desired results. To delegate well in the workplace and to help transform that into a place that works for all (Serrat, 2017).

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However, effective controls and regular reporting should be exercised to protect the organisation and its beneficiaries' interests.

- Clear communication should be used to keep all members informed about the aims set, and results achieved (Gerber, Nel & Van Dyk, 1998). The management in CBOs have the objectives to be achieved. To achieve the results there should be communication between the management and the staff members in an organisation. Effective communication is part and parcel of functioning organisation. Nowadays management needs to give the internal audience equal attention to those external to the organization (Dolphin, 2005; Chmielecki, 2015). Any communication should be free from barriers so far as to be effective. Effective communication is vital for building active and effective interactions among the staff, clients, management, and the community as whole. Communication is one of the most fundamental management functions (Khemesh, 2019). The management should have a way of communicating with the staff members in an organization for sharing information. Communication is essential for achieving managerial and organisational effectiveness.

- Management must be willing to delegate tasks and authority to capable individuals (Gerber, Nel & Van Dyk, 1998). Delegation can also be used as tool for confidence-building. When the management delegate some jobs or responsibilities to the staff members, it means they know that they can trust them with the results. The study by Mathebula and Barnard (2020) indicate that by giving responsibility to people should be centred on trust, relationship and competency. The staff members will be competent in the fact that once they successfully complete the task, the management will have more trust in their capabilities in the future. The staff members value the trust and get motivated from the fact that the management trusts them with an important work. In this way, the staff members will compete to do better. Consequently, those who do better or who are good at competition may perform better (Wang, Wang & Liu, 2018). Healthy competition among members should be ensured as this motivates people to greater success in their work (Gerber, Nel & Van Dyk, 1998). Community Based Organizations are working with different people and different needs. The staff members, who take responsibility for their actions, dependable, arrive on time to work, honest, friendly and do no let others in their team down, should be highly valued to work in CBOs.

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- The management should try to get to know each member of the organisation's personality, attend to their needs, and listen to them in order to identify their motives (Gerber, Nel & Van Dyk, 1998). An effective team requires a variety of personality types that can assume different roles. Nuckcheddy (2018) defines personality as a combination of a person's characteristics that make them unique and of a distinctive character and it serves as the foundation for individual differences among organizational members. This difference is what distinguishes everyone from another. Winsborough and Chamorr-Premuzic (2017) Finds that personality affects the roles played by each member in an organization, their interaction with other members and whether the teams values align to each other in the organisation. As such, knowing the personality of each member is important for matching them with a given set of responsibilities. Individuals have specific needs that they expect to be met at work. An individual's perception will be influenced by their needs (Mullins & Christy, 2016). Management should be aware of these needs so that steps can be taken to align them with the needs of the organisation and group as needed. It is difficult to meet the needs of everyone, but the leader's actions in one area that affect the others. Thus, the organisation's success is critical if the group is to be kept together and its members motivated to give their all to the job. The role of motivation cannot be understated for the functioning of CBOs. Abioro (2013) concludes by stating that motivation is a complex concept that involves a variety of drives, desires, needs, wishes, and other forces. Such forces and proper action thereby stimulating the motives for all members of the organisation which helps in initiating and maintaining action as well as the functioning of CBOs. Therefore, managers should motivate their subordinates by providing an environment that induces organisational members to contribute.

2.2.2 Motivation Theory

This study draws on McClelland's achievement motivational theory, to assist in assessing the functioning of funded CBOs in rural areas. Acquired needs theory or learned theory are other names which are used for achievement motivational theory (Daft, 2008: 233). This theory, however, do provide management, staff members, policy makers, stakeholders, and community members with an understanding of the functioning organisations. According to McClelland theory (1987), there are three types of needs: the need for affiliation, the need for power, and the need for achievement. McClelland (1987) argues that every individual has the three types of needs irrespective of their demography, culture or wealth. These motivation types are driven by goals, values, hopes and real-life experiences that people

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bring to the organisations which play critical role in the functioning for the CBOs in rural areas. Management and staff in CBOs are providing services to people with an intention of doing well to the poor. These are done because of the needs motivating them and the desire to motivate others (Daft, 2008; Lussier & Achua, 2007). The needs are discussed as follows:

- **The need for achievement**

Osemeke and Adegboyega (2017) indicate that the need for achievement is the desire to excel, to achieve in relation to a predetermined standard, and to strive for success. Similarly, Jie and Yanyuan (2010) indicate that motivated also have effect on employees as individuals to achieve and as well as ability to be innovative because they believe in themselves which will benefit the organisation to succeed. This is associated with the need for achievement because the more achievements CBOs make, the higher their performance because of higher levels of motivation.

- **The need for power**

It has been discovered that people who are highly motivated by power, are driven by the desire to influence, teach, or encourage others (Osemeke & Adegboyega). This driver produces a need to be influential, effective and to make an impact (McClelland, 1987). Shafter, Ghnaem and Abdelmotleb (2016: 8) indicate that management today, is about facilitation, enabling others to act, being a catalyst and coach. They are known to have the ability to take actions, influence ideas and actions while playing a leading role. Sinha (2015) posits that the desire for power is concerned with having an impact on others, influencing others, changing people, and making a difference in life. It is, therefore, the role of management to lead people in functioning funded CBOs and making a difference in communities where organisations are based.

- **The need for affiliation**

According to Perry and Wise (1999) individuals desire to perform, and provide services to customers, with the mandate to do good is enough factor to motivate. They strive to form new relationships and maintain social ones. This implies that the interaction between the management of the organisations and staff is important for the functioning of CBOs. This interaction often leads to achievement of goals as management will be involved in assisting staff members whenever a need arises. Sinha (2015) posits that people with need affiliation as a desire have the following characteristic, namely; a strong desire for acceptance and

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acceptance for approval from others, confirming to the wishes of the people whose friendship and companionship they value, and valuing the feelings of others. In fact, the management and the staff will be working together. This is because in today's economy, sharing responsibilities, coaching and developing others, and interpersonal skills are essential (Post, 2015). Sharing of responsibilities assists in making team members feel important and appreciated by squeezing out threats that impede concentration and performance. The functioning in funded organisations is related to retaining workforce. Therefore, for organisations to continue existing and retaining its workforce, the management should keep working on strategies that can help in motivating its employees. A motivated workforce experince sense of belonging and loyalty to the organisation and always work hard to associated with the results of their labour (Badubi, 2017). This is associated to the need for affiliation.

2.2.2.1 The Relevance of Achievement Motivational Theory in the Study

McClelland achievement motivational theory describes the link between motivation of the management and the functioning of CBOs in rural areas. McClelland was the first to argue for an empirical link between the need for achievement as a motivator (McClelland, 1961). The concept of need for achievement denotes a person's desire for significant achievement. It also refers to a proclivity to select and persist in activities with a moderate chance of success or those that provide the greatest opportunity for personal achievement satisfaction (McClelland, 1961; McClelland, 1987). McClelland's achievement theory highlights that every individual is motivated to varying degrees by their need for achievement, need for power, and need for affiliation, and that these needs are acquired or learned during an individual's lifetime (Daft, 2000; Lussier & Achua, 2007). This means that people regard different things as their motives to fulfil required duties. This motivation causes an employee to develop a desire to perform a task to the best of his or her ability based on the individual's own initiative. In this manner, the study by Johnson, Irizarry, Nguyen and Maloney (2018) note that well trained management will recognize their staff member’s needs and tailor their activities accordingly. The management desire leads an organization to believe that their staff members will learn to do their specified task and perform if they are capacitated and will genuinely wish to so.

Furthermore, these needs are learned and are therefore culturally (not biologically) determined, which implies that once the people find out that there is shortage of something in their community, they realised that something should be done (McClelland, 1961). Sinha (2015) proposes that McClelland's need theory is related to learning theory. According to the

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author, the types of events that people encounter in their environment and culture usually teach them about their needs. As such, CBOs may be aware of what people in their communities are going through, but they are unable to provide the necessary services. While this is important for the organization, motivation can be beneficial as well. Motivation is important in empowering staff to achieve their personal goals, organizational goals, and to a lesser extent, national dreams (Badubi, 2017).

McClelland achievement motivational theory in this context is related to this study as it strongly emphasizes the need to accurately understand the functioning of CBOs in rural areas. In order for the success of every community organisation, there should be a recognised need. The needs for the management should be appreciated to enable them to motivate CBOs to function effectively. People who are driven by a desire to succeed should be included to help CBOs achieve their objectives. People with a desire for power should be recognised for CBO management. Power is defined as ability to influence the behavior of another person or group of people (Richmond, McCkroskey & McCkroske, 2005: 132). In this context, it implies that adequate opportunities should be provided for the staff with power motivation to show their talent, and exercise management abilities while encouraging others to perform duties. Management should be capable of identifying the needs of their staff members and should be able to motivate these individuals in accordance with their desires (Johnson *et al*., 2018). Managers and leaders influence this largely by the way they run their organizations (Yussoff & AIhaji, 2011). While people motivated with the affiliation need should also be included to maintain good working relationships between the management and the staff in CBOs, but not forgetting that CBOs can function effectively if the workforce can be motivated. According to Khandekar and Sharma (2006), a motivated workforce is essential because full participation of employees inevitably drive the organisation's profitability. The study therefore argues that where the management is motivated by the needs, CBOs funded CBOs functions effectively.

2.3 CONCEPTUALISATION FOR THE FUNCTIONING OF COMMUNITY BASED

This section presents a review of the literature by conceptualising the Functioning of funded Community Based Organizations. In doing so, it introduces the conceptual framework used in the study and defines the concept CBOs.

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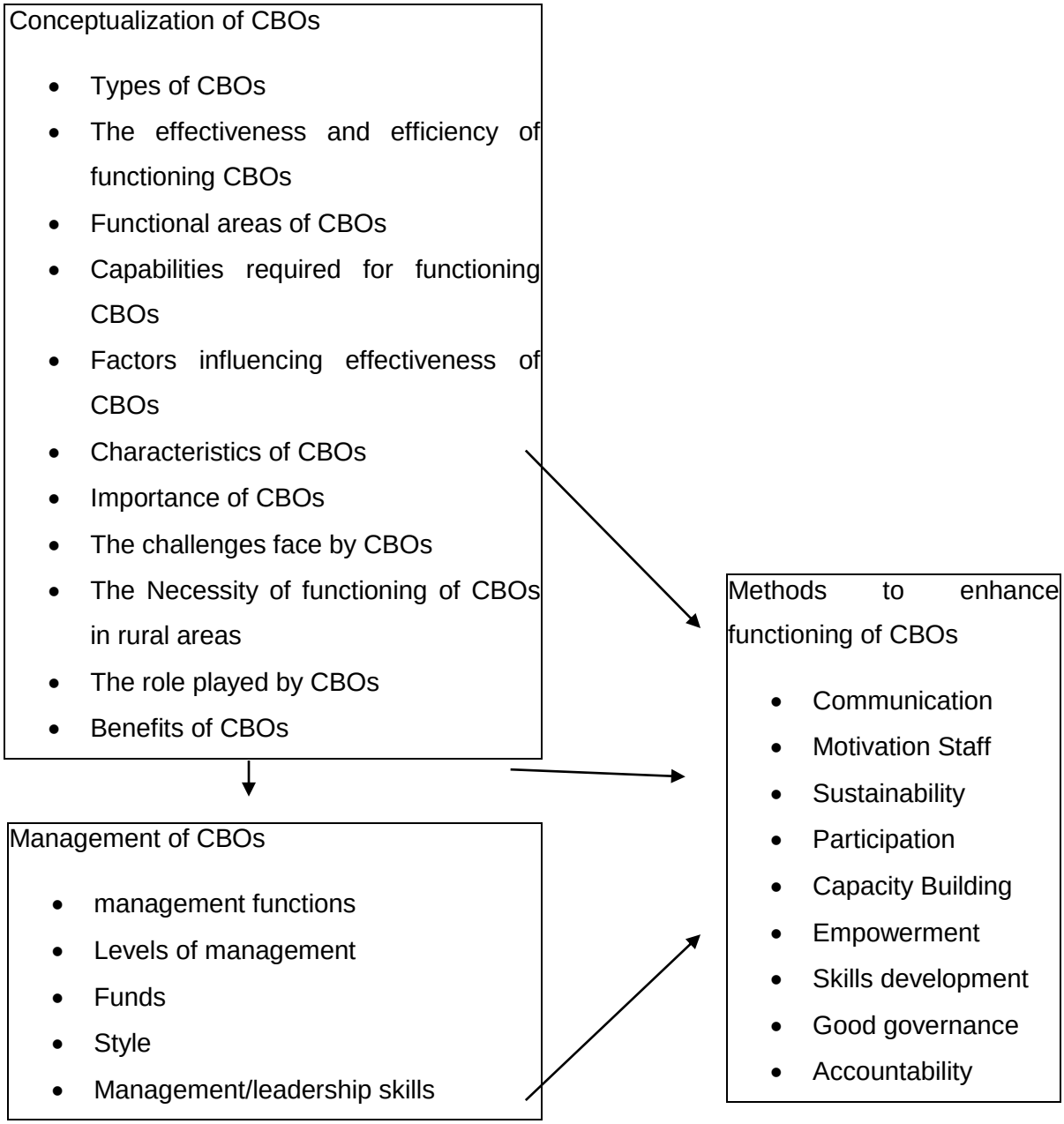
2.3.1 CONCEPTUAL FRAMEWORK

This section outlines the conceptual framework adopted on how funded CBOs in rural areas operate. The conceptual framework is presented as follows:

Figure 2: Conceptual framework of Functioning of Funded Community Based Organizations in Rural Area.



(Source: Tshabalala, 2021).

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This section introduces a conceptual framework that represents the central ideas and concepts of the functioning of funded CBOs. A conceptual framework is a structure that the researcher believes can explain the natural progression of the phenomenon under investigation (Camp, 2001). The above conceptual framework shows the relationship between the functioning of CBOs and the methods to be used by the management to achieve effective functioning of CBOs in rural areas. It also presents an integrated way of looking at a problem under study (Adom, Hussein & Agyem, 2018). This framework was developed to make it easier to specify and define the concepts with the problem of functioning of funded CBOs in rural areas (Luse, Mennecke & Townsend, 2012). The framework is divided into sections. Therefore, the study has adopted the above conceptual framework.

2.3.2 THE CONCEPT OF COMMUNITY BASED ORGANISATIONS

It has been a great challenge to precisely define Community Based Organisations (CBOs) in simple terms. In order to understand the concept of Community Based Organisations in this study, its difference with Non- governmental organisations and the Non-profit organisations will be claried first, then followed by the concept of CBOs.

Non-governmental organisations(NGOs), Non-profit Organisations NPOs) and Community Based Organisations (CBOs), are civil society organisations. Civil society organisations are non-state actors whose main are neither to generate profits nor to seek governing power but they unite people to advance shared goals and interests (Asian Development Bank, 2008). All these organisations types possess the same characteristics in that they are private, do not distribute profits amongst themselves, self-governing and they are voluntary (Salamon and Anheier (1992). The difference is the area of operation, the type of service they provide, the size or the scope, geographical coverage and capabilities. Both the NGOs, NPOs and CBOs work for the purpose of not making profit but for social good. Many of their goals are similar to each other as well which is why often sometimes the public would get confused on the difference of the three organisations.

To begin with, NGOs works outside the government body but would sometimes still be funded by government agencies. NGOs also focus on large projects developing countries and would often even go international in the said projects. According to Aall (2001: 367), Non-Governmental Organisations may be broadly defined as private, self-governing, not for profit institutions dedicated to alleviating human suffering, or to promoting educational, health, economic development, environmental protection, human rights, and conflict resolution, or to encouraging the establishment of democratic and civil society. The Gift of

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Givers is one of the NGOs examples providing assistance to people affected by hurricanes, famine, victims of war etc. who are need. According to Lewis (1997), NGOs undertakes implementer, catalyst and partner roles. They partner with other countries and other organisations in assisting those need.

Non-profit organisations are established by one society's members for the purpose of fulfilling its civil, economic, social, cultural or other rights and not obtaining profit (ciucescu, 2009). The NPOs as their names clearly states, do not gain personal profit in their operations. their structure may include an elected board of directors who work for an organisation but do not benefit or profit from the funds. all the funds earned directly go to the projects NPOs have planned out.

While, the CBOs are non-profit organisations that have their roots in specific communities and are frequently formed to carry out specific developmental projects or meet specific needs (Hendrickse, 2008). This means that these are organisations that are started in communities, by community members with the purpose of developing their community. Stewart (2006) believes that "a shifting constellation of forces, including stagnant or deteriorating economic and environmental conditions for the poor," has driven the evolution of a new generation of community and grassroots groups. These are forces or groups which have realized that the conditions required the community to stand up for them and by coming up with plans to assist the poor (Oluwaseyi, 2018). Along with traditional organisations and mass political movements, this rising tide of community groups is generally pragmatic and, above all, concerned with. At the same time, the government's failure to meet basic needs, the spread of new social ideologies and religious doctrines in some regions, and the opening of political space in some countries as tight-fisted dictatorships give way to nascent democracy self-help are all taking place (Hendrickse, 2008).

Given the above definition, CBOs can be considered non-profit, but with a different scope of functions, size, and geographical coverage, as well as closer geographical, cultural, and linguistic proximity to the communities (Stewart, 2006). A series of issues have been raised with this definition, pertaining to its role, measurement, and the location where the organisation is based. This may be the reason Hussain, Khattak and Khan (2008: 749), defined CBOs as non-profit organizations that provide local social services and whose activities are primarily based on volunteer efforts and facilitating community efforts for community development. The authors emphasised on the type of services provided by the CBOs in local communities without payment and remuneration received in returned and the purpose for the establishment of those organisations. The aspects mentioned above, are an indication that the CBOs are linked with the development of people and the community free

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of charge. In support of the above definition, Yakubovich, Sherr, Cluver, Skeen, Hensels, Macedo and Tomlinson (2016) indicate that CBOs have the potential to provide services in resources limited settings. The authors stresses on the imperative of the availability of CBOs in communities.

Apart from that, CBOs are defined as small formalised representative structures initiated by local residents based within the communities they serve, which champion the interest of their members (Hendrickse, 2008; Chilengue, 2013). The above definition emphasises on the size of the organisations, locality of the initiators of the organisation, the area where services are provided, and their quality. The authors believe that communities deserve to receive the best services which the CBOs can provide to them. The study by Cavaye (2015) supports this view, by indicating that CBOs are not just delivering services, but the author believes that rural people are clearly demanding greater service delivery from government and the private sector. In fact, the author stresses that the type of the service that should be provided do not matter. It is believed that the role of CBOs is more than delivering services, but providers should give the best service possible. According to Anheier (2005: 229), CBOs work in areas where it is difficult to provide social services.

The study conducted by Yakubovich, Sherr, Skeen, Cluver, Hensels, Macedo, and Tomilson (2016) mentioned the areas where CBOs operate as places where there are people with different challenges. Their services include visits, early childhood education and parenting, social support, counselling, financial assistance, and access to health care (Yakubovich et al., 2016). The above-mentioned services are of great importance as they are organized around values and the promotion of mutuality, empathy, trust, and solidarity.

In a study by Abegunde (2009: 237), CBOs can be defined as organisations formed through the collective efforts of people with diverse backgrounds who live or work in the same environment. Ndlovu (2004: 08) build on this definition, stating that CBOs can be formally or informally constituted by members who belong to the community they operate in. This depends on the rules of that community. Opare (2007) asserts that when people from a community come together to work in development of their community through implementation of various programs or projects, and empowerment of local population bring them together. Damasio, Heriques and Costa (2012) posit that the social and emotional dimension of all community members, and the essential and the basic need of social contact, interaction, support and effective exchange they all experience and express during the organisation's developmental process is essential. This emphasises that the community is organised to get the job done. The goal is to achieve equality in all aspects of society. It is

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therefore critical to note that CBOs are owned by the community, serve its priorities and aspirations, and community members have control over the organisation's direction and activities. This happens to organisations that are accountable to the community and comprised of local community members (Mgawanyemba, 2008: 14).

Above all, Van Bibber's (1997) study on attempting to understand the concept of CBOs broadens its scope from a community-based perspective. According to the author, the rationale for working together is based on the belief that community-based approaches enable communities to actively design, develop, and participate in solving their own problems. The study highlights that, community-based approaches require members to identify issues and collaborate to solve them.

According to Brown, Suzan, and Bryan (2000), CBOs are formed in response to specific needs or issues identified by community members. These conceptualisations of CBOs have the larger influence on the notion for depending more on local resources. Van Bibber (1997), indicates that local knowledge and resources are utilized in service delivery program design and delivery, including that: Community participants are involved in designing and modifying service delivery program. This service delivery program is designed to meet the community's specific needs, and it is obviously delivered at the community level.

Unlike other definitions, CBOs and Non-governmental Organisations (NGOs) are known collectively as Non-Profit Organisations (NPOs) and rely heavily on external funding (Department of Social Development, 2019: 01). In contrast, Ali and Khan (2015: 39) state that because they are non-profit and non-governmental localised institutions, they rely on their members for financial needs in order to fulfil their responsibilities and do not look to the government for funds. Regardless of where the funds come from, CBOs are largely staffed with volunteers who are accountable to a specific community or constituency (Hendrickse, 2008), and all benefits derived from members' contributions to the associations are distributed fairly (Ali & Khan, 2015). CBOs have traditionally relied on the goodwill and generosity of others to fund their activities through grants and donations (Viravaidya & Hayssen) (2001: 01). According to Chachette-Salles and Geyer (2006:03), CBOs rely heavily on voluntary contributions for labor, material, and financial support to facilitate community efforts for development.

Further to that, some of these organizations serve as political ambassadors, religious organizations, humanitarian organizations, and health care providers (Choto, Iwu & Tengeh, 2020: 589). CBOs accomplish these goals by focusing on one or more pressing local issues.

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The Department of Social Development (DSD) asserts that CBOs support economic growth by coordinating social and economic development policies and initiatives. In actuality, they serve as institutional models for enhancing citizens' skills in light of the sociocultural context where they are located (Dill, 2010). Nziane (2009) asserts that CBOs' main objective is to enhance the social, economic, and physical environment of the region in which they operate. The author emphasizes that CBOs services are viewed as sectoral contribution towards social development as organisations that are aimed at poverty as well as unemployment reduction were developed (Nziane, 2009: 07). For this reason, the DSD (2001) assert that CBOS are important because their services are rendered to all South Africans.

The most crucial component that Community Based Organizations (CBOs) share is people's relationships, networks, and trust in those relationships. The study by Goel (2016: 01) indicates that different stakeholders (individuals and groups) bring different sets of knowledge and skills that determine the capacity of the community to effect change and support the development of an empowering process that relies on the community's already-existing social capital, the aforementioned factors serve as the foundation of community strengths (Goel, 2016: 01). It is Despite the fact that there is different knowledge, skills and support from different stakeholders in the community, there is a lack of clarity on leadership skills, existing functions of management and their knowledge on organisational matters. As a result, more focus is based on the knowledge, skills and functions of the management in the funded CBOs in the rural areas.

2.3.3 Types of Community Based Organisations

This section discusses how various authors classified CBOs. CBOs, like any other organisation, are not all the same as they differ from other NGOs in their nature and motivation (Oluwaseyi, 2018). CBOs can be categorized into a variety of categories because each one is unique in the community it serves and the interests it has there (Mgawanyemba, 2008). As a result, these various CBOs tend to fall into five categorical types, namely: common interest groups, microfinance institutions, village development centers, user associations, and faith-based organisations. These types are significant in this study because they provide essential ideas, structure and features of the CBOs in rural areas. They also have serious impact on how CBOs operate in rural areas.

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2.3.3.1 Common Interest Groups

Khail and Sabawoon (2021: 155), regard common interest group as a voluntary group of small-scale producers who usually come together from the same socio-economic background. The funded CBOs are regarded as interest groups as they are connected to the community, the way they make and spend the funds. This is a group that is interested in socioeconomic factors that embody the social demographic characteristics, educational characteristics, and economic characteristics that are prevalent in each community. Certain demographic characteristics are associated with volunteering which is common in CBOs (Einolf, 2018). One of the characteristics of CBOs is volunteering as services provision is conducted based on the members own free will and without payments. The purpose is on the promotion of the interest of the community members, which are common not individual. These are associations made up of locals with similar objectives and passions. According to Olson's theory, in the study by Theresa (2020: 2), it is assumed that members of an organization who have common interests and goals will behave in such a way that they represent these interests, and achieve the goals provided they act rationally in their own interest. In fact, action and interest play crucial roles in development and learning for the functioning CBOs. However, this assumption does not automatically mean that group objectives will be accomplished, although it would be to everyone's advantage. This shows that different characteristics and circumstances of groups are decisive to whether their project is successful or not.

Moreover, the most influential interest groups in organisations are those that have established continuous and mutually beneficial relationships with management (Bianchi & Kossoudji, 2001). This implies that the management and the staff are equally interested in the organisational matters. This platform facilitates its members to share their ideas, experience and solve their problems through a mutual support (Khail & Sabawoon, 2021). Mutual support is important for the functioning of CBOs as management assist members to develop a sense of commonality and integration. In this manner, the management and the staff are working together by taking equal responsibility of supporting the community in solving their problems. The core structure of the common interests group can be changed while still maintaining its simplicity and flexibility. The management as leaders in the common interests group act to bring their followers together to form a single system that function as one to solve problems in their communities. In many cases, these kinds of groups end up being successful and achieve their goals.

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A study conducted by Manrid, Peter and Wakungu (2012), showed that those who joined common interest groups achieved higher production levels and that the groups had increased chances to accessing new technologies. For the CBOs to be connected, attached and belonging to the community it is important in the functioning of the organisations. As a result, common interests' groups are a common CBO type present in communities and community development. However, it is known whether the management and staff in CBOs have common interest of delivering services or not.

2.3.3.2 Microfinance Institutions

Microfinance institutions give low-income clients, including consumers and the self-employed, who typically lack access to banking and related services, access to a variety of financial services, including credit, savings, micro-insurance, remittances, and leasing (Badugu & Tripathi, 2016). These institutions assist people with the shortage or insufficient income to reach intended results. Although micro-finance institutions are not technically banks, they do provide comparable services for underprivileged communities (Molosi-France & Dipholo, 2017). To gain a better understanding of the concept, Shreiner (2001) states that microfinance is provided as an effort to improve poor people's access to loans and savings services. Scholars increasingly referred to microfinance as an effective means of poverty reduction during the 1990s (Rekha, 1995; Cerven & Ghazanfar, 1999; Purnkhurst & Johnston, 1999).

Most nations now view microfinance as a very effective tool for improving the economic circumstances of the poor through a group approach (Tripathi & Tripathi, 2014). The group approach is important in creating an arrangement in which people in organisations, work together and discuss how best they can find funds to solve their problems. Services such as skills training, technological support, education, and health-related strategies should be included with microfinance to make it a more effective means of poverty reduction (Nawaz, 2010). All of the services listed above are required for CBOs to function. It enables the underprivileged of a similar socioeconomic background to organize themselves into self-help groups (Eswarrappa, 2020).

Generally, Grace (2012) indicates that microfinance has been accepted as an effective method for empowering both individuals and communities. Conversely, the study by Mayoux (2000) indicates that one of the features of microfinance institutions is that it mainly targets women compared to men. This is because women outnumber men in most CBOs. Microfinance institutions are currently being promoted as a key development strategy for

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promoting poverty eradication and economic empowerment (Sheraton, 2004). As a poverty alleviation programme, it was believed that targeting women makes CBOs more effective in development (Mutongu, 2012). Microfinance programs emphasize women's economic contributions as a development inclusion strategy aimed at increasing overall financial efficiency within national economies (Thanh, 2021). Cheston and Kuhn (2002) emphasised the importance of microfinance as empowerment, particularly women empowerment, in support of the preceeding statement. Women are disproportionately poor as a result of unequal labor distribution and a lack of control over economic resources (Holloway, Niaza & Rouse, 2017).

Cheston and Kuhn (2002) further emphasise microfinance which provides credit to poor women who are typically excluded from formal credit institutions, as one of the most popular forms of economic empowerment for women. Moreover, a study conducted by Simba (2013), indicates areas where micro finance type shows success. First, micro finance programs are successfully reaching the poor, particularly low-income women entrepreneurs. Second, the program is recovering outstanding loans, and approximately 95 percent have been recorded to be successful. Third, Micro finance is seen as development model designed to reduce poverty and improve self-sufficiency (Hulme & Mosley, 1996; Simba, 2013). Finally, this concludes that micro finance is regarded as a type of CBOs which improve poverty alleviation. The conclusion can be drawn that this type focus more on certain type of gender which is women. It is not known if men are also considered.

2.3.3.3 Village Development Committees (VDCs)

The Village Development Committee (VDC) is defined by Molosi-France and Dipholo (2017) as a village-level institution responsible for ensuring that the community actively participates in the development process to promote grassroots development. VDCs are grassroots organisations formed to address community issues. The functions of VDC's are to make adjustment between the existing problems and resources by taking necessary decisions (Mall, 2013). The VDCs are made up of village leadership emphasising more on encouraging communal unity among villagers (Ando, Uchida, Rahman & Hossain, 2008). This implies that the VDCs are working in collaboration with government institutions to bring solutions to the community problems by improving the management of resource and delivering service. The study findings conducted by Kheru (2015) indicated that the level of contribution made by VDCs is satisfactory as members of the communities acknowledge their activities, however, some modifications on their objectives are still required. It can be

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concluded that VDCs are essential, but they can work best if they can extend the period of operation.

2.3.3.4 User Associations

A user association is a collection of people who organize themselves for the purpose of achieving a particular objective (Giddens, 2006). These organizations appear to be a grouping of various types of volunteer activity geared toward the common good (Immerfall, Priller & Delhay, 2009). Compared with other local organizations, user associations possess strongest capabilities and promises for mobilizing and managing resources (Oviasuyi, 2020). This is because they are composed of local people who have experienced similar problems, with the same needs, which ensure collective and co-operative action in bringing development projects. Citizen willingness to invest time and resources in causes other than their own is arguably a key requirement of user associations (Lipest, 1996). According to the research done by France and Dipholo (2017), user associations are similar to clubs in that the community resources they offer are mostly useful its members. Although membership has only a formal character and says little about an individual's level of involvement in an organization, as a voluntary activity on the part of the citizen, it is still an expression of participation and social integration (Immerfall, Priller & Delhay, 2009). It is stated that user associations may manage, maintain, and fund facilities with resources and funds obtained either publicly or privately, like any other organizations (France & Dipholo, 2017). Resources are important components of the overall rural development programmes for user associations.

In addition to their adaptability traits, which are lacking in governmental and formal institutions, user associations work in a variety of fields. These traits include openness, ease of accessibility, and flexibility in loan granting (Iganga, 2012). Associations have activities that involve holding meetings to discuss the programmes and projects, identification of the felt needs and participation in development (Akinsorotan & Olujide, 2007). Specifically, the above-named activities are conducted through supply of labour, contribution of money and planting materials. Therefore, the study by Tomina and Roxana (2009) point out that people who have more resources (in terms of income, human, capital and social) are more involved in association work because they have more to share with others, and also more attractive for organisations volunteers. Affiliation motivation is important for this type, as members are considered first. According to Okpaga (2004:6), "If rural development is the promotion of the socioeconomic welfare of the rural, user associations have made some impact to a certain extent." Given the above explanations, further inestigations are required as it is not known if

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this type function effectively in delivering services, because each of the members are able to afford before the help of others.

2.3.3.5 Faith Based Organisations (FBOs)

Faith Based Organisations (FBOs) are non-profits and CBOs with a religious bent. Magongo (2016) claims that religious organisation creates FBOs focusing on offering welfare services in conjunction with their preaching. Any organization that derives motivation and direction for its endeavours from the teachings and tenets of the faith, or from a particular interpretation or school of thought within that faith, is referred to as an FBO (Clarke, 2008). These organisations state unequivocally that they are motivated by religion (Kirmani & Zaidi, 2010). Religion is frequently expressed in these organisations' mission statements, which outline the overall purpose of the NGOs while emphasising values and principles (Peterson, 2010; Hoda & Gupta, 2015). It should be noted that Faith-Based Organisations, depending on how they are initially established, have similarities to other types of CBOs (Hoda & Gupta, 2015). These organisations have a history of offering anti-apartheid services, welfare, and education to the communities where they have operated (Kirmani & Zaidi, 2010). In recent years, these organisations have taken on prominent, and sometimes dominant, role in the development sector (Ware & Clarke, 2015). FBOs focus on engaging and empowering self-help efforts of less privileged people who are significantly excluded in most economic development programs (Ongenekohwo & Tonunarigha, 2019). Faith-based organisations frequently provide the moral case for better social government services (Kirman & Zaidi, 2010).

The study conducted by Magongo (2016), reported that FBOs are primarily self-funded, with support from organisations in other countries. Magongo (2016) further indicates that financial support has been dramatically reduced in recent times due to donor aid cuts, democratisation in Eastern Europe, and the economic crisis. Furthermore, it was stated that in the post-democratic era, FBOs aided in democracy education and practice (Magongo, 2016). Hoda and Gupta (2015) contend that although FBOs are the subject of considerable debate and criticism, this does not necessarily imply that they are less advantageous than other CBOs. They also emphasize the importance of recognising the potential roles that FBOs can play in community development. FBOs are critical in the functioning of funded CBOs in assisting people to obtain competencies that enable them to overcome obstacles in life or at work (Ongenekohwa & Tonunarigha, 2019). Additionally, Ongenekohwo and Tonunarigha (2019) state that FBOs have some positive impacts because they contribute to

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poverty alleviation and, as a result, improve their capacities for positive economic engagement.

2.3.4 THE CHARACTERISTICS OF COMMUNITY BASED ORGANISATIONS

Since the CBOs exists and operate within communities, the study by Loza (2004) states that people with common interests who pursue the benefit of the community where they live create CBOs. It is essential to comprehend its traits in order to distinguish it from for-profit businesses and government agencies. Others have pointed out five essential qualities of CBOs, saying they need to be formally organised, private, not for profit, self-governing, and voluntary (Wilson, Lavis & Guta, 2012). As there are many characteristics, the following were added for more understanding of the funded functioning CBOs and they are: community acceptance and involvement, rely in community-based approach, service oriented, require socio culturally acceptability and require management capability. Given the above characteristics of CBOs, they clearly explain the quality of the functioning CBOs. In order to be understood, the characteristics are explained as follows:

2.3.4.1 Formally Organised

The social web of modern societies is made up of the most important elements constituted in the formal organisations (Ogunsiji, 2001). In the context for CBOs, it is a social web as it is formed through social interaction, social networking, and collaboration of different stakeholders from the community, and the community itself. According to Etor (2016: 32), a formal organisation is a well constituted body established on mutual agreement with an oath of intelligence to accomplish a pre-determined goal or purpose. Planning, implementing, and overseeing social and economic development programs are the goals of CBOs, along with offering communities support on a technical and financial level. According to Bamidele's (2013) study, formal organisations serve a purpose because they do not bring together people for any reason. Instead, they draw members from social units like families, friendship groups, and the community to realise their clearly defined objectives instead. Therefore, CBOs are established to serve the needs for the communities. It is in this regard, several researchers noted that formal organisations refer to an interrelated and coordinated functions carried out by people in a separate space for specific tasks accomplishments (Okon, 2004; Udo & Akpa, 2010). This further shows that a formal organisation emerges after coming together of persons who share similar ideas and convictions for the sole purpose of implementing the vision of the visionary among them by maximising their potentials in order to achieve their pre-determined goals. A formal organisation has its own

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set of distinct characteristics. Etor (2016) further indicates that formalisation formalization is a crucial structural element because it lends order to an organization and directs and guides behaviour in specific circumstances. According to Hernaus, Aleksic, and Klindzic (2013: 27), this involves, among other things, clear objectives and policies, an organizational structure, and rules and regulations that are well stated. It has been proposed that a social structure that is formally rationally organized entails clearly defined patterns of activity, where, ideally, several activities are functionally related to the organization's aim (Bamidele, 2013).

Etor (2016) adds that formal organizations that are well-structured, with a clear job description, task specialization, and final product standardization, adhere to established norms and regulations, and have an efficient communication network. Furthermore, managers build mechanisms that govern employee behavior by establishing and enforcing rules, laws, and procedures. In addition, formalisation can be described as a degree to which behaviour is limited to work rules, regulations, policies, and procedures (Hernaus, Aleksic & Klindzic, 2013: 27). Organisations specify sets of rules or codes to govern how work is conducted. Thus, it is argued that organisational policies are set for the sake of managing (Principi, Jensen & Lamura, 2014: 243).

2.3.4.2 Private

Community Based organizations tend to be privately owned. They set themselves apart from the government in that they are neither run or overseen by a government body and are not, as a result, a part of the public sector (Wilson, Lavis & Guta (2012). This implies that CBOs are owned, controlled and managed by individual in the community. Some authors argue that privately owned organisations in this sector are usually small, they are not regulated by laws and are poorly developed (Swanepoel & De Beer, 2008). CBOs are required to register with the Non-profit Organization Directorate, which was created in accordance with the NPO Act, No. 07 of 2007, especially with respect to regulatory laws and governance frameworks.

The study conducted by Khan and Kandeker (2016) observed that although private organisations have a singular, non-profit objective, the demand and supply of their goods and services are determined by the market environment (Khan & Kandeker, 2016). This implies that CBOs does not produce goods and services for profit making, as they are more concerned with the welfare of the people. Services are provided in communities based more on how CBOs raise awareness of their offerings, community members' needs and desires for the services, and CBOs' capacity to provide those services. The authors also point out that private goods and services are exclusive and competitive by nature (Khan & Kandeker,

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2016). Excludable in the sense that CBOs only make services available to the underprivileged and those unable to pay for them in order to better the lives of the residents in the communities in which they are based to improve the lives of the locals. For some scholars, the main conventional diction between public and private organisation is their resource ownership (Booney, 2002). Private organisations maintain a distinguishable ownership, but it is difficult for public organisation to identify owners of resources. Conversely, private ownership can easily be transformed into individuals, private pins are owned by entrepreneur or shareholders who own the property and resources as well as receiving direct monetary benefits (Courtney, 2002).

2.3.4.3 Not for Profit

CBOs operate for non-monetary benefit (Choto, Iwu & Tengeh, 2020). The key for CBOs at all levels is to use all the resources they receive for the benefit of the community. Their staff or anyone with a financial stake in the organisation do not share in their profits (Courtney, 2002). People with beneficial interests do not own title to the property, but they have some right to benefit from the property. This is the case in CBOs, they do not have the right over the organisations but are the agents of the trust who only have managing duties. Kolb and Carroll (2018) point out that the reason is because not for profit organisations do not have owners but are regarded as community assets. Ravs and Rassue (2015) indicate that these organisations exist with the purpose of helping the community. Hence, the community benefit from services provided by these organisations. The two most important traits of CBOs are that they do not distribute profits to others and that their mission is centred on the service they offer. Anheier (2005:48) asserts that non-profit organisations are private organisations that are not primarily driven by commercial goals and considerations and do not exist primarily to generate profits, either directly or indirectly. A non-profit organisation uses all the funds earned or given to further its goals and maintain itself.

While Bezuidenhout (2017: 20) assert that there are various CBOS that are specifically established for public purposes and not for commercial ones. The organisations were founded with the public's benefit in mind and offer free services to the neighbourhood (Omura & Forster, 2014). (Omura & Forster, 2014). This mean that members of the community are not paying for services they receive from the CBOs. In contrast, it is also stated that the majority of CBOs collect membership and annual fees in order to maintain themselves (Dill, 2010). This also implies to the funded CBOs, but the agreement is made between members operating in such an organisation. This is because in cases the funds received from funders or donors, usually comes with specifications of what the money

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should be used for. Bezuidenhout (2017) further indicates they also close a gap on social need that neither the government nor for-profit organisations are able to fill. Feuk (2011) adds that CBOs have a purpose for working and they specialise in different fields where they often depend on volunteers for service provision.

2.3.4.4 Self-governing

Self-governance is the ability of social entities to govern themselves on their own (Kooiman & Van Vliet, 2000: 360). Salamon and Anheier (1997) posit that CBOs must be self-governing. CBOs are self-governed by their boards of directors, who are made up of volunteers committed to the non-profit mission. Stock (1995) argues that local self-help and community independence should receive more attention in African development strategies. A significant percentage of Africa's population has been compelled to go inward to their own resources, talents, and frequently to what is referred to as their "local technological knowledge" in order to cope with the harsh realities of the modern global economy. These include structural modifications, droughts, conflicts, and the failure of conventional "top-down" techniques (Binns, 1994). Such tactics are frequently just means of survival at their most fundamental level. However, they agree with recent statements made by the World Bank regarding the necessity of fostering participatory development methods (Stock, 1995). Developmental strategies that promote independence, according to Nel and Binns (2000), are supported by the facts that:

- In times of crisis, local communities have access to a wealth of resources, abilities, and indigenous knowledge.

- Because local efforts are frequently the only means of survival for the underprivileged and destitute, local management of resources and initiatives is crucial.

- Strategies that are inward-looking are encouraged by declining export profits, increasing debt, and decreasing macro-level resources.

- Local self-reliance supports local initiative, empowerment and is typically founded on ecologically good development principles.

For CBOs to meet this requirement they need to be able to manage a sizable portion of their own operations. As a result, it follows that CBOs need to have their own internal governance processes and a substantial amount of autonomy. Anheier (2005: 48) asserts that

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community-based organisations that have representatives from the government or business on their boards are still eligible to be classified as non-profits under this characteristic. Even though they are structurally separate, some private, non-governmental organisations may nevertheless be so closely regulated by governmental bodies or private corporations that they essentially perform as parts of these other institutions (Salamon & Anheier, 1997). The issue is how much control they have and how much freedom the organisation retains.

2.3.4.5 Voluntary

Studies indicate that CBOs are based primarily on volunteer efforts (Chechetto-Salles & Geyer, 2006). These volunteer efforts are helpful to community members. Members of the organisations are freely giving time and labour for community service. The CBOs are the products of the community, and their intentions are to bring services and development to communities. As the work that is connected to the society, Stukas, Snyder and Clary (2014) mentions that volunteerism requires deliberate decision-making about a significant commitment of time. It is one of the most important yet underappreciated ways to ensure that the poorest and most marginalized communities receive public services (Burns, 2014). Scholars used variety of definitions to explain the voluntarism of CBOs to better understand volunteer work. While most people concur, that volunteering is an activity done primarily for the benefit of others, that it is not required and that it is not compensated with market wages (Einolf, 2018).

Snyder and Omoto (2008) identify the purest form of volunteering, emphasising free choice as opposed to coercion, without monetary benefits, with a formal role in an organisation and benefits primarily for others. Burns (2014) adds that services provided to others can be a most progressive of values, giving and getting nothing in return beyond knowing that has made a difference. This version of definition is closest to the public's perception of a volunteer. Hence, Cnaan, Handy and Wadsworth (1996) indicate that that there are four points where scholarly definitions diverge from one another: freedom of choice, material rewards, institutional context, and non-material rewards. For the funded CBOs to function effectively, resources are required for the provision of services. Thus, volunteers need to be presentable to assist others. Much research on volunteering emphasizes on helping others but putting less emphasis on rewarding the helpers (staff members). Therefore, it is argued that volunteerism of management be provided freely, but the staff should involve monetary as a form of rewarding the job well done.

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2.3.4.6 Community-Based Approach

According to the UHCR (2008), when using a community-based approach, people who are targeted for humanitarian assistance have the right to information and transparency from those in charge of providing assistance, as well as to participate in decisions that affect their lives. Community members work with CBOs to tackle their concerns. People should be given the opportunity to engage in projects that influence their lives rather than being forced to do so. It places a strong emphasis on developing, implementing, and maintaining community-academia partnerships that share leadership in the planning, implementation, evaluation, and dissemination of creative, culturally appropriate, and evidence-based interventions that improve the translation of research findings for social and policy change (Holiday, Phillips & Akintobi, 2020). Community-based approaches, as noted by Slaymaker and Christiansen (2005: 14), allow communities to actively design, develop, and be involved in the delivery of their own prevention and intervention strategies. This strategy puts the community's members under pressure to identify the problems and resolve them cooperatively (Van Bibber, 1997).

While, Wiser and Mitchell, (2005: 2) add that Community-based approaches tend to be participatory in focus and intent, are advocated widely internally and domestically based on the idea that information, understanding, and capacity for change as well as for monitoring and enforcement do not rely only on government or private organisation. For example, if there is need or problem identified in a community, both the CBO and the government assist each other and participate on how they can resolve such a problem. In conclusion, the government will not try to tackle the issue alone, but it will involve key different stakeholders in the community. Both government and CBOs find ways to see how they can provide food to the family on monthly basis, and at the same time come up with strategies on how they can also provide a shelter (house). In that way, both the community and the government will have participated in helping the family.

2.3.4.7 Community Acceptance and Involvement

Community acceptance refers to the responses of local stakeholders particularly residents to be involved in organisations for effective functioning purpose (Devine-Wright & Wiersma, 2019). It is often believed that acceptance is effective as it is working to reduce risks to staff and programs. The community and other stakeholders may be reached out to and educated about the organisation's goals and motivations as part of a variety of measures taken by using an acceptance approach (Fast, Finucane, Freeman, O'neill & Rowley, 2011: 8). It is

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critical that organisations should not assume they have gained acceptance but develop tools to assess and monitor whether they are accepted in a given context by whom and how these changes over time in a dynamic context.

A Bill of Rights is included in the Constitution of the Republic of South Africa, 1996 (hereinafter referred to as the Constitution, 1996) and enshrined the fundamental rights held by all individuals and groups. These fundamental rights include those related to equality, privacy, and property, as well as those related to freedom of expression and association and a number of socioeconomic rights. The ability to express and defend one's shared interests is provided by the right to freedom of association. Community members have the power to influence decisions that have an impact on their neighbourhoods through association. De Waal (2000) asserts that this allows individuals to associate with others to achieve a common goal or objective and the state may in principle not prevent the establishment of association. Stakeholder mobilisation and engagement involves the ability of an organisation to create collaborative relationships with a wide number of stakeholders. Through collaborative relationships, it has been observed that for the CBO to be functioning there should be people who are organised, connected in decision making (Herron & Hennessey, 2019). It is widely believed that group problem-solving and decision-making is more efficient and optimal than individual problem solving because groups can process more information than an individual can (Stewart & Stasser, 1998). According to Freeman's (2017) research, when people are properly engaged, they are more likely to cooperate and support an organisation's initiative, which has a positive impact on how well it operates and develops.

2.3.4.8 It is Service Oriented

The organisational service orientation concept appears to be very accurate and pertinent when it comes to having the ability to provide excellent client service (Urban, 2012). Service orientation is described as the degree to which an organisation emphasises in multiple ways of meeting customer’s needs and expectation for service quality (Oliveire & Roth, 2010). Customers in CBOs are clients receiving services. The clients’ needs are the problems that motivate them to seek services organisation. The functioning CBOs should have the ability to deliver quality services to the clients. According to Ramya, Kowsalya, and Dharanipriya (2019), the quality of a service is determined by how closely it adheres to the expectations of the client. This demonstrates a strong correlation among a customer service orientation and the way in which people feel about their service experiences (Susskind, Kacmar & Borchgrevink, 2003). It is indicated when the management and staff members in CBOs are eager, having positive attitude and being eager to help by providing the best service possible

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when working with clients. In support of the above statement, Lyetle, Hom and Mokwa (1998) mentions that service orientation shows up in staff attitudes and behaviours with direct effects on the caliber for the service delivery process that set the tone for all customer interactions. A similar study by Kanovaska (2010) finds that the quality and customer services present a strong barrier against the competition, and services can add value to the product. This implies that quality of services provided by organisations play a role in functioning of such organisations in the way that it can sends a negative massage to clients and not be interested in accessing service. The services that are reliable, responsive and accountable are the success for the functioning funded CBOs. Therefore, it is essential that CBOs invest enough time in planning and putting into practice the strategy of concentrating on anticipating, recognising, and meeting the needs of the community, whether or not they are clients.

2.3.4.9 Socio Culturally Acceptability

Since performance has been seen to depend on the organisation's culture, a focus has become a significant part of day-to-day functioning (Akpa, Asikhia & Nneji, 2021). Performance is guided by the values, expectations and practices to inform the actions of all the team members. Organisational culture is the social adhesive that assists in holding organisations together by providing them with standards about what members say and do (Fox, 2010). Members in the functioning CBOs are bound by the norms and values of the organisations, they work together to produce intended results for the society. The reason is that workers think similarly and are influenced by the same concepts about the services (Racelis, 2010). This implies that organisations have their own rules and regulations that guides the way workers should render services to the society. According to a study by Lekhaya (2013), strong culture influences behaviour, gives meaning to tasks, and consequently makes a substantial contribution to the long-term success of the organisation. Therefore, members with the standard of behaviour of the organisations, following the rules and regulations of the organisations contribute significantly to the functioning of the CBO. This makes them to share similar norms, values, relationship networks and interactions to other organisations (Mutongu, 2012: 03).

Sociocultural influences are very strong tools of functioning organisation. According to Pheysey (1993), a society's culture expresses how its members approach problem-solving, and this is reflected in the methods used by organisations based in that society. Cultures in society and organisations differ not only in terms of their content but also in terms of their tenacity and rigor. Despite these challenges, in my opinion, the society accept to have the

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organisation located in their area, they have realised that the organisation will bring change in their community. As such the society should also assist by working together with that organisation to solve people's problems. It is true that they will have differences, but both should find ways of resolving those differences for the organisation to function effectively.

2.3.4.10 Management Capability

Capability is defined as the capacity to carry out a particular productive activity (Jacobides & Winter, 2012: 1365). Productivity is related to performance of the management in organisations. Hence, productivity is considered a key source of economic growth and competitiveness against organisations. The CBO's ability to improve its standard of functioning over time depends almost entirely to the management's ability to raise their outputs. The study by Worrall and Cooper (2000) argue that individuals and organisations survival depend on how well and quickly managers develop new skills. Igwu (2012) support by indicating that in organisation where mentoring enables positive implications for those being mentored, there is progress. When the management has willingness to devote their energy to produce or develop new skills by transmitting organisational values, culture, goals and visions to other members of the organisation, all will benefit the organisation.

According to Brito and Sauan (2016: 08), for CBOs to operate efficiently, management must be confident in their skills and firmly believe that using those skills will produce favourable results. The skills should contribute to employee's abilities to respond in daily services provision. Recognising that employees have skills required to do the work. For example, organisational staff members working with communities in solving problems should be able to classify problems according to their characteristics in order to refer them the right people for assistance with solutions to different problems. According to Hiller and Hambrick (2005: 308), management should not be phased by fear or worried about negative outcomes because they are firmly convinced that they will overcome challenges and solve all issues. Mostashari (2005: 08), adds that the board members should also be able to strengthen the board's understanding of NGOs and other issues, have experience carrying out board-related tasks and responsibilities, represent issues related to NGOs' involvement in their target issue/area, and represent issues related to the NGOs' target community. It is true that abilities can be learned, but it will be beneficial for the communities to utilise skilled people for the functioning of their funded CBOs.

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2.4 PERSPECTIVE OF FUNCTIONING COMMUNITY BASED ORGANISATIONS

This section provides the literature on perspective of functioning of funded CBOs. It also provides a review and discussion on funded CBOs. The concept of functioning derived from the word 'function' which generally means to be involved in something. Then, functioning is an achievement of people, that is, what they manage or succeed to be or to do (Sen, 1999; & Kuhumba, 2018). The definition explicates very clearly that functioning in fact, refer to a person's achievement in the effort to do something or to be somebody. In the purpose of CBOs functions refer to several key tasks that must be performed regularly in order to deliver services. As a result, delivering intended services to the community is an achievement from the organisations site (Nel, Werner, Poisat, Sono & Schultz, 2008). There must be steps to be followed or developed to fulfil a specific need.

According to Hamilton, Mittman, Campbell, Liu, Moss, and Wyatt (2018), the success of the functioning organization is largely supported by the organizational context and social environment in which the CBO operates. That is where achievement motivation comes in. The authors also highlight how organisational policies, community needs, and other aspects of the external context domain permeate between the internal and external context domains, affecting both organisational capacity for implementing readiness (Hamilton *et al.,* 2018). The study by Scaccia, Cook, Lamont, Wandersman, Castellow, Katz and Beidas (2014) indicates that for the organisation's readiness to function effectively, the three components which are motivation, general organisational capacity and intervention-specific capacities must be followed.

The multiple constituency model conceives of differing groups of stakeholders, such as clients or customers, board members, staff, volunteers, and funders, as probably having different goals and requires that their potential differences in their interest (Herman & Renz, 1998). The functional view maintains that CBOs functions according to the value brought to the society (Morris, Kuratko & Covin, 2008). In support of the functional view, Nel, Werner, Poisat, Sono and Schultz (2008) indicate that the internal functioning of the CBOs develops over time and largely determines the success of the organisation in achieving its goals and satisfying the needs of the community. Nel *et al.,* (2008) further indicate that the success of the organisation is based on the efficiency and effectiveness. The consensus is that effective organisations can create and sustain inherent financial and nonfinancial wealth that can be distributed among their stakeholders (Binsiddig & Tsai, 2012).

From this perspective, CBOs must simply find ways to be more sustainable, creative, and innovative. The role that managers must play is critical to the organisation's effective and

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efficient functioning (Swannepoel & De Beer, 2006). This implies that the management must be innovative enough to find ways, of sustaining the organisation. For example, even if the organisation does not have funds, services should be delivered to people. It is the management's responsibility to ensure that fundraising is carried out to obtain funds. Swannepoel and De Beer (2006) conclude that in this way the management must be concern with the internal matters of the organisation. The management must ensure that every aspect including their staff is in good order.

In addition, Nel *et al.,* (2008), mention that even if managers of organisations carry out the tasks assigned to them in an effective manner, and set aside organisational politics, they should be able to transform their organisation in the interest of the staff, shareholders and ultimately to the benefit of the community. However, the functioning of CBOs cannot be achieved without necessary resources (Mokwa, 1990; Tabaku & Mersini, 2014). The CBOs are characterized by functional dynamics of methods because their running is directly influenced by the community needs and specific interacting within the civil society (Ciucescu & Alecsandri, 2009). An important function of the CBOs is to influence public policies, to criticize and monitor the government policy (Ciucescu & Alecsandri, 2009). However, they were created primarily for the purpose of planning and managing charitable social action focused on resolving humanitarian issues (Mokwa, 1990; Tabaku & Mersini, 2014).

In extending the CBOs work to the functional patterns of community, Sociologist Long (1958) view community as the product of interactions among powerful entities. According to Long (1958), Community functioning is the results of competing and complementary interactions by those in power, usually groups and organisations operating in their own self-interst. Such interactions can produce the psychological state of interest, characterised by increased cognitive and affective functioning. This implies that different stakeholders in the community, management and the staff members with interest, knowledge, experience, and understanding come together to change the conditions of the society in rural areas. This change is directed to the functioning CBOs as the people working on their own interest to help the community. In this manner, a community's social structure is formed. The community's social structure is a product of sets of players (organisation with power) that competes to achieve their goals and win (Cornwell, Curry & Schwirian, 2003). From this perspective, it is determined that patterns of community-based functioning are the product of powerful entities interacting, not the result of functional necessity or rational decisions (Cornwell *et al*., 2003). This implies that the organisations that are part of the communities are mediating structures as they provide common grounds for residents to share problems and resources. The community also support the work provided by the organisation.

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The study conducted by Herman and Renz (1998) assume that CBOs effectiveness cannot be considered a real property of an organisation in the way that the number of employees is a real property. According to Ciucescu and Alecsandri (2009), CBOs have frequently demonstrated their effectiveness in identifying and solving community problems, attracting and enhancing the value for human and financial resources, and estimating the degree for efficiency of public policies. Furthermore, the authors stated that CBOs should demonstrate effectiveness in their operations regarding raising the quality of public service standards, more efficient management of public assets, increased profits, better preservation of property, and optimisation for administrative costs (Ciucescu & Alecsandri, 2009). Organisations should also be able to evaluate and measure the effectiveness of their programs. The above mentioned roles elaborate more of the functions to be conducted by the management in funded CBOs. Despite these clear roles and their importance, the functions are still not clearly conducted upon required manner. Similarly, organisations that do not rigorously evaluate and measure the effectiveness of their programs have a hard time demonstrating the kind of tangible results that inspire donors (Mckinsey & Company, 2001). Their functions endeavors have non-financial goals to advance a particular societal sector on a social level. In a similar Vein, Smith, Stebbins, and Dover (2006: 158) concur that CBOs frequently support a specific social cause or advocate a particular point of view while earning non-distributable income that is frequently used to advance their mission. However, it is not known if organisations can be functional without finance.

2.5 CURRENT ISSUES ON THE FUNCTIONING OF COMMUNITY BASED ORGANISATIONS

Currently, functioning CBOs are built about a group of functional areas which provides support for such organisations. The purpose of the functional areas is to ensure that all important activities are carried out efficiently. This is critical for organisations to meet its goals and objectives. Despite its importance, there is still lack of knowledge of management functional areas in most CBOs. The study by Nzewi (2013: 09) indicates that motivation in the form of capacity building is required for the rationalisation of this wealth of work relevant knowledge and information that is found in every institution towards better work methods. For this study, the main functional areas that CBOs should consider are as follows:

2.5.1 Administration

Administration is an integral part for the functioning of Community Based Organisations (Amadi, 2008). According to Reynolds (2019) administration is controlling or managing

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something. Managers are the administrators in the case of CBOs because they are in charge of administering the organisations. The management of persons working in the organisation, both permanent staff and volunteers, is critical to the CBOs' operation. While Wren, Bedeian, and Breeze (2002) state that administration should strive to make the best use of available resources in order to achieve the organisation's goal. It consists of directing others in carrying out the will of the third-party using means selected by that party (Ackoff, 1999). The manager's role is to direct the staff members in performing their task. In order to achieve the goals of the company, Cardinal, Kreutzer, and Miller (2019) discover that managers focus attention, inspire, and encourage organizational members to behave in desired ways. By being goal-oriented and multifaceted, or not being represented by just one managerial practice, control can thus be made to appear different from other managerial functions. Fayol states that administration is in charge of the staff making it in most cases the predominant function, for all we know that even if a firm has perfect machinery and manufacturing process, it is doomed to failure if it is run by an inefficient staff (Elhajj, 2013). This implies that the funded CBOs have goals that require to be achieved. To achieve the objectives, resources such as staff members are required. The staff members need managers to lead, control and direct them for the organisation to function effectively. Therefore, the organisation cannot function effectively without managers as administrators, even if there will be other resources such money or machinery.

The administrative structures in CBOs are governed by organisational bylaws, internal documents that typically define most operational and management policies (Pynes, 2009). The reason is that bylaws regulate the organisation's procedures and internal practices, as well as define the duties, powers and limitations of the board, staff and volunteers. In this light, bylaws as organisational rules which form part of the formal structure that constitutes and defines patterns of relationships and activities (Zhou, 1993). Each organisation has management policies depending on the services rendered but most of the management policies in CBOs includes code of conduct, recruitment, harassment, anti-discriminatory health and safety policies, etc. All operational and internal policies should be documented and placed in the area where they will be visible to people (Bamu, 2018).

The functioning organisations involve community members in the matters affecting them. The management in CBOs are selected to provide administration work of ensuring that community empowerment is provided. The Constitution of the Republic of South Africa, 1996 made the provision of the Bill of Rights, just administrative action. Section 33 of the Bill of Rights in the Constitution of the Republic of South Africa (1996) stipulates that:

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- Everyone has the right to administrative action that is lawful, reasonable and procedurally fair;
- Everyone has the right to be given written reasons for administrative action.

In the context of CBOs, administrative action implies that when the management is selected to serve the community, they have been given the authority to make decisions for the functioning of these organisations. The decisions can take the form of commanding and directing staff members to provide community services and getting them to comply. The management should follow organisational procedures in making such decisions. The procedures must be fair, sensible and provided equally to all the staff. If the administrators choose to go against the decision, reasons for refraining in providing services should be provided. All activities occurring in organisations should be made available in case of request. Good administrative system will allow the organisation to function more effectively (Sigma, 2012). This implies that information must be recorded and kept safe, in a place where it will be easier to retrieve. The records of all activities of the organisation must be available, and the environment must be welcoming to all who come to visit the office. The study by Mishra (2014) indicates that the following: systems and processes for filling and record keeping, office correspondence, financial management, registers and other administrative duties should be considered important for the administration of the functioning CBOs.

Conclusion can be drawn that administrative procedures are crucial because they give functioning funded organizations a set of impartial rules to operate under. By ensuring that management rules and decisions are followed, they also aid in providing the legitimacy of management action. In the case of CBOs, the community are not involved in day to day administrations of CBOs as they do not have information on most of the activities conducted. The study by Edwards (2017:77) indicates that the public may know little to nothing about the administration or their responsibilities.

2.5.2 Human Resources

Human resources are the individuals who comprise an organisation, business sectors, or economy's workforce (Edwards, 2017). People are one of the most crucial parts of any organisation. Pynes (2009) finds that individuals need to be employed to ensure that CBOs in rural areas are functioning effectively. Not just individuals, but organisations need highly skilled people to meet their goals and to deliver the services they are specialised in (Sonnentag & Ferse, 2005). This requires seeing individuals as human resources, not as

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expenses for the organisations. In CBOs human resources is composed of all paid and non-paid volunteers (von Eckardstein & Julia Brandl, 2004). Frequently, most of the non-profits have at least a small core of the staff that is paid, but they accomplish most of their work as volunteers (Kolb & Carroll, 2018). In addition, Section 195(1) (h) of the Constitution, 1996 mandated the development of good career development and human resource management practices in order to maximise human potential.

Human resources form an important part of developing and making an organisation at the beginning or making a success at the end, due to the labour provided by the employees (Edwards, 2017). As the most important resource in any organisation, they represent the collective capabilities and experiences of its people. Given the diverse capabilities and experience they may have, it is important to have a structured way in which people working in the organisation are managed (Pynes, 2009). Yet, non-profit organisations not only are reluctant to manage talent actively, but they also tend to under value their people (Mckisey & Company, 2017). It has been established that the effectiveness of the human resource function influences the quality of staff contribution to the achievement of strategic goals (Potgieter & Mokomane, 2020). Likewise, with some other resources, a gifted workforce can be used strategically to increase the value of an organisation. This is possible if the management play their role of managing the staff.

A study by Patrick and Manzhar (2019) find that an effectively managed human resource department can provide CBOs with the structure and ability to deal with social problems when managing the most important resources of their organisations, which are volunteers. Sixpence, De Braine, Bussin and Mthombheni (2021) argue that the services provided by an organization depend on the quality of its inherent talent pool and skills repertoire. Finally, human resource is a central feature of the functioning of Community Based Organisations. While, institutions of different sizes will have different needs and different budgetary capabilities, human resource therefore will have various institutional support functions to furnish the required need (Nel *et al.,* 2008). Managers must be capable of identifying and develop people who will be useful to the organisation. Different views of employees conclude that CBOs do not merely hire people, those with the right abilities, skills, attitude and motivation to get results (Crowell, 1998). Most people working in CBOs are volunteers, they were not employed. Some occupied positions without qualifications which hinders them from providing quality services to communities. The study by Miriti (2009:21) indicates that CBOs have inadequate skills in communicating technical information and skills to collect, document and disseminate relevant information.

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2.5.3 Customer Services

Customer service is everyone's concern. Atikson (2011) defines customer care as the provision of effective and efficient community services. It includes all experiences with the organisation and the staff before, during and after the provision of service (Agbor, 2011). By customers in this study means community members receiving services from CBOs. Customer care has traditionally been regarded as a fundamental determinant for the functioning of Community Based Organisation because it fosters an emotional connection with the organisation (Ranaweera & Prabhu, 2003). Client's happiness, which is a sign of customer's satisfaction, is the most essential thing for any organisation (Agbor, 2011). Furthermore, the more customers are satisfied, and the greater is their retention (Ranaweera & Prabhu, 2003). Jones and Sasser, 1995) argue that satisfaction alone do not ensure continued service patronage. However, customers themselves have vital roles to play in creating services outcomes and ultimately enhancing or detracting from their own satisfaction and value received. Customers are important for the services to be delivered. If there are no customers, there will be no services delivery. Most CBOs do not have passion on taking good care of their customers. It is not known if the customers are aware of their role to CBOs.

2.5.4 Distribution of Services

Distribution is a method of disseminating goods or services to end-users (Asiamah, Owusu, Duah & Owusu- Mensah (2013). In reference to CBOs' basic and clear role as service providers (distributors of services), they advocate for the poor and assist the poor in becoming advocates for themselves (empowerment) (Nader, 2016). For distribution function to take place effectively, citizens often feel the need to come together to gather resources, skills, talents, and time for the common good. A distribution channel is a group of people or organisations who help to deliver services to the right place at the right time (Johann, 2015). This is found in many organised entities such as unions, farmer associations, cooperative societies, youth clubs, faith-based groups and women's groups emerging in the community (Kasmad, Samboteng, Aripin, Kasmad, Harta, Susanti & Fadillah, 2021). The purpose is the distribution of services to the community. Jo Bitner, Faranda, Hubbert and Zeithaml (1997) indicate that distribution of services to communities focus on different roles for quality and productivity in service experience. This is the reason the authors indicate that CBO's distribution services to local residents can be in the form of participation, which is where the client's physical presence is required, and contributor, which is where, the community/clients contribute to their own satisfaction and quality of the services they received and as

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contributors to quality, satisfaction and value (Jo Bitner, *et al*., 1997). The CBOs do not need assistant in delivering their services as the distribution occurs in their local communities. Community members have access to organisations because they interact with their staff. In many cases organisational staff can decide whether they visit the members of the community or require the community to come to a service site. As a result, distribution of services is important for functioning of CBO.

2.5.5 Finance Function

The finance function is traditionally responsible for day-to-day transactional account for the organisation, such as raising and chasing invoice, paying bills, and dealing with bank reconciliation (Strydom & Stephen, 2014). The financial managers are responsible for planning an entity's financial budget, controlling, and implementing financial strategies on how to use the organisation's financial resources (Al Breiki & Nobanee, 2019In today's economy, every organizational activity has financial ramifications as it is rare to find an aspect of entrepreneurial efforts that is not monetised (Udofot & Udoidem, 2014). For CBOs, this means that if funds are not managed properly, the organisations will not operate efficiently and the community won't receive the services. Lewis (2013) asserts that good financial management procedures will aid managers in making effective and efficient use of resources, achieving goals, and keeping their end of the bargain with stakeholders, enabling NGOs to be more accountable to donors and other stakeholders. While Hanekom, Rowland and Bain (1996), indicate that funds are the key for implementation of any program, particularly so in the establishment of the organisation, because money is needed to do the following:

- Finance staff recruitment and training needed for implementation for the organisation.

- Finance organisational arrangements. For example, the organisation will require infrastructure, asset and stationery. This will keep the organisation running and functioning.

Most of the management of CBOs are holding positions through volunteering, not something they have qualified for. This is because CBOs are not able to employ quality and experience people in the field of finance. The study by Lewis (2013) indicates that, if CBOs are to thrive in this difficult environment, they must gain confidence and skills to manage their financial resources and achieve more with their money. Taking care of the organisation's funds is a key component of the finance function. Therefore, the management of the organisation's

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financial resources and the provision of information to aid in economic decision-making are the responsibilities of the finance function.

2.5.6 Marketing of Services

Non-profit marketing is the tactics used to promote the massage and organisations as well as to raise donations (Lake, 2020). This implies that that CBOs need to come up with the plan or a strategy of making their services known to the community as whole. It has been recognised that research evidence is the only input into the diverse and complex decision-making processes of CBOs, and that it can play a significant role in improving the effectiveness of marketing in their work (Wilson, Lavis, Travers & Rourke, 2010). The organisations can promote their activities to the public through sending massages, in the form of awareness campaigns to alert people about the organisation activities (Vivekannanth, 2015). To be successful in marketing, one must make an effort to see the big picture and the possible actions that can be taken to fulfil the set of marketing goals. In the case of CBOs, most of their services are not known to communities they serve. In conclusion, organisations that engage with the public the most are those whose interactions with communities to determine what the public knows about their service.

2.6 LEGISLATIVE FRAMEWORK ON THE FUNCTIONING OF COMMUNITY BASED ORGANISATIONS

Most CBOs in South Africa are functioning in rural areas, which is a public space. The legislative frameworks are implemented when delivering public service. It is relevant to discuss them in the context of the functioning of funded CBOs. The legal framework governing the operation of funded CBOs is discussed in this chapter. The Non-Profit Organizations Act of 1997 (Act No. 71 of 1997), the National Development Agency Act of 1998 (Act No. 108 of 1998), the Public Finance Management Act (PFMA) of 1999 (Act No. 1 of 1999), and the Companies Act of 2008 (Act No. 71 of 2008) serve as the foundation for this chapter's enforcement and encouragement on the operation of funded CBOs. This is followed by a discussion on the Employment Equity Act 1968 (Act No 55 of 1968) which is explained in relation to the functioning of funded CBOs in rural areas. Their promulgations seek to give direction on how CBOs should abide by the law. The following are legal frameworks that enforce and encourage the functioning of funded CBOs:

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2.6.1 The Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa, 1996 (here refers to the Constitution, 1996) is the supreme law of the country. It governs every citizen of the country. One of the most important things that the Constitution, 1996 does is to make the country (South Africa) a constitutional democracy and a constitutional state. The Constitution, 1996 contains the Bill of Rights and rules by which government, and organisations must function. The powers government may exercise are limited to those provided in the Constitution, 1996, all the branches of government are bound by the provisions thereof to ensure that services are provided to communities in a way that will support social and economic development as well as a safe and healthy environment. This suggests that CBOs should offer the right services to the public by enticing them to collaborate and finding better ways to use funding to transform their communities into places where people can live in safety and well-being. The Constitution of 1996, Chapter 10, Section 195(1) (b), mandates that effective, efficient, and economical resource use should be encouraged. According to Section 195(1) (d) of the Constitution of 1996, services must be rendered objectively, fairly, equitably, and without bias, and customers' needs must be met. Therefore, CBOs are required to offer services to everyone. This means that CBOs must provide services to everyone person in need of services. The services must be provided in a way that is right and honest. People must receive the services based on their needs and that they deserve to receive the services.

2.6.2 The Non-Profit Organisations Act, 1997 (Act No. 71 of 1997)

The Non-Profit Organisations Act, 1997 (Act No. 71 of 1997), established an administrative and regulatory framework within which non-profit organisations can conduct their affairs. It is understood that the CBOs have to be established where services will be provided. This implies that there should be a way in which CBOs are controlled when conducting services to the communities. Section 2 (a)-(e) of the Non- profit Organisation Act, 199 (Act No. 71 1997) stipulates the objects which are to encourage and support non-profit organisations in their contribution to meeting the diverse needs of the population of the Republic. Section 2 (a) of the Non-profit Organisation, 1997, (Act 71 No. of 1997) indicate that those needs must be met by creating and establishing an administrative environment in which non-profit organisations can flourish; and regulatory framework to conduct their affairs. Non-profit organisations are encouraged to uphold and enhance adequate standards of governance, transparency, and accountability, as stated in Section 2(c) of the Non-profit Organisation, 1997 (Act No. 71 of 1997). In addition, non-profit organisations are required to create a space where the public can access information about registered non-profit organisations,

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according to Section 2 (d) of the Non-profit Organisation, 1997 (Act No. 71 of 1997). In contrast, Section 2(e) mentions encouraging a spirit of cooperation and shared responsibility among interested parties, including the government, donors, and others, in their interactions with non-profit organisations.

2.6.3 The National Development Agency Act, 1998 (Act No.108 of 1998)

The National Development Agency Act, 1998 (Act No. 108 of 1998) is aimed at promoting an appropriate and sustainable partnership between the Government and civil society organisations to eradicate poverty and its causes. Section 4 (1) (a) of the National Development Agency Act, 1998 (Act No. 108 of 1998), must act as a key conduit for funding from the Government of the Republic, foreign governments and other national and international donors for development work to be carried out by civil society organisations, develop, conduct and co-ordinate policy relevant to its objects, Section 4 (1) (c) of the National Development Agency Act, 1998 (Act No. 108 of 1998), contribute towards building the capacity of civil society organisations to enable them to carry out development work effectively; and create and maintain a database on civil society organisations, including, but not limited to, the scope and subject matter of their work and their geographical distribution, and share the information in that database with relevant organs of state and other stakeholders.

To end poverty and its causes, the National Development Agency Act of 1998 (Act No. 108 of 1998) aims to foster a suitable and long-lasting partnership between the government and civil society organisations. In accordance with Section 4 (1) (a) of the National Development Agency Act of 1998 (Act No. 108 of 1998), the agency is required to develop, carry out, and coordinate policy relevant to its objectives, act as a major conduit for funding from the government of the republic, foreign governments, and other national and international donors, and contribute to the development of the civil society organisations that will carry out development work, Create and maintain a database on civil society organisations, sharing the data with the appropriate state organs and other stakeholders. The database should contain information on the organisations' geographic distribution, work scope, and other relevant information.

2.6.4 Public Finance Management Act, 1999 (Act No.1 of 1999)

The Public Finance Management Act (PFMA), 1999 (Act No 1 of 1999) promotes good financial management to provide service delivery through effective and efficient use of

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available resources. Section 38 (1) (a) (i) of the PFMA, 1999 (Act No. 1 of 1999) indicate that the accounting officer must ensure effective, efficient and transparent systems of financial and risk management and internal control. Section 38 (c) (ii) of the PFMA, 1999 (Act No. 1 of 1999) prescribe measures to prevent unauthorised, irregular, and fruitless and wasteful expenditure and losses resulting from criminal conduct. Section 38 (h) of the PFMA, 1999 (Act No. 1 of 1999) further indicate that effective and appropriate disciplinary steps against any official in an entity who fails to comply with this Act.

This implies that the management of the CBOs must be able to exercise and encourage well control of funds and available resources in order to deliver services through effective and efficient manner. The management should make ensure that the funds for CBOs are kept in safe place. All the transactions are recorded clearly and the registers are available for checking timely. The management should ensure that the funds are not used for personnel, but for organisational purposes. The organisations should have policies on how they their finances and disciplinary actions to those who breaks the law of the such organisation.

2.6.5 Companies Act, 2008 (Act No. 71 of 2008)

Section 7(h) of the Companies Act, 2008 (Act No.71 of 2008), provide for the formation, operation and accountability of non-profit companies in a manner designated to promote, support and enhance the capacity of such companies. In addition, section 7(j) of the Companies Act, 2008 (Act No. 71 of 2008) encourage the efficient and responsible management of companies.

The implies that people able to establish functioning funded CBOs improved interms of physical, economic, and social environment of its geographical area of operation. The purpose should be in addressing one or more critical problems in a community. The CBOs must function effectively, and must have the ability to provide efficiently services that will to improve the situation of the community. The CBOs must be answerable to the community for the service provided.

2.6.6 Employment Equity Act, 1998 (Act No. 55 of 1998)

Section 2 of the Employment Equity Act (Act No. 55 of 1998) indicates that the government strategy is to achieve equity in the workplace by:

1. Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and

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2. Implementation of affirmative action measures to redress the disadvantages in employment experience by designated groups, in order to ensure representation in all occupational categories and levels in the work force.

The Employment Equity Act (Act No. 55 of 1998) is also applicable to CBOs. All people employed in organisations should also be treated equally even if they are volunteers. Even community members who are receiving services to CBOs are not supposed to be discriminated but should be treated with dignity. Hiring of the staff members should be done in a transparent manner based on the experience and knowledge.

2.7 MANAGEMENT OF FUNDED COMMUNITY BASED ORGANISATIONS

While business administration has contributed to a greater consumer orientation, new public management has influenced non-profit management in terms of contracting, organisational structure, and governance (Anheiner, 2005: 259). What was established through a project must be managed properly and maintained (Swanepoel & De Beer, 2006). Management in CBOs can happen if there are people (human resource) to be managed (Deventer & Kruger, 2003). In addition, Deventer and Kruger (2003) also indicate that these people must be in an organisation and should have common needs or outcomes they want to achieve on behalf of the organisation. Further, Deventer and Kruger (2003) indicate that the common needs or outcomes can be reached through finance and physical resources. The success of organisations towards meeting its objectives, depend largely on the vision of management. Whether is a small to medium size, or a large establishment, management is so crucial to be overlooked.

Although management strategies differ from country to country, issues such as project and place, as well as understanding CBOs effectiveness in relation to their functioning management includes a need to gauge their ability to recognise and act upon a management issues. Once an issue requiring action is recognised, the capacity to act effectively is underpinned by a CBOs ability to access and effectively utilise appropriate resources by its legitimacy as a valid and mandated component wider management structures and processing coming from government and its relations to NGOs, donors, and in some cases the private sector (Mwaipopo, Fisher, Wanyonyi, Kimani, Tunje, Msuya & Beshemerewa, 2011).

Whereas Okafor (2014) states that managers are introduced to an organisation to help with the accomplishment of objectives. Hence, the Department of Water Affairs and Forestry (2005), mentions that CBOs must be properly managed. The term management has different

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interpretations. Management is the process of guiding people toward an organisation's goals, which calls for the efficient and effective use of scarce resources (Alfirevc & Gabelica, 2006). Similar to Alfirevc and Gabelica (2006), Chechetto-Salles and Geyer (2006) add that the most conventional definition of management includes a set of responsibilities, such as planning, organising, leading, and coordinating activities, and that it can also include the group of people engaged in these activities. According to Okafor (2014), management is the process of acquiring and combining human, financial, and physical resources to achieve the organisation's community-focused goal. Okafor (2014) argues that managers initiate organisational activities, use organisational resources, projects, allocate budgetary resources and carry out performance evaluation of their managerial activities. The author asserts that managers provide leadership at the various levels of organisational or operational activities. On the other hand, Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008) point out that for the CBOs to be effective, members are responsible for the implementation of the management plans. The study conducted by Anheiner (2005) reveals that most people do not understand and believe in the management of CBOs. The reason is because people do not understand CBOs, and often operates from the wrong assumptions about how CBOs functions. In fact, Mostashari (2005:05) indicates that there is a need for CBOs, NPOs and NGOs globally to be more effective and productive.

The CBOs are managed by the governing body. As there is a need for many kinds of plans, the board members and the staff need many systems for managing the CBO (BinderAviles, 2012:32). Every public sector entity needs a group of one or more individuals that is explicitly responsible for providing strategic direction and oversight (Chartered Institute of Public Finance and Accountancy (CIPFA), (2013). The governing body is defined as the person(s) or group with primary responsibility for overseeing the strategic direction and accountability of the entity (CIPFA, 2013). CBOs works hand in hand with the community and their systems are different to the large non-profit organisations. The community is responsible for selecting the management committee. The selected committee is assigned with the responsibility for each aspect: money, people, projects and facilities. The governing body in an NPO tends to emerge from the circumstances that gave birth to the organisation they serve. At any stage of its life, it is important for a governing body to clarify its responsibilities.

A governing body that meets the legal standards of its constitution and registration, in the performance of its duties, also positions the organization for success through good management and ethical practices (CIPFA, 2013). Service on the governing body is very important for the organisation, and the performance of duties must be taken seriously (Cornforth & Chambers, 2010). Each individual governing body and organisations, are held

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accountable for actions with respect to the organisation. It is indicated that the governing body may delegate some of their work to outsiders, but they cannot delegate their final responsibility. According to CIPFA (2013), governing bodies can be made up of independent and non-independent members and can have various subcommittees. In some entities in some jurisdictions, the governing body may include executive members (Cornforth & Chambers, 2010). In others, the governing and management functions may be separated, with a non-executive governing body overseeing an executive management group (CIPFA, 2013).

The majority of NPOs will assert that they were founded by the affected community, which either needs a service to address a specific need or is looking to apply resources to address a need. Comparatively, it has already been mentioned that even though the board is supposed to have a significant financial stake in the company, the NGOs limit each board member's stake to their conscience and personal integrity (Biswas, 2009). In addition, the board members are not required by law or due to a personal financial stake (as is the case for many Board members in membership organisations like cooperatives and for-profit organisations) to be a burden for the failure of the organisation to carry out its functions (Biswas, 2009). Governing body members usually find themselves representing members of the organisations. According to Biswas (2009), the effectiveness of the governing body is measured by the following:

- **Duty to care**

The management in CBOs are required to live up to a certain standard of care. Biswas (2009) argues that governing body members do not have to be experts at everything that comes before them. However, any member with special expertise is expected to contribute that special knowledge in his or her activities as a governing body member. It is indicated that each member need not be fully involved in every action and decision of the governing body, but it is advised that delegation to other members, committees, or other staff with a reason might show to care.

- **Duty of loyalty**

CBOs typically work in an intricate environment with multiple stakeholders, such as staff, funders, referral agencies, government officials, volunteers and clients or participant (Carvalho, Ferreira & Silva, 2019). The CBOs must be loyal to all the stakeholders they will be working with. It is important for the CBOs to develop different accountability systems to

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meet the needs and expectations of different stakeholders (Harrison, Freeman & Abreu, 2015). Acting in good faith, and in the best interest of the organisation is important as it indicate that the organisation knows what they are doing. Biswas (2009) states that the duty of loyalty imposes safeguards and standards of fairness in situations where there are conflicts of interest. The author also indicates the legal standards address this concern by requiring activity such as full disclosure, approval by the majority of governing body members and getting good deals for the organisation. Another type of loyalty is raised when an individual member and the organisation are potentially in competition for the same side of transaction (Biswas, 2009).

- **Duty of obedience**

Duty of obedience means the act to ensure that the organisation operates within the laws, and rules governing its formation and status, and in accordance with its own constitution and mission (Biswas, 2009). Actions taken that contradict the organisations own rules or that do not fit with the organisation's purpose as described in the constitution, may be withdrawn if challenged.

2.7.1 The Functions of Management in Community Based Organisations

The question might be, what is it about the management of CBOs that makes it so inevitable? According to this study, when looking at the essential functions of the management of a CBO, it is easy to discover the importance of the management. Therefore, management functions are of tremendous importance for future functioning of CBOs, and it must not be omitted in the current review (Kanape-Willingshofer & Bergner, 2015). The following functions of management in CBOs are motivation, planning, organising, staffing, and directing controlling, motivation and capacity building are discussed as follows:

2.7.1.1 Communication

Good employee relations and effective communication are necessary for the functioning of CBOs. The CBO's creation certainly involves more than words, but Harrison and Muhlberg, 2014) point out that is the essential reality that the source and sustenance of connecting people is communication. The whole process takes place because of communication. Communication can be defined as giving, receiving or exchanging ideas, information, signals or message through appropriate media, enabling individuals or groups to persuade, to seeking information, to give information or to express emotions (Wambui, Kibui & Gathuthi,

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2012: 02). Similarly, Lunenbeurg (2010: 01) defines communication as the process of transmitting information and understanding from one person to another. Both definitions are about communication. Communication in CBOs takes place between the management, staff, volunteers, and the community. Effective communication relies on selecting an appropriate communication channel for your message. This is because, selecting the wrong communication channel can cause communication obstacles including information overload and inadequate feedback. The effectiveness of communication channels can be evaluated based on the richness and opportunity for feedback. Richness refers to the depth of your message (Wambui, Kibui & Gathuthi, 2012: 11).

It is crucial that the messages be spread both upward and downward (Rothwell, 2012). A message delivered to a group is undoubtedly the most effective way to make an announcement, but it is not the most effective because speaking with a subordinate alone can ensure that the message is better understood and, therefore, more effective. This is evident from how the organisation functions. When managers explain topics like goals, strategies, and feedback, it is referred to as downward communication (Bloisi, Cook & Hunsaker, 2007). Sharing the organisation's and their department's vision and mission with subordinates is a one-way manager use to interact with them (Rothwell, 2012). All staff should be able to communicate the goals and principles of the organisation in concise simple terms. It is the duty of the management to encourage the staff to express themselves and allow bi-directional feedback. Binder-Aviles (2012) indicates that they need to make sure that staff assigned to different projects or areas communicate with each other. According to Bloisi et al. (2007), communication is the process by which a message is passed between people with the aim of eliciting a response. The difference between effective and ineffective communication is how the other party interprets the message; if the recipient understands the message exactly as the sender intended, then the communication is effective. It is advantageous to have effective communication because it saves time and resources.

Radhaswamy and Zia (2011) indicate that studies have repeatedly demonstrated the value of communication and its effects on the workplace. People must be able to communicate effectively in order for them to work effectively together. Communication also involves listening to one another and writing to one another. It is a procedure that individuals should apply to both their daily lives and their interactions with co-workers. Role ambiguity happens when there is poor communication. According to Bloisi, Cook and Hunsaker (2007), role ambiguity arises when role holders are unsure of the expectations placed on them. When role holders are unsure of what their responsibilities are, it can be difficult for them to know how to act in an appropriate manner. One of the causes of role ambiguity could be poor communication, so if someone is unclear about what is expected of them, there has probably

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been a breakdown in that process (Bloisi *et al*., 2007). It will be difficult to know what role to assume if expectations and responses to behaviour are inconsistent, and this could lead to confusion about what constitutes appropriate behaviour (Keyton, 2017). Since contracts are uncommon among volunteers, there may be more uncertainty about their position within the organisation as a result of inadequate expectations mediation between the manager and the volunteer (Keyton, 2017). Since it is the cornerstone of an operational organisation, communication is essential in non-profit settings.

In Addition, Agarwal (2012) indicates that communication lays the keystone to every organisation for upbringing and grooming the environment of CBOs. Further, Agarwal (2012) argues that it is not possible to have human relations without communication. However, good and effective communication is required not only for human relations, but also for good and functioning of CBOs. To avoid misunderstandings, management must convey their message clearly. It is also crucial that the volunteers believe the managers are open to hearing from them directly. In order to make improvements and prevent role ambiguity, managers who have good communication with volunteers are able to learn about any dissatisfaction the volunteers may have. In conclusion, efficient communication should be used whenever possible, it is not known if it is considered to be significant in CBOs.

2.7.1.2 Planning

Planning in management is the process of laying down how and when to do the appropriate so goals can be achieved either in the short term or long term. For organisation to function effectively, they need to ensure that they position themselves correctly and effectively in relation to the current and future climate in which they operate so as to compete effectively for the limited resources available in the social sector (Department of Social Development, 2001: 3). It is further indicated that planning CBOs will assist in setting the right long-term priorities and that the priorities identified are implemented (Department of Social Development, 2001: 3). Every manager understands the significance of planning for the management and development of a CBO (Jeseviciute-Ufartiene, 2014: 176). Planning can also be seen as the process by which managers analyze present conditions to determine ways of reaching a desired future state (Obinwangi, 2011). According to Berker (2005: 78), planning is the first management function. It is crucial for the development, functioning and organisational performance. As the first management function, it helps to achieve goals and objectives. It means that organisations set their goals and these goals must be planned beforehand, however, it is up to good management structure to come up with proposals and plans for how to achieve them. According to Chechetto-Salles and Yvette (2006: 5),

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management is responsible for determining goals, objectives, and methods, resources needed to carry out methods, responsibilities, and deadlines for task completion.

Berker (2005: 78) agrees that effective planning ensures that there are clear objectives and plan of action to achieve these objectives. This means that proper planning ensures that organization follows a mapped course to align the organizational functional activities towards its vision. It includes identifying goals, objectives, methods and resources needed to carry out methods as well as responsibilities and for the completion of the task (Chechetto-Salles & Geyer, 2006: 06). However, it is up to the management structure to come up with proposal and plans for how to achieve them. Okafor (2014: 99) indicates that the management should also be concern with the present and future performances of an organisation. Berker (2005: 78) adds that it means that the planner looks at what is already available, what is needed and what need to be done to achieve what is needed. When an organization plans its activities, it can have a singular focus and direction. Planning helps the organisation to define the direction in which an organisation must move to and aids in establishing realistic goals and objectives that are in line with the vision and mission charted out for it. Failing to plan can make an entire organisation to do what is not supposed to do because there was no proper planning. Bovaird (2009: 61) argues that an organisation without a strategy does not have direction and can be incompetent. A management structure that has a plan find it even easier to anticipate problems and cope with them. Once an organization has planned its activities well, all other functions of management fall into place. However, it is suggested that planning ahead provides a needed sense of security and direction (Holt, Sims, Fineman & Gabriel, 1995: 8). It is advisable for management in CBOs to have plans of what their organisations want to achieve, and these plans must be known by the communities they service. It is not known if the management plan organisational activities before implementing.

2.7.1.3 Organising

Holt, Sims, Fineman and Gabriel (1995: 1) define organising as the activities and process of doing things in an organisation. Organising involves defining and grouping roles, establishing authorities, and frameworks that are geared towards attainment of goals. This includes identification of activities required for the achievement of the objectives of the organisation. We mean things that are needed in an organisation like, human resources, funds, and machines (such as laptops, printers, etc) are available for the organisation to function effectively. Berker (2005: 78) mentions that it is pivotal that the management in CBOs need to have a clear understanding of what the objectives are and how they are to be met. Organising ensures that minimum resources are spent to achieve the maximum effect of the

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goals. This is a critical function, because all the other functions cannot take place without at least some resources being in place. Chechetto-Salles and Geyer, 2006: 06) argue that resources are not only financial, but also include people and materials. Kaptur Organising process results in the creation of an accurate structure within the organization. In CBOs organising encompasses organising positions, associated tasks and responsibilities as well as network roles and authority responsibility relationships depending on the type of the organisation. Organising is essential for the effective functioning of CBO. Organising facilitates administration as well as operation of the organisation. Furthermore, organising makes increase in production, reduces fruitless expenditure and restrict duplication of work. In addition, to the above, organising also provides for optimum use of technical and human resources.

2.7.1.3 .1 The Basic Principles of Organising

According to Deventer and Kruger (2003:110), organising is based on the principle that tasks should be carried out effectively by the people in the organisation to ensure the cultivation of service delivery. The process of organising is based on four principles which are specialisation and delivery of work, departmentalisation, organisational structure and establishment of relations (Marx, Reynders & Van Rooyen (1993: 279). The four basic principles are discussed as follows:

- **The principle of specialisation and delivery of work**

Specialisation is the extent to which tasks within the organisation have been subdivided into separate jobs (Adeyoyin, Ajiboye, Isau & Olunyinka, 2013). This implies that tasks are divided into smaller units for better understanding and performance. To elaborate further, Lunenburg (2012) mentions that it is one of the organisation design and entails breaking down tasks to the lowest level and designing jobs for each segment. The advantage is that specialised knowledge or skills will improve effective delivery of services (Marx, Reynders & Van Rooyen, 1993). It enables employees to focus on specific task hence allowing them to build expertise and experience, therefore enhancing production efficiency (Kimani, Gesimba & Gichuhi, 2020). Work distribution is necessary to maintain order in an organisation. It is carried out within a formal framework in which various activities are grouped (Marx, Reynders & Van Rooyen, 1993). Each person's duties and responsibilities are clearly defined in terms of the aims and outcomes of the organisation. The result of specialisation is the division of work into manageable units.

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- **Departmentalisation**

Departmentalisation entails dividing the work into segments or departments (Marx, Reynders & van Rooyen (1993: 279). While, Hodge, (2003) indicate that not just any work but related similar and related activities into units or departments. This means grouping activities that logically belong together such administration, cares, management and finance. Departmentalisation also assists staff members to know what they must prepare and plan their activities in time, including making appointments.

- **Organisational structure**

Organisational structure involves classification of members of the organisation according to their ranks in order or their positions. The structure of the organisation is usually represented schematically as an organogram. CBOs must decide on the structure it requires to achieve the organisational strategy (Department of Social Development (2001: 6). According to Van Der Westhuizen (1997:164) organisational structures are line, line and staff, and functional in design. This implies that staff members are classified according to their position or duties. The clarification of authority helps in bringing efficiency in the running of an organisation. This helps in avoiding wastage of time, money effort, in avoidance of duplication or overlapping of efforts and this help in bringing smoothness in an organisation's work (Van Der Westhuizen, 1997: 164).

2.7.1.4 Staffing

Staffing is a continuous and an important function of management. Staff means to select, develop, maintain, and utilize personnel in such a way that is suitable for the organisation. One of the essential needs of every organisation is to have qualified manpower for undertaking activities related to its goal accomplishment. The CBOs have been there for long period, but new organisations are being established. In the context of staffing, there is a need for CBOs to have capable and competent staff. According to Ployhart (2006: 868), staffing is broadly defined as the process of attracting, selecting, and retaining competent individuals to achieve organisational goals. The organisations need to recruit people with capabilities that can assist in achieving good results. Parnes (1984: 473) states that one of the most obvious ways in which firms enhance their stock of human capital is through the individuals they hire. In CBOs, this implies that for the organisation to function effectively, they must recruit staff with knowledge on how to manage an organisation. Even if they are just members, ways of equipping them with relevant knowledge is required.

Staffing is also defined as the human resource management process of identifying, attracting, hiring and retaining people with the necessary knowledge, skills and abilities to

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fulfil the responsibilities of current and future jobs in organisation's (Dyck & Neubert, 2009: 360). The management need to support and empower front-line staff in CBOs. When organisational staff and volunteers feel that they are being supported, they will work better and more efficiently. Organisations can only achieve their goals and objectives through the co-ordinated efforts of their members. Mullins and Cristy (2016) point out that an improvement in the quality of people management, particularly among the line managers and supervisors, is central to more effective delivery of public services and greater local accountability. Although there are many aspects to management, but one essential ingredient of any successful manager is the ability to handle people effectively. The report adds that inadequate people management skills are also often at the heart of catastrophic failure. This is important for the functioning of CBOs as staff members will show satisfaction for their jobs (Mullins & Cristy, 2016).

2.7.1.5 Leading

Leadership is an aspect of management (Chechetto-Salles & YGeyer 2006: 06). A leader sets direction for individuals, groups and the organisation, provide structure, provide support and motivation, and make sure that organisational behaviour is appropriate to meeting the organizational goals (Berker, 2005: 78). A leader should be able to influence others and inspire them to achieve the goals of the organisation. However, you might find some good managers who might not be able to inspire others, but who are good at helping the members of their team to meet deadlines and achieve results. Some leaders also might not be good managers. It is important to find a balance between these two aspects when managing an organisation (Chechetto-Salles & Geyer, 2006: 06). Leadership describes host organisation top management capacity to establish organisational goals congruent with the community-based program, to integrate program development in overall organisational development and to be proactive in their achievement (Ceptureanu & luchian, 2018: 05). The executive committee or governing body in a CBO is regarded as leadership. The wellbeing of CBOs is very dependent on their leadership. Nel *et al.,* (2008: 335) mentions that motivation can also not be separated from leadership, which is the ability to inspire people to work towards the attainment of organisational goals voluntarily and enthusiastically.

2.7.1.6 Control

According to Becker (2005: 78), management control is linked to the first phase namely planning. Planning assist in CBOs help the management to know how they will be dealing with situations or problems in community. Currently, control is the key element of any organisation (Maciejczyk, 2016). The manager needs to ensure that all the organisational systems, processes and structures are controlled so that goals and objectives can be met

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(Chechetto-Salles & Geyer, 2006: 06). The authors Malmi and Brown (2008) argue about the concepts of organisational control and management control. They suggest the use of the concept of management control rather than organisational control. This is because in the context of functioning CBOs, for the organisations to functioning effectively, the management should be in charge of all the functions and processes occurring in an organisation on daily basis and this also include controlling the organisation.

In order to understand this, Otley (1999) mentions that management control system provide information that is set to be helpful for managers in performing their jobs and to assist organisations in developing and maintaining feasible pattern of behaviour. Therefore, careful assessment of the information provided related to development of each CBO should be considered before putting it into action. Okafor (2014: 99) opines that management control ensures that all the activities are planned, and the activities are also implemented. This means that management in CBOs need to ensure that all the activities are planned accordingly to get functioning organisations in rural areas. Okafor (2014) further indicates that control has to do with measurement of performance and taking corrective actions. Implementation of the plan help to bring about change meant to help improve the organisations or solve problem. Becker (2005: 78) indicates that control serves to measure the degree to which intended output (determined by the planning function) is being realised through members and the management in an organisation. In this case, the development of new ideas and initiatives are stimulated following the emergence of strategies from the planning function. This indicates clearly that management control is closely related to the planning function of management.

Okafor (2014) also points out that the administrative manager plays the control function in an organisation. To be an administrator, one must have a thorough understanding of the variables which are critical to the organisation's success. There is need for a skill in pinpointing the sources of action. While aware of the human elements, the administrator does not allow personal loyalties and influences to becloud the substantive problems. In this case, the administrator is prepared to face up to personal conflicts which are precipitated by through-minded decisions (Becker, 2005). In conclusion, control is important for CBOs. The CBOs should have the methods and processes that will be used to determine how the functioning organisation operates. The organisational staff members should know what to do and how to do it in an organisation. Cambalikova and Misun (2017) conclude that it is important for managers to set the right standards, measure their performance bench marked on these performance standards and, where necessary, take the corrective measures. Although, controlling is often thought of in terms of financial criteria, managers must also

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control production and operation processes, procedures for delivery of services, compliance with organisations policies, and many other activities.

In conclusion, management functions are important for the achievement of goals in CBOs. It is not clear if the management in CBOs are familiar with their functions. If they are familiar with them, the question remains if they are practicing them or not.

2.7.2 CAPABILITIES REQUIRED FOR ADVANCING THE FUNCTIONING OF FUNDED COMMUNITY BASED ORGANISATIONS

It should be noted that the last decade saw the emergence of great amount of capability conceptualisations (Tell, 2014). Organisational capabilities are defined as an organization's ability to utilise resources to accomplish a task or activity to enhance organisational success (Amit & Schoemaker, 1993; Grant, 1991). This implies the action taken to bring effectiveness by the organisation. Helfat and Peteraf (2003) define capability of an organisation to carry out tasks while utilizing available resources to achieve a specific end result. This definition emphasizes CBOs' ability to provide multiple methods at a single location while using the same resources.

Therefore, an organization's capacity to effectively address organizational issues depends on its organizational capabilities (Inan & Bititci, 2015). Researchers differentiate between various organisational capabilities (Collis, 1994; Inan & Bititci, 2015). Collis (1994) divided organizational capabilities into four categories: those that demonstrate the capacity to carry out the fundamental functional activities of the organization, those that concern dynamic improvements to those activities, such as continuous improvement activities, those that recognize the intrinsic value of other resources or have the ability to develop novel strategies before rivals, and those that are referred to as higher order or meta-capabilities and relate to the ability to recognize the intrinsic value of other resources. The following capabilities are necessary for funded CBOs to operate in this study:

2.7.2.1 Leadership

Leadership is the capacity to influence others to actively pursue defined goals (Mohammed, Nusari, Ammen Alrajiwy, 2018). It is the process in which one individual exerts influence over others. Leaders are defined as people who serve others, while they follow them (Bennis & Nanus, 1997). In CBOs where there is faith in the leaders, the staff members will look towards the leaders for almost everything. According to Muchiri (2017: 2), leadership is a

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critical skill that involves the capacity to inspire many toward a shared objective. Leaders are the ones who help staff and members understand the organisational strategy, allowing them to understand and share their knowledge to reach goals. Although there are variety of definitions of leadership, the focus is more on the development of followers and attainment of the goal. Leaders have a significant impact on organizational factors and productivity (Bandran & Khalifa, 2016). It is the duty of the leaders to share information about the organisations with the staff and members for their benefit and guidance. The study by Mohammed, Nusari, Ameen and Alrajiwy (2018) states that effective leadership within the organisation has a strong bearing on encouraging or inhibiting an employee's performance. In this context, the leadership style used by the leaders is essential because it led the entire team to the achievement of goals. It is the responsibility of the leaders to create a favourable environment to facilitate the organisational goals. Leaders should not overlook at the importance of staff members in this approach.

According to Urban (2012: 105), many management theories treat leadership as the first necessary condition for sustainable growth in organisations. This emphasises on the ability of the leader to bring different methods to help the organisation to be productive. Because leaders will have a vision of what can be achieve and then communicate this to others who will evolve strategies for the realisation of the vision. Motivation of the employees is crucial for advancing the functioning of CBOs (Robnagel, 2016). Most of the people who are providing services to communities are volunteers. These people are working without receiving anything in return. Motivation of the staff, therefore, is very important to encourage them to continue in providing services. Leaders should ensure that there is smooth operation of the work team members by encouraging a work atmosphere where positive emotions predominate, compassion and gratitude. However, leaders show the way and help employees pursue it by empowering and engaging them.

Leadership is enhanced specifically through skills attainment. Although, empirical research has supported the claim that leadership effectiveness is influenced by traits, skills, and behaviours (De Lacerda, 2015). Thus, Roberts, Jones & Frohling (2005) indicate that leaders are also supposed to develop responsive leadership techniques, skills that enhance adaptability, flexibility and innovation in organisational cultures and practices. The management that is open minded and well informed about the functioning of CBOs can persuade employees to change programs and services, this is one of the more valuable characteristics of a successful CBO. Swanepoel and De Beers (2006: 41), indicate that the skills we are talking about are organizational skills such as organising, negotiating, planning and evaluating. While Kaplan (2009: 222) adds that organisations need leaders who can

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lead and manage. In the essence of CBOs, leaders must lead by adapting to dynamic, highly competitive environments, communicating vision and strategy to employees, and inspiring employees to innovate to achieve organisational objectives. Leadership must be about life. Abbas (2012: 119) argues that without good leadership, the organisation cannot get good strategies because the guiding vision will not be in place. Without good strategies the organisation will not develop. Although some of these studies have found common characteristics, in leaders, no universal set of characteristics has been confirmed (Nahavhandi, 2006: 62). However, these studies underline the fact that leaders are different to other people, and they possess outstanding characteristics. There are following characteristics of good leaders in CBOs according to Walters (1999), Abbas (2012) and Nahavhandi (2006), and they can be summarized as follows:

- Effective leaders should be able to inspire others to achieve the seemingly impossible by casting a vision (Walters, 1999). The organization's success is determined by its leaders. In support for the above, the study by Sethi and Adhikari (2012) states that vision creation should be pursued as part of an active process. Active process should be centred on goal accomplishment, mission and vision fulfilment, team building, and success of the functioning CBOs (Ejimabo, 2015: 2). Also, Hasbi (2012) indicated that the leader must be able to establish up the vision of the organisation and to communicate a basis for encouraging, enabling, empowering, and developing the staff for any organisation and should also be regarded as essential for all actions. Effective leader ensures that all necessary materials required for the functioning of the organisation are provided. Thus, leadership vision enhances meaning, it provides clarity to the staff about what should be done, demonstrate contextual relevance, and unites participants emphasises that leaderships with functioning of CBOs

- Leaders have both external and internal energy that gets them through difficult times. This means that they do what is right for themselves and the organisations they work for. These kinds of leaders are always in touch with those who follow them and give direction. Because of this, various authors have claimed that strength-based leaders focus on identifying, deploying, and developing both their own and their subordinates' strengths, which enhances organizational effectiveness (Burkus, 2011; Ward, 2018).

- In contrast to the majority of people, leaders have a mental agility that enables them to act swiftly and decisively (Walters, 1999 & Nahavhandi, 2006). The growth and

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development of CBOs depend greatly on sound decisions. The study by Ejimabo (2015) states that decision making in organisations are very challenging among organisational leadership and managements.

- Effective leaders give their teams the freedom to develop and work without interference. They cede control to others and also reach deep into people's souls (Walters, 1999). They are emotionally intelligent and boost people's confidence by skilfully understanding and resolving their problems. This exemplifies the capability of changing one's style to fit the demands of the circumstance and the audience.

- Leadership may also be correlated with emotional intelligence, creativity, internal locus of control, and high self-monitoring behaviour. A leader with emotional intelligence is said to maintain composure under pressure, respond to people with compassion, and inspire them to take constructive action (Nahavhandi, 2006).

Most CBOs are started by ordinary people, without leadership skills. Leadership is essential for the functioning of funded CBOs. Muchiri (2017) states that leaders who will determine the value of those organisations, who will respect and understand the culture of the people in those communities and who will be able to assist and motivate the employees/staff to deliver services, are important for the functioning of CBOs. As a result, a leader should constantly enhance the standard of leadership knowledge and apply it in the area where they contribute.

2.7.2.2 Legitimacy and Collective Identity

A generalized perception or assumption that actions of any entity are desirable, proper, or appropriate is how Suchman (1995: 571) defines legitimacy in accordance with some socially constructed system of norms, values, beliefs, and definitions. The perception of the community about CBOs may stem from the substance of the rule or the procedure used by the management or the source it was constituted. Due to the actor's internalisation of these perceptions, which help to define how the actor sees his or her interests, they may have an impact on the actor's behaviour (Hurd, 1999). Legitimacy explains the stability of organisations, institutions, regimes and other social, economic and political systems (Lamb, 2014). It has to do with the right and acceptance of authority, usually governing law or regime. Authority denotes a position of the management in CBOs. Suchman (1995: 571) clearly focused on stakeholder's perceptions and the importance of building communication links with stakeholders. The stakeholders in the context of the CBOs are the members of the

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community. This implies that management in CBOs must be committed to involving community members in the matters that affect them.

To ensure that funded CBOs function effectively, they require social acceptability, credibility, and competence more that material resources and technical information (Hearit, 1995; Scott, Ruef, Mendel & Caronna, 2000). Credible and competence in the sense that that the CBOs are started by people with a genuine connection to a particular community, a real passion for the community they work and inferred understanding of the root cause of the problem at hand. This is an important strength that CBOs needs while working with communities. According to Aggarwal (2006), a community's sense of identity may or may not be geographically constrained. People in one community, for instance, may identify with CBOs there, but may not feel the same way about CBOs in other communities because they are unfamiliar with how they operate.

2.7.2.3 Promotion of Access to Technology and Expertise

Nel *et al*., (2008) assert that the impact of technological factors is fundamentally altering the workplace and that it is constantly undergoing change. People are using technology to access and control their environment at anytime and anywhere (Cascio & Montealegre, 2016). In all industry sectors and fields of employment, new technologies are being developed and implemented, boosting productivity and creating a need for new and different skills (Pal, 2015). Undoubtedly, access to knowledge and technology is necessary for CBOs to operate efficiently. Given a rapid advances and increased reliance on technology, Dreier (2016) indicates that technology is advancing, and technological needs will eventually reach the organisations related to them. The expanding field of community development investigates numerous effects that technology may have on low- and middle-income people's social and economic inclusion (Pal, 2015). Social interaction was at the center of the most recent great technological innovation wave (Cascio & Montealegre, 2016). It is debatable whether access technologies are an essential component of accessibility in the public sphere for CBOs, despite much being said about the role of technology as an amplifier rather than as a fundamental change agent for marginalised people (Pal, 2015). It reflects more of information sharing and communication (Barley, 2015).

Further, it is argued that the access to technology should not be an afterthought, but instead a key component of the CBO's operating budget (Dreier, 2016). As information and communication is shared through using technology, CBOs should ensure that it is included in their budget. The reason is that it allows the organisational members and the

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management to vocalise their ideas and strategies in a quantifiable way. The organisation needs funds to hire experts who can help them evaluate their reports and statements (Poosky & Lomax, 2014). As a result, organizations ought to have access to online computer programs to help them improve their community education and training initiatives. CBOs also require access to computers for research using such data consensus, creating reports and membership lists, as well as desktop publishing newsletters and other forms of communication (Pal, 2015).

A comprehensive review of research at the junction of leadership and technology concluded that researchers have trended technology either as a contextual aspect relevant to the leadership process or a set of tools that leaders and followers can use to communicate with each other (Poosky & Lomax, 2014). According to Dreier (2016), CBOs should encourage partnerships with institutions of higher learning like colleges and universities to expand access to knowledge. In these centers, academic researchers collaborate closely with neighbourhood organizations to provide technical assistance, scientific knowledge, and training in the use of these resources. Mgawanyemba (2008: 44) argues that to improve the prospects for sustainability for CBOs, technology must be introduced that is appropriate and suitable for the local environment.

2.7.2.4 Support Community Outreach

A community is made up of people who share a common interest and are typically local residents. Outreach is the effort made by individuals within an organization or group to connect their ideas or practices for the benefit of other organizations, groups, specific audiences, or the general public (Zlotnikova & Van der Weide, 2015). It links organisations with external partners to achieve mutually valued goals targeted for CBOs. It is carried out by organisations or groups in order to impart information and skills to a disadvantaged population. Theory and research show that community outreach can protect communities from factors that place them at risk for social problems (Peppler, 2017). CBOs thus, are a useful tool for informing local residents about the services that are available. Due to inadequate outreach efforts or inept bureaucracy, many institutions receiving government or private funding never actually provide services to the low-income families they are intended to serve (Yohalem & Jensen, 2012). By funding a variety of outreach and counselling programs on various issues affecting community members, CBOs can unquestionably be the most affordable means of serving groups of residents (Dreier, 2016: 140). Research on the impact of community mobilisation efforts is limited. However, Yohalem and Jensen (2012) indicate that one study of a project focused on building community support for increasing

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community access and success identified several positive outcomes from these efforts. Participation of community members can increase, which is important for the functioning funded CBOs. Therefore, support community outreach programs are an important mechanism for functioning CBOs as it builds stronger connections between the CBOs and the served community members.

2.7.2.5 Mobilizing Resources

Resource mobilisation is the process by which an organization acquires the resources required to complete the work as planned (Sikajingo, 2007). For the funded CBOs to function effectively, they must be able to secure new and additional resources required. The success of the funded CBO depends significantly on the resources available. A CBO's effectiveness depends on whether it has the resources necessary to accomplish its goals (Department of Social Development, 2001). Without necessary resources it will be difficult for the organisations to meet its objectives. Resources required include staff, finances, physical area, equipment, and time (Bloom, Wagman, Hernandez-Valdovinos, Dahlstrom & Glass, 2009; Darling et al, 2015). The necessary resources are related to the organisation's goals and objectives (Eswarappa, 2020). This implies that the management in the organisation must be familiar with what the organisations is established for, and what is required to reach the intentions of the organisation. These organisations need to know the type of resources required and how they will be utilized for (Akintobi, Yancey, Daniels, Maryberry, Jacos & Berry, 2012). Organisations require different resources, depending on what they already have. For example, other organisations may need personnel, while others do have personnel but running short of skills. For this reason, the management in CBOs must ensure that their personnel gain knowledge and skills in managing resources in an organisation.

Barney (1991) notes that managers are important in the resource management, they should be able to understand and describe the functioning of CBOs. As argued by Okpara and Wynn (2007), for the success of the small-scale enterprise, the managers' themselves must possess appropriate skill and ability before running an organisation. For the funded CBOs, the management need to be capable of taking care and utilising organisational resources efficiently. It is unlikely that sustained competitive advantage would exist without such managerial analyses (Barney, 1991; Mahoney, 1995). Studies have shown that ineffective resource management discourages CBO engagement (Kelaher, Ferdinand & Paradies, 2014; Radermacher, Sonn, Keys & Ducket, 2011). In conclusion, mobilising resources for the functioning of CBOs is essential. It is advisable to mobilise local resources to support

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functioning of CBOs (Sikajingo, 2007). Resources are required for the functioning and sustainability of organisations.

In conclusion, the above mentioned aspects are important for the functioning CBOs. It can be argued to manage the organisation effectively. What is known is whether the management are pacticing all or some of the above capabilities.

2.7.3 FACTORS INFLUENCING THE EFFECTIVENESS AND FUNCTIONING OF FUNDED COMMUNITY BASED ORGANISATION

Researchers in organisational science acknowledge that the central theme pertained to organisational theory and its effectiveness (Biswas, 2010). The underlying goal of most research on organisations is to improve their effectiveness and functioning (Kataria, Garg & Rastogi, 2013). In order for CBOs to function effectively, factors such as capacity, trust, size and cohesiveness of the community to be served, and goal orientation should be considered and they are discussed as follows:

2.7.3.1 Capacity

The term "capacity" describes an organisation's ability to successfully complete its mission and maintain itself over a long time (Linnell, 2003). Abilities that enable an organisation to maintain focus on various tasks and utilise the available resources effectively and efficiently to produce the desired results in terms of strength, time, and physical space. According to Whittle, Rafferty, and Coughlan (2012), capacity refers to a person's, an institution's, or a society's ability to carry out tasks, address issues, set goals, and achieve those goals over the long term. This means the staff in CBOs working together in delivering services can bring change in the lives of the people in rural areas. Similar to this, other authors go beyond the notion that it is not about ability and define capacity as a set of knowledge, skills, commitments, and resources necessary at the individual and organisational levels to promote economic development (Prairie Region Health Promotion Research Centre, 2004; Oluwaseyi, 2018). For CBOs to function effectively, people with knowledge of organisational issues are needed, and knowledge application can be helpful in enhancing the effectiveness of CBOs through better goal definition, better implementation systems, and more responsive human resource management, as well as interaction with society. According to Alaerts (2009), each type of knowledge has a specific most efficient mode of transfer. To empower these people to become experts at working with CBOs, training should be made available.

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Every CBO is organised to handle tasks and produce desired results. Individual performance within an organisation contributes to overall organisational performance (Wang & Zeng, 2017), for the work to be carried out effectively and efficiently and to support organisational objectives. The majority of employees' tasks in today's knowledge-intensive organisations would be closely related to problem-solving and decision-making (Alvesson, 2004). The capacity for the human mind is crucial to this. The ability to think clearly depends on having the knowledge and abilities needed to handle the workload (Nguyen & Zeng, 2016). For organisations to function effectively, they will be required to hire competent (qualified and experienced) people (Whittle, Rafferty and Coughlan, 2012). In the context of CBOs, hired people should be competent to ensure that the responsibilities for the functioning organisations are met. Even though they will receive training, employees should also possess the fundamental knowledge, if not the necessary experience, to comprehend the nature of the organisations and the tasks involved. An importance of skilled workforce as an essential aspect is emphasised on the functioning of the CBOs (Cox, Jolly, Van Der Staalj & Van Der Stolk, 2018). In conclusion, the term "capacity" in this study refers to a system's or group's capacity to make a positive contribution to society.

It is well known that organisational capacity varies from time to time. Rogers (2014) concludes that CBOs should concentrate on increasing the capacity for the entire organisation if they want to maximise impact. For CBOs to function effectively, Wilson (2015) indicates that there is need to identify and value the skills communities possesses and find ways of utilizing them for productive, and positive outcomes.

2.7.3.2 Trust

CBOs are composed of different individuals working together (Barr, Dekker & Fafchamps, 2015). Some people might not have the training, experience, or skills that other members do, which could affect how CBOs operate. Thus, complementary knowledge, resources and skills are needed for the provisioning of services to communities (Bloom, Wagman, Hernanderz-Valdovinos, Dahlstrom, & Glass, 2009). To transfer knowledge and learn, social actors need to be able to connect and for that they will need to build trust (Blomqvist & Stahle, 2011). Several authors recognized the value of teamwork in this regard (Wenger & Snyder, 2003). According to Newell, Robertson, and Scarborough (2002), bringing together knowledge through sharing and negotiating ideas and perspectives is what leads to knowledge creation rather than being a typical individual activity. Regardless of whether the outcome is satisfying or not, certain shared actions in this context help to build trust.

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According to the study conducted by Morcos (2018) CBOs should allow trust between individual members to develop. Trust is a central factor for enhancing successful organisation's and long-term survival (Sousa- Lima, Michel & Caetano, 2013). As it is a central component of effective work relationships. Several authors argue that trust can increase or decrease in an organisation because it is an important aspect of social reality (Colledge, Morgan & Tench, 2014). As relationships develop, feeling of mutual obligations, support and trust may develop (Cropanzano & Mtchell, 2005). Thus, it is proposed that parties in an emerging relationship constantly, consciously, or unconsciously evaluate trustworthiness from the indices or signals in others' speech and behaviour (Blomqvist & Stahle, 2011).

Public trust in CBOs is the extent that stakeholders consider the organisations reliable and truthful to what they do and communicate (Willems, 2021). This positions them to help legitimate ideas and to play a constructive role in resolving social conflicts - both of potential importance in implementing development projects (Vidal, 2001). Trust is seen as a necessary antecedent for cooperation and leading to constructive and cooperative behaviour vital for long term relationships (Barney & Hansen, 1994, Axelrod, 1984). Non-profit organizations also promote trust and interaction by establishing internal authority and accountability systems, creating a set of specialised roles within the organisations, encouraging norms and behavioural patterns deemed advantageous to the group and discouraging those regarded detrimental while defining mutual obligations and member rights (De Vita, Fleming & Twombly, 2001).

2.7.3.3 The Size and Cohesiveness

According to Theodore (2011), organisational size denotes the number of employees and managers employed in organisations. For better functioning of the CBOs, the size has always been a critical issue (Baker, 1993). The number of the staff including the management should be considered when employing people in CBOs. The size of an organization is determined by how many people are employed there (Amah, Daminabo-Weje & Dosusu, 2013). This means that the number of the people must be equal to the extent of the structure of the organisation and the amount of the work to be done.

The study by Bergh and Theron (2006: 236) shows that groups of five to seven members are preferably. In the context of CBOs, the smaller groups is enough to avoid domination, the formation of cliques and inhibited participation, and large enough to allow for diverse input. Organisational size is taken as one of the important contextual organisational dimensions

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that underlie an organisation's greater formalisation, specialisation and centralisation (Daft, 2003). Hiring of the staff members should be conducted following organisational rules, according to the availability of the job and availability of the space in an organisation. Similarly, the organisations could determine the procedures for members joining or resigning and these should be set out in their founding documents. While De Vita, Fleming, and Twombly (2001) contend that team members' ability to stick together and remain united in reaching a common goal is more indicative for a well-run or efficient organisation than size. In conclusion, De Venter and Kruger (2003) mention that for the functioning of the CBOs, the group should have enough members who will be able to stands together as a unit than as individuals in the organisation.

2.7.3.4 Goal Orientation

Goal orientation is described by Schunk, Meece, and Pintrich (2012) as focused, systemic, planned actions that result in the outcomes or accomplishments that someone expects. In the context of CBOs, members are working toward assisting the communities in delivering certain services to assist others. Hodges, Williams and Lawrence (2003) indicate that people get to understand where the organisation is going and its importance. The management should clearly put the availability of the organisations in communities. This implies that it should be explained clearly to the members of the communities why the organisations were established in the first place, who should be assisted, their importance of such organisations, and how they will assist people. Da Silva, Borlongan-Conway and Takunaga (2010) point out that the goal-oriented individuals are good at seeking new information and practice in order to achieve their own goals or improve their performance. The organisational staff members should be able to collect information related to the services they will be providing in their organisations. In order to produce better results and support the objectives of the organisation where they will be working, their degree of willingness and effort to complete the task should be directly correlated to the strength of their work's motivation. Tan and Javalgi (2010), state that goals direct individual's attention is directed towards relevant actions. People who are goal directed focused on reaching or completing specific tasks to achieve a planned outcome. In this manner, it can be added that goal orientation also affects motivation for completion of task.

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2.8 THE IMPORTANCE FOR FUNDED COMMUNITY BASED ORGANISATIONS IN RURAL AREA

Many scholars have stressed the significance of CBOs in contributing to development in rural communities (Hussain, Khattak & Khan, 2008: 749). CBOs help people by connecting them to job opportunities. Numerous civil society organizations are registered with the appropriate government agencies and comply with the established legal standards, making them important players in the development process (Miriti, 2009). Furthermore, this enables them to sway political and governmental judgments in favour of community development programs. In supporting the above-mentioned statement, Fredericksen and London (2000: 27) agree that CBOs are more capable of delivering services to grass root level groups that might not be easily reachable by government institutions. Ciucescu and Alescsandri (2009: 15) assert that many CBOs direct the resources to the community that the government does not have or cannot collect. The operations also aim to lessen people's suffering by addressing social and economic issues like youth empowerment, education, and good governance, among other things (Akindele, Ameen & Ayoola, 2017: 56).

Because they employ integrated, people-centred, participatory developmental approaches through organizing and mobilizing community into action and exploitation of the rich social capital asset for public good, CBOs are seen as effective vehicles to improve people's lives and in promoting sustainable development (Miriti, 2009). Ciucescu and Alescsandri (2009: 15) also mention that the CBOs are crucial in drawing attention to problems that the government might overlook, assisting it in finding solutions by utilising its organisational resources, human resources, and local data, as well as monitoring and evaluating its operations. Undoubtedly, CBOs did a great job and achieved their objectives in terms of the society's weaker sections (Divyathejomurthy, 2016: 4).

Community Based Organisations vary widely in size, scope, and competence, but the range of issues and concerns that have been addressed is remarkable (Dreier, 2016: 121). Some organisations focus on a single issue, while others tackle a variety of issues under a single organisational umbrella (Dreier, 2016). The CBOs are implementing a range of initiatives, including raising public awareness of rural livelihood initiatives, leadership skills, education, empowerment, health and sanitation, child protection, and family welfare (Divyathejomurthy, 2016: 4). They also provide services like visits, parenting or young child development, social support, counselling, financial aid, and health care delivery (Ritcher, Sherr, Adato, Besley,

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Chandan, Desmond, Drimie, Honour-Knipe, Hosegood, Kimou, Mandavan, Mathambo & Wakhweya, 2009).

However, a commonality among many of these organisations is their setting, direct local accessibility, and emphasis on providing for children, families, and communities (Blank, Jacobs & Melaville, 2012). Nevertheless, because of the logistical difficulties of doing research in high-risk areas and the resulting high expenditures, programs are usually tiny and situated in places with little research capacity (King, De Salva, Stein & Patel, 2009). However, even though CBOs are essential when governments are unwilling or unable to address long-standing social problems, they are unable to meet all of society's needs on their own and require support from both governments and donors from the private sector (Hershey, 2015; Lu, 2015; Warsshawsky, 2016). Similarly, Dreier (2006) argues that neither the public nor the private sectors alone can address community problems for rural areas, but CBOs must play a key role. Although, it is argued that CBOs cannot solve the major problems in their neighbourhoods on their own, but they provide essential building blocks for doing so (Dreier, 2006: 124). A recent example, we have seen the unrest in Kwa-Zulu Natal and Gauteng provinces, where people were involved in vandalising of goods and looting in shops. We have seen CBOs assisting in guarding shops while others were providing food to poor people. Therefore, CBOs are important as they serve multiple purposes in communities.

2.9 CHALLENGES FACED BY COMMUNITY BASED ORGANISATIONS

Non-profit organizations are commonly seen as leaders in tackling challenging environmental and social concerns afflicting social society, especially in countries with inadequate state-led development (Ilhan, 2013; Reith, 2010). This is particularly true for developing nations, where many international aid organizations support local NPOs rather than for-profit organizations or even national governments because NPOs have less burdensome bureaucracy, are more adaptable when it comes to entering into contracts, and are less likely to be partisan (AbouAssi, 2013; Hersehey, 2013; Ilhan, 2013; Maboya & Mckay, 2019). Beside the vast differences among the world's Community Based Organisations, most of them share common dilemmas (Ratlabyana *et al.,* 2016: 11). Non-profits organisations face criticism despite playing a crucial role in society. According to Hersehey (2013), not all national governments are in favor of them, which raises questions about their motivations. Maboya and Mckey (2019) add that some people have even claimed that CBOs support citizen uprisings and regime change initiatives. Others, however, assert that CBOs are involved in illicit activities that endanger national security (Fraser, 2005). It is

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evident from the study conducted by Gomes and Mama (2012: 214) that due to a lack of the aforementioned resources, CBOs are unable to operate effectively, which hinders their performance in the area of rural development. The following challenges are discussed in this study:

2.9.1 Workforce Challenge

Volunteer work mainly described as a vital contribution to more active civil society, community engagement-broadly defined democracy (Belina, 2018). Volunteers are important resources for CBOs to function effectively. The results of the study conducted by Oluwaseyi (2018) show that CBOs also experience a manpower problem during the actual implementation of projects, which has been one of the factors preventing effective project execution. Oluwaseyi (2018) reports that many project participants are hesitant to serve on the project committee. In addition, only a small number of the project committee members are left to complete the projects, and no experts are sought. Finding new volunteers is said to be the main issue facing non-profit organizations, according to many researchers (Hager & Brudney, 2011; Ward & McKillop, 2011). As soon as they leave volunteering, they must find new employment, which is a significant barrier for organisations, particularly non-profit ones, keeping them is a problem. According to Reinklou and Rosén (2013), in contrast to paid work, volunteer work is usually informal in that an agreement between the employer and employee/volunteer does not apply. Because factors like working hours, fundamental conditions, and normal personnel policies are not covered, the volunteer has less predictable employment conditions than paid employees (Anheier, 2005). Additionally, this creates a level of uncertainty among non-profit employees that is absent from conventional organisations. Finally, it is true that many volunteer organisations have volunteers on a schedule and involved them in their tasks, but they do not have any contracts with them, which creates uncertainty for how their commitment will develop.

2.9.2 Leadership Challenge

Community Based Organisations need leaders to function effectively (Chirimbu, 2014). Leadership has emerged as a key concern in organisations in both the public and private sectors of polities and corporate setting in today's world (Akindele & Afolabi, 2013). In fact, leadership determines the success or failures of any human endeavour. Leadership is responsible for group organisation, problem solving and guidance. Intelligence, a strong personality and intuition are necessary for leadership (Fener & Cevikb, 2015). The main duty is to direct and inspire organisational members' efforts in order to accomplish predetermined

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goals (Jansen & Samuel, 2014). Additionally, middle managers play a crucial role in achieving organisational goals by inspiring workers, removing barriers, making clear the paths to success, and rewarding them appropriately (Jansen & Samuel, 2014). Leaders use their cognitive and intellectual experiences to paint the picture of the future. On the other hand, true leaders have solutions in mind, which is why they are optimistic. This energy influences the others around them because states of crisis are periods when people desire for the change of circumstances and creation of a difference (Fener & Cevikb, 2015).

Another important point of crisis management is the achievement factor. Fener & Cevikb (2015) argue that is not only necessary to perform the duty but also to reflect all characteristics of leadership in the context. In any small organization in its early years of life, it is difficult to disassociate organisational performance from the performance of the leader (James & Malunga, 2006). Due to the low level of literacy among CBOs committee members, the non-profit sector lacks individuals capable of managing necessary resources (human and financial) (Magongo, 2016; Gaikwad, 2012: 3). Role clarity has been found to be a crucial component in boosting members' performance and to have a positive and significant impact in organisational commitment, job satisfaction, reduced job-related stress, lower burnout, lower turnover intentions, and satisfaction with co-workers (Lynn & Kalay, 2016: 177). Leaders do not pay regard to the distinction between decision makers and implementers in performing organisational activities. Fener and Cevikb (2015) assume that they think that the main threat in an organisation is not the intellectual capacities of individuals but the imprisonment of these capacities.

Leadership is currently another crucial strategic challenge for networks of civil society organizations in many countries including South Africa (James & Malunga, 2006). According to Fener and Cevikb (2015) leaders that qualify for “crisis states leadership” value self-improvement, independent thinking and initiative taking, they do not like bureaucracy, and they balance between their business lives and private lives. Furthermore, they believe that, only when the operators attain their objectives then the organisation will attain its own. Therefore, leadership according to Fener and Cevikb (2015) is not a duty but an inevitable responsibility. Most of the leaders in community Based Organizations lacks some, while others possess all the characteristics mentioned above. In the world of CBOs, leadership is one of the major issues. This demonstrates that today's fast-paced business environment is characterised by a leadership crisis (Fener & Cevikb, 2015). According to the study conducted by Wyngaard and Hendricks (2010: 58), the lack of appropriately qualified leaders and inadequate support for them in the country are the root causes of the leadership crisis in NPOs.

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2.9.3 Accountability Challenge

As a part of the third-sector CBOs are faced with issues, trust and accountability (Amagoh, 2015). Community Trust is important as CBOs are known as institutions that are inspired by a vision of delivering services to communities. Public funds are involved throughout the process. Accountability mechanisms must be properly implemented when using public funds for service delivery (Krivelyova, Katietek, Connolly, Bonnel, Manteuffel, Rodriguez-Garcia, N'Jie, Berrutti, Gregson & Agrawal, 2013). Accountability then is about the behaviour and the performance of a person, group, or organisation, and how this is assessed (Kasmad, Samboteng, Aripin, Kasmad, Harta, Susanti, & Fadillah, 2021). However, despite several restrictions, the management of CBOs has not been accompanied by sufficient public accountability (Moropo, 2014). The reason is that, as of now, there is no comprehensive analysis of the sources of financial support received by community-based organisations or their funding allocation practices has been carried out at the local level (Krivelyova et al., 2013). CBOs frequently find themselves in a complex web of interactions in a specific setting. The results of their performance are important to donors and other resource providers. Results from earlier studies demonstrate why CBO management typically performs poorly (Kurniasih, Setyoko, & Imron, 2017).

Many calls for accountability are made in response to failures in various sectors, such as the public or private (Hall et al., 2017). According to Hall, Fink, and Burkely (2017), the emphasis is on the leadership and holding leaders accountable. But in encouraging corporate accountability, transparency, and appropriate ethical behaviour, leaders can play a significant role. Accountability issues have grown to be a source of great concern for CBOs and society (Gberenbie *et al*., 2017). According to Kurniasih, Setyoko, and Imron (2017), CBOs lack the activities of diverse organizational units owned by the community, which makes it difficult for them to fulfil their social influence. The goal of CBOs is to empower the community for this reason, but up until now, this objective has not been successful. According to Brown and Cloke (2004: 55), public organisations need the support of the public in order to function effectively. One of the causes of the CBO's inadequate management performance is the under-involvement of the community. Therefore, one key reason why the CBOs' programs are less successful is the absence of an accountability structure and mechanism for the rural community (Kurniasih, *et a*l., 2017).

2.9.4 Sustainability Challenges

Under increasing pressure, sustainability of volunteered work has become a pressing issue (Leslie, gray, Eales, Fast Magnaye & Khayatzadeh- Mahan, 2020). The study findings by

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Mgawanyembe (2008) reveal that the future of the most CBOs is not certain. CBOs services should provide lasting and long-term benefits for the community. Due to its struggles to stay afloat and failure to address the threat to its sustainability, the non-profit sector is contracting and failing to address the challenges it faces. The source of the threat is unknown (Wyngaard & Hendricks, 2010: 58). Resources are required for CBOs to function effectively. Resources such as skilled human and finances are important for running an organization on daily basis. Project managers, proposal writers, website developers, fundraisers, and survey takers, to name a few, are just a few of the professionals needed to build and operate a CBO. The knowledge and abilities listed above are necessary for the organisation to survive. But, above all, CBOs need leaders, these are people committed to the organisation and willing to spend time and effort directing its work.

The majority of CBOs lack the financial resources necessary to carry out their planned activities. According to Seltzer (2014) organisations draws various sources of revenue, allowing it to support its ongoing efforts and to undertake new initiatives. Most CBOs, as they depend on government and member's contribution for resources. However, these funding allocations have been limited in their size and scope. Government funding is not consistent, as sometimes the organisations receive the money, while other times they do not. Organisations should have the ability to fund future activities and endeavours through a combination of earned income, fundraising activities and financial support from the public sector. Hailey and Salway (2016) contend that resilient NPOs need to be able to adjust to a shifting external environment, revise their missions, and mobilise resources to take on new challenges. This involves a change toward becoming more financially and politically independent (Gras & Mendoza-Abarza, 2014; Stecker, 2014). For most CBOs, a core challenge is balancing the need to maintain financial sustainability and the pursuit of organisational mission. NPOs must therefore create financial resource models that emphasise revenue diversification (Chikoto & Neely 2014; Stecker, 2014).

It is important to note that organisations deliver services that responds to client's needs and anticipates new areas of need (Seltzer, 2014). Most of the CBOs face challenges of sustaining programmes and services which they are unable to expand client base. This is because these CBOs are based in certain communities, and they are providing services to the same people on daily basis. These people get used and tired of the same services they receive. Some CBOs are often viewed as offering programmes and services that are complimentary, rather than essential to rural areas such as preventative, care and treatment programs (Amartya, 1993; NDA, 2013). For this reason, the organisation might fail to sustain itself, as people show lack of interest in the services and programmes.

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2.9.5 Inadequate Board Governance

CBOs are expected to be well-positioned to o serve the community, carry out community development initiatives, and improve community governance (Acharya & Zafarullah, 2017). There have been great expectations for CBO participation in each of these spheres of public life. Despite the high expectations for CBOs' active and successful participation in a variety of situations, many CBOs have lacked the institutional capacity that is, the human, structural, and material resources to carry out the activities they had envisioned (Acharya & Zafarullah, 2017). Boards of directors for CBOs should be made up of individuals with the necessary business-like skills (Hayman, 2016). It is noted that the non-profit sector lacks people who can manage necessary human and financial resources (Binder-Aviles, 2012). Improved board of governance is essential to improving CBOs' performance in rural areas (National Development Agency, 2013). The level of dedication demonstrated by various boards overseeing South African civil society is a serious issue (National Development Agency, 2013). However, the boards governing CBOs lack the expertise required to advance the goals of the organizations they represent, and it is difficult for them to be accountable to the constituency they represent (National Development Agency, 2013). In its 2005 Impact Assessment for the NPO Act, the Department of Social Development conducted research that showed that NPOs generally lacked the capacity to handle their operations, including sustaining good governance principles of the organisations. In reality, most CBOs do not have or do not operate any governance committees (Mgawanyemba, 2008).

2.9.6 Lack of Efficiency, Effectiveness and Impact on Community

Research in organisational behaviour acknowledges that the primary focus of theory is the notion of organisational effectiveness (Biswas, 2009). The general consensus is that successful organisations are capable of creating and maintaining inherent material wealth that can be distributed among their stakeholders (Binsiddiq & Tsai, 2012). On the other hand, an effective organisation is concerned with having the best internal operations (Binsiddiq & Tsai, 2012). This shows that organisational efficiency is primarily focused on internal growth, sustainability, and strength, with much less of an external focus, while organisational effectiveness is focused on both internal and external creativity and innovation (Binsiddiq & Tsai, 2012). Community Based Organisations comprised of volunteers in communities who plan to achieve their goals through community organising. Significantly, community organising as a process is practiced in community organisations but, Speer and Perkins (2002) argue that not all community organisations practice community organising. Therefore, organisational effectiveness must take into account the

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goals as well as the methods by which they achieve their goals and maintain themselves, particularly those methods that typically function independently. Therefore, organisational effectiveness has been connoted as one aspect of the organisational performance. Although, there are many community organisations which goals are not community organising, but rather service delivery or provision have decided to expand their services to include community organising. Most CBOs are just volunteering for the sake of getting money, while the organisations are not functioning. As result, the intended objectives of delivering services to the poor are no longer met. Donors are putting more emphasis on due diligence requirements and the administrative and governance systems of organisations, which are widening the gap between smaller CBOs and larger NGOs (Wyngaard & Hendricks, 2010).

2.9.7 Shortage of Skilled Individuals to Occupy Key Positions in CBOs

South Africa is in a serious crisis regarding a shortage of skills (Nel *et al*., 2008: 31). Within South African civil society organisations, the issue of management is of great concern (National Development Agency, 2013). Numerous studies and investigations identify the lack of education and skills as a problem that jeopardises the effectiveness of community-based projects (Kamau, 2014: 13). Additionally, it was reported that most of the people who qualiefied to be hired for non-profit boards are dying in particularly in black communities (Kamau, 2014). According to the statement mentioned above, this shows that the non-profit sector lacks people who can manage necessary resources, including human and financial ones. As the CBOs grow, there are different specific needs for managerial skills and knowledge. Researchers have provided abundant evidence that content knowledge alone is not sufficient for hierarchical success, that is, job advancement or upfront promotion, but rather some unique combination of various capabilities and personality factors (BinderAviles, 2012:10). The findings of the research conducted in Slovakia to small and medium organisations confirmed that managerial skills for managers is not sufficient or not all defined when it comes to financial management (Binder-Aviles, 2012:10). The CBOs Board must possess the abilities and drive necessary to dedicate themselves to overcoming the immense challenges facing the industry (Department of Social Development, 2009). The skills deficit is more acute in rural areas (Wyngaard & Hendricks, 2010:58). The skills gap inherently compromises the ability to improve and expand services to more clients (Mckinsey & Company, 2001). The CBOs must have strong operational skills so it can provide services to communities. While the overall level of training is low, Worrall and Cooper (2001) find that not only is the volume of training delivered at a low level, but the managers who are receiving the training also think it is ineffective.

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More in-depth coverage of this topic can be found in published literature. After apartheid ended, many moved from civil society organizations to significant posts in government (National Development Agency, 2013). To date, the movement of individuals or personnel from CBOs to other positions is still happening. An example of managers with necessary skills to qualify for teaching positions of grade R learners are being removed from the community Early Childhood Development Centres to fill the gap of teaching position in primary schools. This leaves the community CBOs without people with necessary management skills. The maintenance of good managerial standards may be hampered by a lack of one or both components (National Development Agency, 2013). Additionally, this could be harmful to the entire leadership structure because managers who lack the necessary human capacity make service delivery gaps within the organizations more obvious. Kotze (2003) point out that, numerous organs in civil society organizations encounter great obstacles, which may be in part to blame for their inability to address the problems of poverty.

2.9.8 Funding Challenge

Many CBOs in South Africa's NPO sector have recognized financing shortage as an issue (National Development Agency, 2013). According to Ratlabyana, Mkhonza, and Magongo (2016), the challenge of a lack of financial security has long plagued the CBO sector in South Africa. Since 1980, the Non-Profit landscape has undergone significant change (Hershey, 2013). To that end, significant funding comes from international organisations like the World Bank and the European Union (EU) (Habib 2000 & Hershey 2013). Later, the donor funding landscape changed course and started to prioritise broad empowerment over poverty alleviation (Banks & Hulme, 2013). In this regard, the World Bank and International Monetary Fund evaluate NPOs as being effective, adaptable, and dependable as well as being straightforward or simple to work with. As a result, they made them mainstream partners (Hershey, 2013). However, in terms of developing countries, international financial support for local CBOs has decreased over the past ten years (Maboya & Mckay, 2019). Additionally, Aschari-Lincoln and Jager (2016) point out that the funding landscape has changed because of the demands of many funders to adhere to good governance standards and a high level of financial transparency. It should be noted that when funding requests are made, potential funders frequently request access to the NPO's financial information and many demand strict reporting guidelines. As a result, these NPOs have experienced funding losses (Fowler, 2016). Additionally, those who receive funding discover that they must invest a lot of time, money, and effort in adhering to the bureaucratic reporting requirements of donors. They are now even more compelled to fulfil donor mandates as a result.

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The quantity and calibre of the crucial work done by CBOs are constrained by financial difficulties (The Joint United Nations Programme on HIV/AIDS, 2005: 9). According to Oluwaseyi's (2018) study, members of CBOs pay for project execution through contributions, membership dues, levies, fines, and donations. Except for some relatively wealthy religious organisations that are members of international organisations, many other CBOs have weak financial bases (Oluwaseyi, 2018). However, due to their location and the communities they serve, some CBOs simply are unable to support themselves (Aschari-Lincoln, & Jager, 2016). Lack of sufficient funding hinders organisations' ability to operate effectively, especially if it has gotten to the point where staff members are no longer paid for the services that organisations provide (National Development Agency, 2013). According to Sibanda (2009), when considering government funding, it is clear that the sector lacks access to financial support, as well as some general support and contributions from the public. According to Lehne (2013), the majority of NPOs are founded and run by individuals without formal business or entrepreneurial experience. Additionally, many CBOs live from hand to mouth, surviving from one funding cycle to the next. Most people have not developed new cultures or skills to diversify their sources of income (Maboya & Mckay, 2019).

The National Lottery was also established to help with funding the sector for causes related to development through the civil society sector. It has also proven challenging for this vehicle to effectively support the industry. Throughout the years, the National Lottery has seen a very high volume of funding requests from NPOs during the RFP window periods; however, the percentage of NPOs that qualify with strong proposals has always been very low. One of the most serious criticisms of the sector, according to the Magongo (2016) study, is the National Lotteries' high rate of proposal rejections for NPOs. The author goes on to say that the creation of the National Lotteries Board raised expectations in the industry because it was viewed as the only realistic option for receiving funding directly from the government. This source of funding has not given the sector the respite it needs to ease the challenges of obtaining funding for development initiatives in rural or less disadvantaged communities.

In this way, it is obvious that the performance level will be impacted by the situation. As is common knowledge, effective performance fosters organisational growth, but this can also be supported by financial incentives that keep employees motivated to carry out their duties (National Development Agency, 2013). The source of funding can also cast CBOs in a negative light in the eyes of local communities, who begin to view them as state agencies or large corporations (Banks & Hulme, 2013). It has been argued that in some instances, donors impose funding requirements that force non-profit organisations (CBOs) to adhere to

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the donor's agenda, regardless of what is required or desired locally (Reith, 2010; Mckay, Mbanda & Lauton, 2015).

2.9.9 Non-compliance as another Challenge

Over time, the NPOs sector has expanded. Every year, more non-profit organisations (NPOs) register with the Non-Profit Directorate of Social Development. However, a significant portion of all registered NPOs—more than 60%—are non-compliant (Magongo, 2016). The cause might be lack of information on what is supposed to be done after registration. Information has a deep impact on personal wellbeing, decision making processes, innovation and production. The empirical research suggests that a variety of factors, including political and cultural structures, human individual capabilities, procedural, and technological artifacts, seem to contribute to the phenomenon of the lack of information needed (Kajtazi, 2012). The results of the follow-up experiments might be disastrous. In order to ensure that NPOs that register do so for a worthy purpose, that they are given the support they need to comply, and that there are mechanisms and processes in place to enforce compliance, this should therefore be the first indication that the sector needs intervention (Magongo, 2016).

2.9.10 Lack of Financial Management Skills

Funded organisations do not work in a vacuum, isolated from everything else. They interact and transact with other entities present in the economic environment. These entities include government, suppliers, banks and other shareholders such as donors etc. (Akindele, Ayoola & Ameen, 2017). In this way, financial management is important for the organisations to deals with transactions on daily basis (Vohra & Dhillon, 2014). CBOs are faced with the challenge of managing their finances. Financial management practices are the central activities for the functioning of funded CBOs (Vohra & Dhillon, 2014). Majority of the CBOs are self- funding, while few receives stipends from government which is not enough for the services they rendered (Akindele, Ayoola & Ameen, 2017: 59). In a study conducted by Herrington, Kew & Kew (2009), they suggest that access to finance is the major problem for South African CBOs. Cassar (2004) makes it clear that inaccessibility of finance can be a constraint on CBOs growth and functioning. As a result, CBOs generally struggle with finance because their leaders frequently lack an entrepreneurial mindset and instead concentrate almost exclusively on social causes (Morn's, Webb & Franklin, 2011). In addition to being constrained by donor-controlled funding cycles, many CBOs are unable to begin strategic long-term financial planning (Lehner, 2013).

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Individual firms struggle to find the best ways to use their finances while also dealing with the challenges of raising capital to carry out their operations. According to a study by Bbenkele (2007), CBOs, particularly those from rural regions, have a limited awareness of the services that banks provide as well as the processes that banks follow. Additionally, it was shown that CBOs around the world face significant challenges to their existence because to a lack of skilled personnel and managerial abilities (Bismark, Kofi, Kofi & Eric, 2018). This might be the result of the donors and government agencies to be reluctant to dedicate significance resources to a CBO with weak financial controls (Mckensey & Company, 2001 Organisations actively manage their finances in a competitive market to accomplish their objectives. Ilie (2015: 727) indicates that financial management entails not only achieving financial objectives outside of sustainability parameters, but also reporting and measuring performance. Financial managers now have access to a variety of tools and methods that can help them suggest the best course of action. These tools assist the manager in identifying the funding sources with the lowest cost of capital and the ventures that will yield the highest rate of return on investment (Rothak, 2004: 8). As a result, a variety of skills are needed to handle a more complex finance function. They also make it possible to work with talent from different cultures and incorporate virtual teams in the context of advanced technology for operations that are developed abroad.

2.9.11 Ownership of the CBOs

Getting a CBO up and running is hard and require hard work. Most of the CBOs are established by people for the purpose of creating employment for them. In many cases, the founders of the CBOs invest a significant amount of time, effort and often personal funds to get their organizations established (The Department of Social Development (DSD), 2009). Rightfully so, they possess a certain pride of ownership and sense of personal accomplishment (The DSD, 2009). Naturally, the DSD (2009) further indicated that founders of CBOs feel closely attached to the organisations they established. Because of their passionate commitment and personal sacrifices, founders have considerable influence that extends well beyond managing the organisation. Many founders have difficulty imagining someone else leading the organisation, and it can be harmful for the organisation's sustainability. Furthermore, the DSD (2009) argues that the founders do not own the organisation the same way founders of small business organisations have personal ownership of their companies. In some organisations, board members are appointed by registered members of the organisations, however, may not necessarily represent communities because they are there to benefit themselves and their families rather than the organisation (Wyngaard & Hendricks, 2010: 58).

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According to the study by Block (2004), It has been said that NPOs suffer from what has been termed the 'founder's syndrome'. Founders are defined as people who establish organisations as an extension of their personal vision and drive (Block, 2004). The author claims that a variety of influential rights and privileges that belong to or are exercised by a NPO's founder constitute founder's syndrome. This implies that the organisations must always take whatever the founder suggests. This might result in a situation where founder versus non-founding members of NPOs may be engaged in behaviours that tend to escalate problems. Furthermore, the author indicates that this syndrome may pose problems for NPOs, particularly where the founder's actions may not be consisted with those of the non-founding members causing internal problems (Block, 2004).

However, the DSD (2009) promotes the structure for board members who are not paid for their membership and a separate operational structure of the director, manager, coordinator and staff members. Politicians, government officials, aid organisations, and private sector participants frequently view development projects as their own and belonging to the affected community, despite rhetoric to the contrary (Swanepoel & De Beer, 2008). The authors also stated that attempts to create workable and practical mechanisms of coordination will be unsuccessful as long as community development projects are involved (Swanepoel & De Beer, 2008). Furthermore, for any attempt to coordinate community development to be successful, it is essential to acknowledge community development as an empowerment process that should be used by all professionals performing related roles. In conclusion, coordination will become less of a problem once ownership is returned to the people. A ministry or other line functionary will not control development, so they will not be responsible for establishing coordination.

2.10 THE ROLE PLAYED BY COMMUNITY BASED ORGANISATIONS IN RURAL AREAS

The importance of CBOs and their contribution to national and economic development in general, and to rural communities in particular, has been emphasised by a number of researchers (Hussain, Khattak & Khan, 2008: 749). Additionally, it is mentioned that CBOs are important in interacting with marginalised communities, fostering trust, and attempting to offer much-needed assistance and support (Background Paper on Social Protection, 2014: 17). According to the Policy Framework on the South African Non-profit Organisations Law (2012: 07), CBOs in rural areas have a significant impact on the socio-political and economic development of the nation because they frequently serve as a social bridge. Further, it is

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noted that CBOs can provide particular goods and services where markets have failed or where government falls short (The Policy Framework on the South African Non-profit Organizations Law, 2012). An example, South Africa and other countries have been attacked by the corona virus, we have seen many organisations helping people from rural communities with food parcels and water. A public voice for their clients, many of whom lack access to political institutions or lack the necessary knowledge or abilities to engage in politics on their own, is thought to be provided by social service organisations (Leroux, 2006: 411). The government is trying but failing to reach all people at the same time.

Ciucescu and Alescsandri (2009: 15) also mention that CBOs play an important role in bringing to the attention of the public authorities issues that might go unnoticed by them and in assisting them in problem-solving by utilising their organisational capacity and local data, human resources, as well as monitoring and evaluating their activities. In contrast to the aforementioned, Kisingu's study (2012: 17) shows that it is challenging to analyse CBO activities in a systematic manner due to the variety of their experiences. Additionally, it is suggested that this restriction is made worse by CBOs' expanding participation in comprehensive community development initiatives that broaden the scope of activities the organisations undertake (Kisingu, 2012). Furthermore, Kisingu (2012)'s research shows that assessments are similarly complicated by the fact that many of the initiatives and effects of CBOs are difficult to measure. For this study the following are the major important roles played by functioning CBOs in communities, and are discussed as follows:

2.10.1 Identification of Local Needs Resources

CBOs play a significant role in identifying resources available in communities. Olala and Ndegwa (2010) argue that communities typically have good local infrastructure put in place by the local government and grow organically based on the consent of their own citizens involved in fruitful cooperative efforts. Hence, community assessment is one strategy to help community groups learn more about their community, local issues and assets, and potential directions before planning projects and activities. Olala and Ndegwa (2010) assert that resources are the driving forces of organisations, they must be identified and mobilised to achieve the intended results. Many times, elected officials, business leaders and community groups want to improve their community, but they do not have a good handle on where to begin (Maurer, 2002).

Olala and Ndegwa (2010) define resource identification as the process of enumerating, enlisting and assessing the availability and utilisation, therefore. Without this information,

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communities may start projects that are not appropriate or acceptable to the public or that do not address real issues. Identification of resources has to do with capacity, commitment and skills of the community in identifying the required resources (Marti-Costa & Serrano-Garcia, 1983). According to the Aspen Institute (1996), the term "community capacity" refers to the combined influence of a community's commitment, resources, and skills that can be used to build on a community's strengths and address problems and opportunities in the community. According to this definition, commitment is the collective desire to act, based on a common understanding of issues, opportunities, and practical solutions. To address opportunities, resolve issues, and strengthen community responses, it also refers to increased support in the important sector of the community. This implies that the CBOs must be committed to identify local resources which can assist in delivering services. Local resources in this context can include human, financial, and natural assets, as well as the means to deploy them intelligently and fairly. In identifying all these resources, organisations need to clear on its objectives (Marti-Costa & Serrano-Garcia, 1983). Thus, Maurer (2002) mentions that it is important to remember that each community is unique with its own set of goals, preferences, assets, issues, resources, history, and potential for the future.

A proper assessment can help a community make decisions that are appropriate to its unique set of circumstances (Marti-Costa & Serrano-Garcia, 1983). Additionally, it entails having the knowledge or instructions necessary to make the best use of these resources (Black & Hughes, 2001: 17). A community that uses a variety of resources to develop opportunities for people to develop their skills is undoubtedly strengthening the community's capacity (Black and Hughes, 2001). According to Marti-Costa and Serrano-Garcia (1983), skills include all of the abilities and knowledge that people and organisations can mobilise to solve problems, seize opportunities, and strengthen both established and newly emerging institutions. Therefore, skills need to be strengthened to achieve the intended outcomes. Similarly, Black and Hughes (2001) made a conclusion can be drawn that as people gain new knowledge and abilities, their level of volunteerism in CBOs increases.

2.10.2 Community Based Organisations Act as a Source of Employment Creation

In South Africa, reducing poverty and inequality is largely dependent on employment. Meyer (2014) argues that South Africa's unemployment crisis has gotten worse since 1994. A discouraging 61% of the unemployed have been looking for work for more than three years (Magongo, 2016). The rising unemployment rate has resulted in CBOs to become a source of job creation with the assistance of the government. In addition, Meyer (2014) indicate that the private sector creates jobs within supportive environments that are made by the

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government. Effective operation of CBOs is crucial for service delivery in this process of creating an enabling environment. The World Bank (2013) asserts that employment growth promotes development. This suggests that having operational CBOs makes it possible for communities to raise both their economic standing and their standard of living.

The approach to community development contends that localities are best equipped to recognise and address their own issues (Bhuiyan, Kamrul Hassan & Islam, 2018). The lack of service delivery in rural areas, and the lack of employment by people living in rural areas led them to create their own organisations (Berg, 2013). These organisations were implemented in their own communities through empowerment received from government (Bhuiyan, Kamrul Hassan & Islam, 2018). In order to support CBOs, government departments should provide skills to rural people and enable small rural organisations to grow. The CBOs are assisting in reducing the high rate of employment (Maboya & Mckey, 2019). However, apart from government-led initiatives, development partners and non-profit organisations have facilitated community-based development through CBOs. As a result, many people are participating in daily activities to earn their means of living. They earn money which enables them to put food on the table, and also assist by feeding others as well. According to Berg (2013), CBOs offer stable employment opportunities. A good example is that there is a number of teachers who are working full time and part time at early childhood development centres. Some volunteering workers have been hired to work in the environment space (Maboya & Mckey, 2019).

CBOs play a crucial role in developing nations, but the sector also has a significant economic impact. It contributes significantly to the gross domestic product of many countries and is a significant source of employment opportunities (Maboya & Mckey, 2019). According to Nel et al. (2008), the government views the small, medium, and micro-enterprise (SMME) sector as the solution to many of the unemployment and socioeconomic issues facing the nation. Berker (2007) argue that the informal sector does not solve the problems of poverty and low standard of living, although it does alleviate the problem of a lack of sufficient economic activity in South Africa. It is indicated that it should therefore not be seen as a solution to the unemployment problem. NPOs in developing countries thus frequently support social transformation and help to lower inequality (Patel, 2012).

2.10.3 Promote Community Development

Aside from the government and non-governmental organizations, CBOs play a crucial role in community development (Mgawanyemba, 2008: 02). It is clear that community-based

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projects focus on neglected or underdeveloped communities (Schutte, 1993: 08). Community development is defined by the United Nations (1963) as the processes through which the people's efforts are combined with those of the government and development aid organisations to improve the economic, social, and cultural conditions of communities in order to integrate them into national life and give their residents the opportunity to fully contribute to national progress. Similar to this, the study by Luka (2005) views community development as a skilled process, with part of its premise being that communities cannot be helped unless they accept this. The emphasis is not only on how the community functions at the local level, but also on how important institutions respond to community needs. The author also makes clear that community development is a philosophy that prioritizes communities and supports the development of the individual within his or her community.

According to Fakoya (1984), community development gives people a way to organize themselves for action planning, define their collective and individual needs and problems, create group and individual plans to meet those needs and solve those problems, carry out these plans with the greatest possible reliance on community resources, and, as needed, supplement those resources with assistance and materials from government and nongovernmental organisations outside of their communities. Although government, experts, and the elite play a supporting role in community development, ordinary people play a leading role in the process (Swanepoel & De Beer, 2006). At the individual, group, and societal levels, development includes ideas such as economic growth, human well-being, holistic (self-reliance and empowerment), and people-centeredness (Burkey, 1993; Pieterse, 2000). Communities must be open to the outside world even though complete community self-sufficiency is the goal. It is carried out by NGOs, also referred to as the third sector, which consists of civil society, not-for-profit, non-profit, voluntary organisations/associations, and non-governmental organisations that operate independently or partially independently from governmental control. These different types of community-based organisations serve as the framework for organising communities and collaborating with them to bring about change processes (Goel, 2014: 07). CBOs act as development mediators when people in communities come together to form relationships, which is when the change process begins to take shape.

According to Ali and Khan (2015), there is a significant connection between community development and Community Based Organisations. Swanepoel and De Beer (2006) note that community development is grassroots oriented in the sense that the main role-players are just ordinary people and are typically poor people. This is true in the sense that CBOs operate at the grassroots level. Because they are grassroots oriented, community

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development initiatives are modest, straightforward, and focus on meeting the fundamental needs of those at the grassroots level. For community development to take place, Swanepoel and De Beer (2006) indicate that the needs at grassroots level must be tackled. Whereas for CBO to develop self-sufficiency, the needs of communities, education and training for beneficiaries, active participation of stakeholders, and the development of skills to satisfy basic needs should be considered (Martin & Dudly, 2016: 197). The process of community development simply begins when the basic needs of the community, as identified by the community itself at a given point in time, are addressed. It was also revealed that the community is enabled to systematically shift its own goal post, constantly driven by repeatedly emerging new sets of unsatisfied needs. Cavaye (2015: 2) argues that in a community development process, many communities may aim to improve the situation of the unemployed, ill, disabled or poor, strengthen social interaction, or improve social support services. However, it is also argued that community development is not a social welfare program. It is a self-directed process aimed at a broad range of economic, social and environmental community benefits. Thus, Swanepoel and De Beer (2006) argue that community development is not meant to fulfil the needs of a community over the whole spectrum.

However, there seems to be a close connection between concepts of poverty and community which is involved in using their local resources to bring development within their community and also have the role of deciding over the use of resources which belong to the whole community (Miriti, 2009: 10). Without the involvement of individuals, community development is not regarded as genuine. According to Mmari and Kayuze (2014: 02), community development unites the efforts of the populace and those of the government to enhance the economic, social, and cultural conditions of communities to integrate them into national life and give their residents the opportunity to fully contribute to national progress. Hence, the African National Congress' (ANC) government have pledged to encourage civil society groups who contributed to the RDP to get involved and be in charge of its successful implementation (Reconstruction & Development Programme, 1994: 07). Miriti (2009: 10) states that CBOs gives managers a governance function which may depend on recognition and support from the community, traditional authorities and from the government in bringing development to the people.

2.10.4 Community building

It has been suggested that community building is a key tactic for putting community values into practice, especially as a means of addressing social issues (Seedat & Naidoo, 2017).

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The development of communities is a crucial strategy for systematic social change. (Rappaport, Alegeria, Mulvaney-Day & Boyle, 2008). Community building strengthen community development. Both the abstract and concrete levels of this strengthening are involved. People become more independent and self-sufficient, which greatly enhances their dignity. Swanepoel and De Beer (2006) indicate that people also learn how to organise more effectively on how to run projects and their leadership structures develop accordingly. Participants pick up skills to succeed in a variety of other fields. A community organisation improves its effectiveness, efficiency, and capacity for growth (Swanepoel & De Beer, 2006). Building institutions also happens as organisational skills are improved. Institutions become development-focused and adaptable. Therefore, community development is essential for the functioning of funded CBOs.

2.10.5 Promote Active Citizenship

According to Jensen and Pfau-Effinger (2013), an active citizen is a person who actively participates in civil society and strengthens that society's position through the welfare state. Beck (2000) indicates that active citizen includes work in civil society, and in cultural, family and political activities. Participation of citizens must be voluntary and self-organised in the sense that what should be done, and how should be done are in the hands of those who do it. CBOs are the evident in the work of the third sector organisations. This opens thinking about different ways in which citizen's entitlements might be organised. Turner (2001) posits that engagement in CBOs potentially provides a fundamentally important path to citizenship entitlement, one which allows people to participate successfully and take responsibility for their own destiny. In addition, community development fosters active citizenship whereby individuals work together to improve human conditions for the 'well-being of their communities (Kenny, 2011). This role of being active citizens can be performed in four ways.

- Firstly, it largely maintains existing power relationships between the 'giver' and the welfare recipient under the guise of 'civil virtue'.

- The second type of active citizenship is 'individualized self-help or do it yourself' (Cornwell, 2008, as cited in Kenny, 2011: 110). This ideology is promoted in neoliberal policies where citizens are obliged to aim for their self- fulfilment.

- Thirdly, Goel (2014: 07) indicates that active citizenship can be in the form of 'defensive opposition', where citizens may challenge a particular policy and resist

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change to an existing relationship or assets; however, power relations are not challenged.

- The fourth type of active citizenship is the idealistic version of 'visionary active citizenship'. These forms of citizenship brings alternative ways of thinking, doing and changing the existing power relationships in the community for the benefit of those who are oppressed and marginalised (Goel, 2014:07).

The fourth type of active citizen is important for the functioning of COBs as their involvement in organizations will bring change. Citizen participation, therefore, is essential as it makes many people feel a sense of commitment to their neighbourhood and is actively involved in activities to improve the quality of life there.

2.10.6 Poverty Alleviation

In 2015, more than 20% (10.2 million) of South Africa's population lived in extreme poverty, and 29 million of its citizens were considered to be poor (Van der Westhuizen & Swart, 2015; Cilliers & Aucoin, 2016). As a result, the national government regards eradicating poverty as a top priority (Schoeman, 2011). From the Reconstruction and Development Programme (RDP) at the beginning of democracy in 1994 to the current National Development Plan: Vision 2030, reducing poverty has been South Africa's top priority in development policies and programs (World Bank, 2018: 12). Lack of access to both material and intangible resources and the unequal distribution of resources are the causes of poverty (Schoeman, 2011). It is critical to understand the definition of poverty in order to comprehend how CBOs are involved in reducing it.

Historically, poverty was defined in monetary terms, using income or consumption levels. While Noble, Wright, Smith, and Dibben (2004) contend that how poverty is measured should inform how it is addressed in South Africa after apartheid. Noble *et al*., (2004) assert that it is imperative to arrive at a rigorous distinction between conceptualisation, definition, and measurement of poverty in the country. The choices that are made in relation to poverty reduction, for instance, would have been influenced by how poverty is measured at the outset (The World Bank, 2006). To be able to compare poverty levels across countries and over time, those that live below a given level of income, the poverty line is classified as poor (Ravallion, 2010). According to Handley et al. (2009), poverty is a state of insufficiency in which people struggle to meet their basic needs. One of the main social problems in many

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developing nations has been poverty. It can be challenging for many people to make enough money to cover their basic needs. Seasonality, economic downturns, and household shocks are typical contributors to poverty (Scheffing, 2017: 152). The NDP posits that to raise the living standards to the minimum required level will involve various mechanisms, such as increasing employment, income, productivity as well as through social protection and quality public services (World Bank, 2018: 11).

According to Kotze (2003), the role of CBOs in poverty reduction is still a disputed issue many years into democracy. While it is recognised that government alone cannot fight poverty, it should nonetheless take the lead and spur on civil society organization's efforts (Kotze, 2003). As the government is committed to eliminating poverty, the partnership between the government and CBOs were formed. However, CBOs have become a partner with the government in programs to fight poverty. Community Based Organizations help to significantly reduce poverty by reaching the underserved poorer population and working to increase access to public resources. According to Kyalimpa (2013: 2), governments in Africa have a limited capacity and supply of resources, making it necessary for NPOs to fill this gap in order to provide the public with the services they need. The National Treasury Provincial Budgets and Expenditure Review 2010/11-2016/17(2015) reported that although several measures have been put in place in South Africa to end discrimination, the socioeconomic landscape is still marked by enormous inequalities, particularly in rural areas. To improve the capacity of service delivery and lessen these inequalities, the review also praises the efforts of NPOs and suggests strengthening the relationship between the government and viable NPOs. It is widely acknowledged that CBOs are better able to reach residents of communities when delivering services than the state (Thanabalasingam & Pallagedara, 2014). As a result, there are many CBOs operating in communities with the intention of lowering poverty. CBOs are able to reach the poorest of the poor who truly need aid in some very rural communities, and they have been successful in reducing poverty (Mustafa, Gill & Azid, 2000; Ahsan, 2005; Lawson, Hulme & Matin, 2009).

African governments face the challenging task of providing services to accessible communities in resource poor areas because poverty prevents access to basic services that are actually considered as social for every individual (Yahie, 2000: 09). Because of this reason, government and international organisations now appreciate the role of CBOs and NGOs as genuine and effective channels to ensure poverty programme implementation because of their presence, knowledge of the needs and interest of the poor (Odunola & Odunsi, 2017: 187). In addition, Odunola and Odunsi (2017: 187) noted that CBOs and NGOs have been involved in diverse development and poverty reduction programmes in

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many communities. An example of a consultative survey conducted by Okunmadewa (2001) on poverty alleviation in Nigeria revealed that some CBOs and NGOs programmes reach the poor better that public sector managed programmes, especially, those in remote geographic regions and less privilege or disadvantaged group.

According to Swanepoel and De Beer (2006: 09), Community poverty is associated with factors such as poor housing, a lack of safe water, sanitation services, poor educational facilities and little opportunity for employment. CBOs assist in eradicating poverty, a pressing issue on a global scale brought on by advancements in the social, economic, technological, and infrastructure spheres (Choto, Iwu, & Tengeh, 2020: 589). Due to these changes, there is unintentionally a greater desire for and development of different survival mechanisms (Choto et al., 2020: 589). Further evidence suggests that those mechanisms can be found in social support and development (Omura & Forster, 2014). The evidence provided by Herlin and Pazinarandeh (2011: 411) demonstrates how CBOs have facilitated cross-sector collaboration between businesses and NPOs through public-private partnerships, leading to an increase in the number of initiatives undertaken to lower market and societal failures, particularly in the global public health sector. Buse and Waxman (2001) concur that these alliances bring significant resources that can help large number beneficiary populations served by CBOs.

CBOs participate in a wide variety of activities and adopt various forms around the world (Choto et al., 2020: 589). Supporting the government in meeting its statutory obligations is one of the key roles that CBOs play in South Africa (Wyngaard, 2013). The National Development Plan (NDP) (2011) states that all South Africa's provinces heavily relying on NPOs to provide services. Yahie (2000) also indicated that most of the poor have limited access to basic education and health programs consequently their labour productivity is low as well as their capacity to participate and benefits from many programs. Swanepoel and De Beer (2006: 09) also indicate that in a poor community disease is prevalent, the infant mortality rate is still high, school dropout figures are still high, the incidence of malnutrition is rife and there is a lot of ignorance. Hence, the low level of economic and social infrastructure further complicates the development programs (Yhie, 2009). Poverty is a complex and multidimensional phenomenon.

Sen (2000) indicates that its attributes can be captured in a myriad of images ranging from malnutrition, disease, lack of education, inadequate shelter, dependency, vulnerability and an absence of voice and powerlessness in society. Since poverty is a complex problem, any strategy to tackle poverty has necessarily to encompass a wide range of interventions and

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policies (Kumar, 2013: 17). The process of reducing poverty encompasses the predictor(independent) variables such as addressing income poverty, influencing decision making and enabling members to manage risks (Mmari & Kayunze, 2014: 03). The government of South Africa, supported by the NPOs, (World Bank, 2018) indicate that it has made significant progress in reducing poverty, improving access to basic services, education, health care, social protection, and economic opportunities. In this manner, there is no denying the fact that civil society organisations' role in poverty reduction remains pivotal in South Africa.

According to Hazar (2016: 04), CBOs are valued for their quick access to the poor and provision of service delivery because they provided community-centered, participatory development strategies. The World Development Report (1990) supported a strategy for reducing poverty that combines improved economic growth with the delivery of crucial social services targeted at the underprivileged while establishing financial and social safety nets (Singh & Chudasama, 2020). To reduce poverty and enhance the social and cultural conditions of the community, CBOs direct government efforts in that direction (Igberaese & Dania, 2015). In addition, CBOs are recognized as one of the social safety nets essential for reducing poverty by implementing programmes that promotes equity and creating job opportunities. As a result, Yhie (2000: 09) indicates that enhancing the role of CBO sector could be justified on a number of grounds.

The justification grounds that enhance the role of poverty are listed as follows:

- Enhance efficiency by increasing competition, strengthening accountability between providers and consumers, decentralised management structures, and creating incentives for cost effective consumer and provider behaviour.
- Increased equality through releasing public resources to be targeted towards marginalized groups. Private non-profit organisations also have powerful incentives to target and service low-income communities.

Mobilize additional resources in light of the limited fiscal resources as governments are under increasing strain due to macroeconomic conditions and completion public funds from other sectors. Golle (2007) concludes that, the functioning funded CBOs should seek to meet poor people, include them in their programmes, and help to enhance society's knowledge and understanding of poverty and social exclusion.

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2.10.7 Health Provision to Communities

CBOs play a crucial role in the health system because they offer a variety of frequently highly valued programs and services to the local population (Wilson, Lavis & Guta (2012: 2). A key element of most health strategies for the poor is the provision of community-based health systems, which give greater emphasis on prevention rather than simply curative methods (Yhie, 2000: 9). As Chillag (2002) points out those CBOs are in a good position to provide these services because they are familiar with their local areas and have connections to the groups they support. Further evidence suggests that CBOs frequently assist the most marginalised, downtrodden, and stigmatised segments of society (Wilson *et al.,* 2012: 2).

Similarly, community-based health care, especially for the very poor, women, and children, is a response to the limited access to health services in low- and middle-income countries (Chillag, 2002). Additionally, it appears that nutritional programs are important for CBOs (Yhie, 2000: 10). CBOs frequently play a significant advocacy role while delivering crucial health services and programs with the goal of bolstering the health systems in which they work (Chillag, 2002). The elimination of racial health disparities may be achieved by identifying and strengthening the capabilities of key CBOs. Ability to recognize community traits that influence health and organise people to address health issues is a crucial aspect of community capacity (Wilson *et al*., 2012).

CBOs are expected to work with decision-makers and stakeholders in the health system to develop policies, programs, and services. They are also becoming more actively involved in the development and production of research to guide these processes (Chillag, 2002). Another way CBOs can address health disparities is through partnerships with other institutions that aim to use community-based research methods (Griffith, Allen, De Loney, Robinson, Lewis, Campbell, Morrel-Samuels, Sparks, Zimmerman & Reischl, 2010: 33). Additionally, these initiatives support the public's and communities' participation in the design and delivery of their healthcare. Lasty, Chillag (2002) concurs that effective CBO participation in decision-making has demonstrated to increase the likelihood that policies will be appropriate, acceptable, and effective.

2.11 THE FUTURE OF FUNCTIONING FUNDED COMMUNITY BASED ORGANISATIONS IN RURAL AREAS

This sub-section represents the future of functional funded CBOs in rural areas. It emphasises the power of CBOs in changing the lives of people in communities. For this

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reason, the funded CBOs need to be functional, and the necessary requirements are discussed as follows:

2.11.1 Giving Rise to the Standards of Good Governance

Community Based Organisations are uniquely positioned to provide essential services and carry out grassroots community initiatives (Acharya, 2013). Community activities mean doing volunteer work and giving back to the community. Delivery of essential services has to meet the needs of marginalized people who live in remote areas (Brauns & Wallis, 2016). The primary responsibility of CBOs is to ensure equal access to services for all, particularly vulnerable groups. These organisations are ensuring that services are brought closer to the people and that communities are aware of the services rendered. The delivery of services must come with accountability. Accountability is the pillar of democracy and good governance (Al-Tabbaa, Gadd & Ankrah, 2013). Hence, Buchman, Woollard, Meili and Goel (2016) indicate that for service delivery to be held accountable, it must be responsive to community needs and equally accessible to all. This simply means that all CBOs should be able to accommodate all people irrespective of their gender, culture, language or disability. It also means that the CBOs should accommodate people living with disability by providing them access to physical environment, in terms of wheelchairs and ramps. They should also be provided with access to information and communication. These people should also have guaranteed participation and support decision-making. It also involves a procedure whereby members of the community can express their opinions about service delivery, and the service providers must then respond and give an account of the services offered (Darling-Hammond & Snyder, 2015). In order to be transparent, CBOs should have annual general meetings which they conduct once a year to disclose all their financial information to the community. The information should state the amount received, their expenditure and the balance left. All stakeholders, including those outside the "core executive," are involved in the policy-making process under the governance concept (Richard & Smith, 2002). This means that beneficiary selection should be done in the presence of community members. This will happen when the participation of common people is increased.

According to Molepo, Maleka, and Khalo (2015), service delivery depends on public involvement in local development. The Municipal System Act, 2000 (Act 32 of 2000), Section 5(1)(a), states that it is both a right and a responsibility for local community members to participate in municipal decision-making. This implies that CBOs must consult communities through public participation in decision-making processes. These support local communities in taking control of local institutions and guarding them against vandalism. The promotion of

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participation by all stakeholders, including citizens, community organisations, mass media, public institutions, politicians, non-profit organisations, and more, is another benefit of good governance (Bovaird & Loffer, 2009). To meet the various public interests, the stakeholders need to interact in the management of public organisations (Ormazabal, 2018).

2.11.2 Attraction of Additional Funds

Where organisations have clear development plans, both public and private investors are willing to invest (Managa, 2012: 5). Functioning CBOs run by people with strong leadership capabilities, are able to establish the goal and objectives of the organisation as well the ability to mobilise resources. The functioning CBOs are characterised by support and empowerment they receive from the communities from locally based community organisations. Ciucescu and Alecsandri (2009) assert that for projects funded by donors to be effective in combating poverty, local ownership, participation, and commitment to the initiatives for the local communities are prerequisites. Additionally, CBOs are effective at identifying and resolving social problems in the community, attracting and enhancing the value of human and financial resources, and determining the effectiveness of public policies (Ciucescu & Alecsandri, 2009). The following are classified as functions of CBOs:

• Increasing the bar for public service quality;

• Managing public resources more effectively;

• Increasing the value of public assets;

• Cutting back on administrative expenses.

Additionally, CBOs support the diversity of viewpoints among the general public and their members, who are aware of the existence of a range of interests and points of view in society. Ciucescu and Alecsandri (2009), further indicate that CBOs offer better services at lower costs because they employ volunteers, which boosts the socioeconomic activities' efficacy and efficiency. In conclusion, Siphuma (2009: 93) adds that Cheaper and better services attract more funding because funders and donors recognize the importance and necessity of funding such projects.

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2.11.3 Public Access to Information

Information is a crucial way to obtain full value of the services received from CBOs. Walby and Larsen (2012) indicate that information can be provided by front workers, brochures, displays, websites and other sources. In addition, the study findings conducted by Johann, (2015) reveal that the types of information vary depending on the nature of a service and may include schedules, directions to a service site, conditions of service, confirmation of reservations, instructions, dates and time. CBOs are important in the provision of information. The Constitution of the Republic of South Africa, 1996, Section 32 (1) (a) and (b) of the Bill of Right stipulates that everyone has the right of access to:

- information held by the state, and

- any information that is held by another person and that is required for the exercise or protection of any rights.

To understand the right to access of information in the context of CBOs, citizens have the right of access to the organisational matters, in terms of the management of the organisation, staff and volunteers. The organisation should have a structured flow of information describing the frequency of reporting, sources of information and the depth of the information. According to Johann (2015), citizens also have the right to know how the organisations function, the procedures followed when employing the staff and recruiting volunteers. CBOs assist citizens in communities by giving them counselling and advice about other services they can access, as well as referrals for further assistance. CBOs are now acknowledged as third sector actors on the public action landscape in the areas of development, human rights, humanitarian aid, the environment, and many others (Johann, 2015). Similarly, Connor and Yerbury (2018) show that CBOs are viewed as important civil society forces, not only for offering practical support for inclusion but also for fostering debate and the free flow of information about issues in democratic societies that may help people make wise decisions or bring issues of inequality to the attention of the larger community. This implies that communication between the organisation and community should be regular.

In trying to explain the necessity of CBOs in the provision of information, Connor and Yerbury's (2018) study is concerned with the provision of information by CBOs and the use of that information by target communities. In order to provide information in CBOs, they used a special conceptualisation of Kahn's (1966) taxonomy approach. The small world theory is

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based on the notion that information-based interactions can bring people together. In fact, Kahn (1966) believed that no one approach to information provision was appropriate for the provision of social development, and he proposed a few key functions crucial to information provision, framed in a way that they could be made available to citizens. Thus, a shift in the understanding of citizenship from a legal construct to a multifaceted one had an impact on Kahn's (1966) approach. Additionally, it offers the capabilities to deliver information-based services to the typical citizen, which may inspire both local action and broader societal change (Kahn's, 1966). However, the functions offer a complex picture of potential interactions between a CBO and the people who live in it, with the wider community, and with decision-makers.

According to Promotion of Access to Information Act (PAIA), 2000, everyone has the right to access any information held by another person when it is necessary for the exercise or protection of any rights under Section 32(1)(h) of the Constitution. This fosters a culture of openness and accountability (Act No. 2 of 2000). The CBOs must be accountable to the services they render to communities. The management must be transparent when it comes to the all the function rendered by the organisation. Information about the functioning of the organisations in terms procedures, hiring of volunteers, finances and the leadership should be known by the community they serve.

2.12 THE BENEFITS OF FUNDED FUNCTIONING COMMUNITY BASED ORGANISATIONS TO RURAL AREAS

It is crucial to consider not only CBOs' ability to help with service delivery in rural areas, but also the concrete advantages and direct effects many of these organisations have on enhancing access for rural areas that are underserved. There are few studies that have attempted to identify some key themes based on the examination of particular programs, despite the fact that it is challenging to evaluate the effectiveness of CBOs efforts (Blank, Jacobs & Melavilille, 2012). It is further indicated that CBOs have a number of attributes that put them in a strong position to help people in rural areas with different problems and succeed (Blank, Jacobs & Melavilille, 2012). The attributes are as follow:

2.12.1 Comprehensive Service

CBOs function as multi-service agencies in offering intervention (Blank, Jacobs & Melavilille, 2012). It is also noted that CBOs provide services to people of different age groups with different problems ranging from poverty alleviation, health related issues, family related,

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infrastructure, water. Limited evidence is available to inform the design, implementation, and sustainability of health and social service collaborations that address physical, behavioral, public health, and social needs, despite these collaborations becoming more prevalent (Agonafer, Carson & Brown, 2021).

2.12.2 People Development Focus

People serving CBOs embed to youth development principles throughout their programing, and by so doing they encourage and support the positive growth of young people (Blank, Jacobs & Melavilille, 2012). Developing people is an investment, as those people will in turn support the organisation because they will know that it will help others in future. This can assist the organisation in attracting more donors because of their support to people in the community.

2.12.3 Flexibility

Due to their capacity to use grassroots strategies, mobilise community members, and reach rural, marginalised, or politically disenfranchised populations, CBOs are thought to be more flexible and adaptable than governmental organizations (Clark, 1995; Streeten, 1997; Lewis & Wallace, 2000). Flexibility implies that ability of CBO's in terms of reaching all households in communities and supporting them to use their potential and creativity in developing and implementing solutions to their problems. Several authors indicate that this is frequently thought to be more effective than governmental or intergovernmental multilateral agencies because they have lower operating expense (Clark 1995; Kakietek, Geberselassie & Manteuffel; Kayode, Krivelyova, Bausch, Rodriguez-Garcia, Bonnel, N'Jie & Fru, 2013). In this manner communities are able make decisions on their own. It is also indicated that CBOs are more flexible and can respond more quickly to individual needs typically because they do not function under restrictive government or district to attend such calls (Blank, Jacobs & Melavilille, 2012).

2.12.4 Trusted Source of Information and Advice

According to Blank, Jacobs and Melavilille (2012), CBOs staff members usually understand the cultural and social context of individuals and the families with whom they work, and they are able to provide advice that is sensitive to such member's particular concerns and their advice are viewed as trustworthy. CBOs are established by people who stay in those communities where the organisations are based, and operate in the same community. These

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people know the challenges which community members encounter and what can be done to solve them. The study by Matarrita-Cascante and Brennan (2011: 294) point out that the key roles of providing support to its members are for its survival by forming relationship of care. This means that many people in rural areas are failing to access services due to the distances they must travel to and from the areas where they can get assistance. The authors further mention that CBOs are trusted by people in communities as they assist where there is need, and they have showed ability in providing reliable information (Matarrita-Cascante & Brennan, 2011).

The study by Goel (2014) concur that CBOs provide a sense of belongingness by connecting people with each other and builds social capital that is referred to as relationships based on mutuality, trust and cooperation. Although, the author argues that there is no certainty that people will develop trust and cooperation, a sense of belongingness opens possibilities of establishing connections, networks and generating solidarity. Notably, this includes members of the community as well as members of the organisations. These organisations may be better able to find and implement projects that will have a significant impact because they have a deeper understanding of working with communities.

As a result, the government also benefit from favourable public perception and interest (Mudogwa, 2016). According to Jelinek (2012: 19), both the government and NGOs should be aware that they are cooperating to fill the gap in this area of development. Finally, World Bank (2013) concludes by revealing that Jobs are the cornerstone of economic and social development. It was further revealed that jobs are created by private sector within the enabling environments created by governments (World Bank, 2013). Therefore, community members are benefiting by getting employment within the funded CBOs which are functioning effectively.

2.13 METHODS TO ENHANCE THE FUNCTIONING OF COMMUNITY BASED ORGANISATIONS

The section provides different methods to enhance the functioning of CBOs. CBOs are important community stakeholders as they provide numerous, often highly valued programs and services to the members of the community. However, CBOs are describes using different methods to enhance their functioning. The different methods are discussed as follows:

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2.13.1 Motivation of Community Based Organisations

Motivation is widely recognised as a key driver to improve the functioning of CBOs (Thompson, 2004). Key drivers of motivations are the needs that make the members of the CBOs working to their full potential even when they are volunteering. What motivates them is influenced by biological, intellectual, social and emotional factors. It is also clear that organisations need motivated members (staff) to achieve in any given goals (Smith, 1994). Motivation has become one of the main issues in all employer-employee relationships. According to Anstey (1998: 225), there is no universally accepted definition of the concept of worker participation. In fact, different interpretations can be realised. Despite the complexity of this term, many researchers have offered definitions of motivation. It refers to people who work hard, take initiative, apply for the skills where needed, and put in an extra effort to achieve goals (Nel, Wener, Poisat & Sono, 2008: 336). Managers conceptualied hard work in terms of goal setting for career development/success and having the required motivation and feeling capable to achieve success (Asumeng & Assan, 2015: 25). The authors argued that it involves commitment, resilience, determination and putting maximum inputs/resources such as extra effort, time and energy without counting the costs.

Performance is a function of the performer's ability and motivation. Campbell (1990) in Dunnette and Hough (1990) state that ability into declarative knowledge, the ability to state the relevant facts and things, procedural knowledge and skills, the knowledge attained when knowing what to do has been successfully combined with knowing how to do it. It is argued that motivation is the combined effect of three choices which are the choice to expend effort (direction), the choice of which level of effort to expend (level) and the choice to persist in the expenditure of that effort (persistence). Campbell (1990) further argues that performance on any task requires a minimum of both ability and motivation. Motivation is defined as some driving force within individuals by which they attempt to achieve specific goal to fulfil some need or expectation (Osabiya, 2015: 63).

While Skripak (2016: 4), defines motivation as an internal generated drive to achieve a particular course of action. Motivation can be intrinsic and extrinsic. Intrinsic motivation refers to the engagement in behaviour that is inherently satisfying or enjoyable (Legault, 2016: 1). In other words, it is performed for satisfaction or fun. An example of intrinsic motivation is when members at an old age organization assist elderly people who are unable to help themselves without receiving income but feel satisfied after. Similarly, community members might volunteer in an early childhood development organization because they are interested in working with children. Conversely, extrinsic motivation refers to the

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performance of behaviour that is fundamentally contingent upon the attainment of an outcome that is separable from the action itself (Legault, 2016: 1). In other words, it is performed to attain some other outcome.

For instance, members in an organisation might apply for funding from the government in order to receive stipend. It is contended that motivation is a means of acknowledging and understanding of the needs, wants, feelings, and ideals of employee by boosting their abilities (Skripak, 2016: 4). It is apparent that managers need to motivate members if they want to get the necessary results for the organisation (Skripak, 2016: 4). The reason being that operation of organisation depends on member's performance (Zhang, 2017: 37). Organisations are created for the purpose of attaining specific goals. Thus, for the goals to be reached, special attention must be given to the human resources of the organisations which include the academic and non-academic staff who are responsible for the effective and efficient management of the institutions.

Conversely, motivation in an organisation is one of the most important issues the management has to face and especially when the work relies on human resources (Fidalgo and Borge Gouvenia, 2012, 1). Banks (1997: 1) assume that managers cannot motivate employees. In other words, to understand the above-mentioned statement, it is important to note that CBOs are voluntary in nature. Voluntary means that activities are done for its own sake, particularly to achieve an external goal, the involved person or people wants to achieve or to reach a specific goal (Von Eckardstein & Brandli, 2004). Therefore, the motivation is predominately intrinsic. Von Eckardstein and Brandil (2004) also indicate that the usual function of motivation in management is unnecessary because the employees are already motivated. Furthermore, there is no possibility to stimulate a desired behaviour by money and other incentives. It is noted that volunteers determine themselves as whether, in which way, with which intensity and how long they want to be active in an organisation.

In addition, Armstrong (1996) argued that using a reward system not only gives instrumental value, but also act as a powerful symbol of the management's philosophy, attitudes and intent. It is also argued that managers can create a workplace environment that will inspire and supports strong motivation on the part of the employees (Banks, 1997: 1). However, Osabiya (2015: 63) posits that organizational success is dependent upon members being motivated to use their full talents and abilities and directed to perform well in the right areas. Therefore, by providing the right kind of support, managers can develop and encourage employees' will to succeed. Moshi (2012: 5) asserts that without having adequate human resource, the organisation will be unable to achieve established goals; hence managing

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human resources is the key role of success of an organisation. Moshi (2012: 5) also points out that organizations have become aware of human resources than earlier due to the accelerating trends of globalisation and many organisations treat their employees as most assets. Adeyemo and Aremu (1999) argue, that there are three basic assumptions of motivation practices by managers which must be understood:

First, is that motivation is commonly assumed to be a good thing. One cannot feel good about oneself if not motivated. This is true as the staff members in most CBOs experience challenges, which needs motivated employees to work under such challenges. Second, motivation is one of the several factors that go into a person's performances. Factors such as ability, resources and conditions under which one performs are also important. Third, managers and researchers assume that motivation is in short supply and in need of periodic replenishment. This implies that staff members in most organisations are expected to work, and perform without any form of motivation, which is a bad practice. Staff members need to be supported to perform effectively. Fourth, motivation is a tool which managers can use in organisations. If managers know the drives that make people to work in organisations, they can tailor job assignments and rewards to what makes these people achieve. That is why adequate measures must be taken towards motivating the entire staff of organisations. Motivation in an organisation is one of the most important issues the management has to face and especially when the work relies on human resources (Fidalgo & Borge Gouvenia, 2012).

According to Tohidi and Jabbari (2012) workers in organisations need something to keep them working. It was further indicated that most times the salary of the employees is enough to keep them working for the organisation. However, CBOs staff members do not have a specific salary, but stipends. Therefore, organisational managers should motivate the staff to achieve high levels of performance and overcoming barriers in order to change.

2.13.2 Sustainability of Community Based Organisations

Sustainability is a challenge to non-profit organisations, potential funders and the communities they served. Currently there is a need for sustainability actions (Kotob, 2011). Change of actions is required for building conscious and educating people to change their consumption patterns, including engaging voluntary social responsibility programs while changing policies and regulations from government departments. Recently, the term sustainability emphasises on the integrating of social environmental and economic aspects. While the study conducted by White (2009) focuses on three aspects of sustainability which

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are environmental, social and economic part. It was indicated that the organisation can focus on one or two aspects of sustainability depending on the situation at hand. Thus, economic aspect should be considered as the organisations will not survive without funds. Further, organisations should have future plans to support acting responsibility.

The choice of the plan should consider ethical aspects of sustainability. These include many aspects such as ensuring that an ethical business conduct is followed and a responsible and sustainable method of sourcing is used. Additionally, the strategy should consider every aspect of supply chain operations and make sure that businesses are acting in a way that is both socially and environmentally responsible (Kotob, 2011). Additionally, Shrivastava (1995: 955), highlights that sustainability has the potential to lower the long-term risks related to resource depletion, energy fluctuations, cost increases, product liability issues, pollution, and waste management. The Brundtland World Commission Report (1987) provided the most popular definition of sustainability, which was given as the development that satisfies the needs of the present generation without jeopardizing the ability of future generations to satisfy their own needs.

Knowing that many resources are running out or being misused has given rise to the idea of sustainable communities (Black & Hughes, 2001). This arises due to the lack of people who are responsible for taking care of organisations. The evidence that future will not look like the past is increasing and they emphasise the burgeoning need for sustainability (Gildings, 2011). Such changes are already occurring and they have material effects on the society. An example is of vandalization of structures for CBOs, after the failing to continue rendering of services to communities. The changes affect environmental, social and economic sustainability (Reddy & Thomson, 2015). The community as whole is affected as people in need will no longer receive services as they should have. Economic part of sustainability will be affected if organisations are no longer functioning, as people who were benefiting from those organisations through the support from the public sector or government will no longer be available. Some people will lose their jobs. Hopwood, Mellor and O'Brien (2005) suggest that although we depend on the environment to meet our needs, it is only our human needs that matters. It is assumed that in terms of human lifetime, a long-term view needs to be adopted in order for sustainability to be achieved. For example, CBO which receives funds from donors, and fail to sustain the funds. In this way the organization will fail to function effectively and meeting the needs of the community. Therefore, vulnerable members of the community in need of those services, will no longer able to access the services.

According to the theory of sustainable development, human and social capital should be managed and used wisely, much like natural resources, to benefit local communities in the

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long run. It also emphasizes the need to evaluate capacity on a bigger scale than just one organisation (De Vita, Fleming & Twombly, 2001). Non-profit organisations are frequently at the forefront of defending local interests, but they are a resource that should not be taken for granted. Additionally, De Vita, Fleming, and Twombly (2001) point out that they need ongoing renewal to keep being valuable and useful because leadership is a crucial component. Additionally, each generation has a responsibility to teach and guide the subsequent one in understanding the crucial function and purpose of non-profit organisations in representing the interests of the community. This renewal process requires investments of time, money, and energy in the age of accelerating change and conflicting demands (De Vita, Fleming & Twombly, 2001).

The capacity of NPOs ability in managing financial possibilities, competing with other NPOs, building relationships and partnerships, showing value and accountability to funders and overall increasing participation of leadership in society is crucial for sustainability (Ratlabyana *et al*., 2016: 13). According to Karimanzira (2018: 54), starting a CBO is typically much simpler than maintaining it. Once more, it was mentioned that this explains why so many CBOs have been founded and so many others have withered, lost energy, and vanished. Like other development actors, CBO encounters difficulties. Some of these issues may be internal to CBO, such as poor leadership abilities and insufficient resources, while others may be brought on by interactions with local or external organizations, or by political-economic forces (Grown, Gupta & Kes, 2005). This is noteworthy because, due to the numerous difficulties they face, not many CBOs continue to operate and offer community-based services to the community for such an extended period (Chimbamba, 2011: 185). Since the extremely quick changes occurring at the international, national, and local levels force local communities to reconsider how to sustain their CBOs (Ndou, 2018: 29). Communities should undoubtedly find ways to maintain their economies, develop their organisations, safeguard their environments, enhance individual safety, and eradicate poverty (De Visser, 2005: 70). Therefore, to find regional solutions for greater sustainability, communities and their CBOs should develop a sense of shared purpose (Van der Waldt, 2004: 82). The management of the developmental CBO makes sure that they stay abreast of changes and developments. In particular, the management must create strategies, visions, and policies in addition to generating a variety of resources to meet the organisation's goals (De Visser, 2005: 70).

After all, most people start CBOs because they want to contribute to a cause, not because they want to create administrative procedures, develop budgets and write reports. But they must set down at least simple policies and basic procedures (Shrivastava, 1995). At a

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minimum, people need to set up a database to track income and expenses fiscal controls such as who can approve payments and who can sign checks. As the CBO grows, they will have more things to manage projects, people, money, relationships. People can develop more sophisticated systems as you need them. When CBO begin to raise larger sums of money from multiple sources, then they can acquire financial management software and detailed accounting procedures. Having clear policies and procedures and well-defined roles and responsibilities for management will help their CBO's projects, activities and overall organisation run smoothly (Kotob, 2015). And when that happens, their donors and supporters will have confidence their resources are being used well (Kotob, 2015).

According to Magongo's survey (2016: 119), despite CBOs being expected to be sustainable, they are unable to save up surpluses for the future. It was stated that CBOs were no longer sustainable because of the challenges they face in raising money from domestic and foreign sources. The Service Level of Agreement includes the sustainability principle as a key component. It concentrates on developing long-term poverty reduction initiatives as opposed to transient ones. Studies conducted by Sneddon (2000), Kollmair and Julie, (2002: 04), indicate that CBOs can be categorised as sustainable based on the following criteria: livelihoods are resilient to external shocks and stresses, so that CBOs should be financially and otherwise self-sufficient whenever possible. The CBOs should have preserved resource productivity over the long term, while ensuring that they do not restrict or jeopardise other people's options for a living. As a conclusion, Chibamba (2011: 57) agrees that livelihoods should work towards sustainability and acknowledges that it is challenging for livelihoods to be considered sustainable across all the various dimensions of sustainability (environmental, economic, social, and institutional sustainability). What matters is that a standard for sustainable livelihoods is established and that the way to achieving it is made clear (Chibamba, 2011: 57).

2.13.3 Encourage Community Participation

To ensure that CBOs function effectively, the public or community must participate in matters involving the community. According to Anstey (1998: 225), there is no universally accepted definition of the concept for worker participation. It is possible to realise various interpretations. The level of participation, the area or content of participation, and the extent of participation vary among the various schemes. The definition of employee participation has been attempted by numerous authors despite the term's complexity (Ndhekha & Hansen, 2003). Giving a single definition that encompasses all facets of this concept is therefore difficult. This is so because different people, nations, and businesses have various

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definitions of what participation is, as evidenced by the variation in levels of participation and various ways that they perceive it. Cotton, Vollrath, Froggatt and Lennick-Hall, 1988; cited by Galang (1999) argued that given that employee participatory schemes differ in the extent or mode of participation, with regards to area or content of participation and to level of participation. Participation is described by Ndhekha & Hansen (2003: 236) as a social process in which particular groups with distinct needs who live in a specific geographic area actively seek to identify their needs, make decisions, and set up mechanisms to meet those needs.

The act of incorporating public values, needs, and concerns into governmental and corporate decision-making is known as public participation (Creighton, 2005: 7). Public participation is a way to make sure that those who make decisions that have an impact on people's lives engage in a conversation with that public before making those decisions. Williams (2006: 197) defines community participation as the direct involvement or engagement of ordinary people at its most fundamental level. It has given the populace more opportunities to influence how policies are made, as well as other projects, programs, and initiatives (Thindwa, 2006). Public participation in a local or grassroots should involve planning, governance, and development initiatives in public entities include community-based organisations (Hussain, Khattak, and Khan, 2008: 749). According to Mgawanyemba (2008: 2), the concept of local participation is what gave rise to or gave birth to community-based organisations, another institution for development. Because these organisations are locally based, run, and managed by the community itself, it is argued that true community participation occurs in them Mgawanyemba (2008:2).

According to The White Paper on Transformation (1997), without the active involvement of the larger community, the public service cannot develop a truly service-oriented culture. Slaymaker and Christiansen (2005: 12) argue that a well-designed community-based project have the potential to be more inclusive, to empower communities, including poor and marginalised groups, and strengthen linkages between civil society and government. Batho Pele's guiding principles therefore aim to forge alliances with the larger community, where business and industry, non-governmental organisations, community-based organisations, academic institutions, and other groups from all over the community can participate (Fox, 2010: 106). According to Giampiccoli and Mtapuri (2012: 32), the fundamental idea behind community participation is the distribution of benefits to the community regardless of ownership or control, location, level of involvement, or wealth. According to Sebele (2010: 137), taking part in CBO initiatives does not always require that the community have any rights to the project or any control over its tenure. A Sebele (2010: 137) point out that

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community involvement is crucial because it lessens opposition to development, reduces adverse effects, and facilitates the achievement of development in the community.

Non-profit organisations are crucial channels for expressing community preferences because they serve as the means by which many people actively participate in and become involved in their communities (Borris, 1999). Giampiccoli and Mtapuri (2012: 32) emphasise that what's important is how the benefits are distributed throughout the community as a whole while adopting a wider socioeconomic perspective and avoiding a narrow focus on the poor or any other particular group within the community. In contrast, Mmari and Kayunze (2014: 2) argue that participation refers to the open, widespread, and popular participation of the community's members in decisions regarding matters that have an impact on their lives. The management of Community Based Organisations has enhanced the lives of the poor in many nations.

Through public participation, the general public and the bureaucracy's decision-makers now have a direct line of communication. Participation is a method of transforming these differences into sincere conversation between those with various points of view. It ensures sincere communication and gives the public the assurance that all points of view are taken into account. Decision makers can learn from public participation how much weight the public gives to the value choices that guide a particular decision (Creighton, 2005: 17). This will increase community ownership of the resources and procedures, promoting CBOs use that is sustainable. The degree of community involvement affects how quickly and successfully the program consolidates whether it becomes established, and how it responds to and adjusts to meet evolving needs (Ceptureanu & Luchian) (2018: 5). According to Mmari and Kayunze (2014: 2), this entails an empowering process that aims to change behavior through education, aids communities in developing their own resources and skills, and gives communities any tools they might need to advance as they see fit.

Community members participate in such an arrangement either by providing labor or indirectly interacting with CBOs since those working in the front-line sectors will be doing this (Honggang, Sofield, and Jigang, 2009: 3). The "bottom-up approach" in community development, on the other hand, is more likely to result in community empowerment and, ultimately, sustainable community development. The bottom-up strategy, according to Finger (1994), emphasises local decision-making, grassroots movements, and community involvement. It has been argued that grassroots initiatives and community involvement encourage local self-reliance and democratic decision-making (Panda, 2007). People can

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define their own problems and have the ability and capacity to solve them by organising and participating themselves when using a bottom-up approach.

Although Hussain, Khattak, and Khan (2008: 749) note that CBOs work through people-centered modes of development like the availability of microfinance, community participation in development ensuring community health education, and infrastructure improvements over time. Communities at the center of development are thus created. One of the advantages of integrated development planning is that it involves the community in development, delivery, and democracy (Van Der Waldt, 2004: 86). Comparatively, Everatt and Gwagwa (2005: 7) indicate that community-based development remains far more widespread than community-driven development (CDD), in which communities have control over project identification, project resources and implementation. Swanepoel and De Beer (2006: 30) indicate that people in communities must be given power to make decisions in the functioning of CBOs as it is their destiny, future and their development. Since, public information programs are essentially one-way communication to the public, as it is also crucial for CBOs to educate and encouraging local population about the importance of CBOs and its role in problem solving of a particular community is of utmost importance (Ali & Khan, 2015: 40).

Mahole (2012: 2) also agrees that community involvement is crucial to strengthening the connections between communities and CBOs. In addition, Cele (2003: 10) explains that community involvement in the process of community development is seen as crucial in accordance with the communities' encouragement of community members' involvement in CBO-related issues. Siphuma (2009: 91) concurs that active community involvement in CBOs will change the way those organisations operate and lead to development. Everatt and Gwagwa (2005:07) further indicate that community participation as a result remains wedged at the level of consultation during planning, and subsequent involvement in the running and maintenance of projects. Admittedly, Ndou (2018:02) emphasises that community involvement in organisational functions is crucial for the transformation of CBOs to be effective. In fact, any social action requires mobilisation of people who are committed to the cause and willing to take collective action. This might include strategies such as having consultations, negotiations with people who are in governance and control resources (GoeL, 2014: 10). It has been argued that community involvement is essential for any community to achieve sustainable community development. Schutte (2000) adds to this by pointing out the importance of community involvement in development programs that aim to foster sustainable community development in such a community. In fact, if communities are to achieve sustainable development, Odoyo (2013) contends that effective community participation in development programs must be fully embraced (De Wet Schutte, 2016).

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The National Policy Framework for Public Participation (2005) offers guidelines for how communities can participate in their development and service delivery in support of the aforementioned. The following principles are discussed, including respect, inclusivity, diversity, fostering community involvement, transparency, flexibility, approachability, answerability, trust and commitment, and integration:

- Inclusivity: When it comes to community participation, inclusive principles frequently embrace all points of view. The Community Based Organization's integrated development process (IDP) takes into account and incorporates the views and opinions of the society during the consultation process.

- Diversity: In a public participation process, it is crucial to take into account the differences related to race, gender, religion, language, age, economic status, and sexual orientation

- Increasing community involvement: Capacity building is the active encouragement of stakeholders so that they fully understand the goal of community involvement and may then take such actions or behave in ways that are calculated to obtain or lead to the achievement of goals. Community members should be invited to participate in capacity building activities, and the advantages of doing so should be thoroughly explained.

- Transparency: It is crucial to encourage openness, honesty, and sincerity among all participants in the process of community participation. Therefore, it is essential that government development initiatives be carried out in a way that encourages transparency and accountability.

- Flexibility: The flexibility principle refers to the capacity to develop a chance adjustment for the application of the participatory process. Flexibility in terms of timing and procedure is frequently required. If this idea is promoted, participatory processes will allow for adequate community involvement, realistic cost management, and better ability to manage output quality.

- Accessibility: The goal of accessibility is to guarantee that every member of the community has equal access to all information about local development. The aims, objectives, issues and procedures of the participation process should be clearly

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defined and all people in the community should be given opportunity to participate or form part effectively. The principle accessibility ensures that not only those members can link procedures and issues at hand, but they are also able to make their inputs in the process at the practical level.

- Answerability: Everyone taking part in the process accepts full responsibility for their own decisions and behavior. Participants should be prepared and determined to contribute ideas, implement necessary changes, and adhere to all rules and decisions made throughout the process.

- Respect, trust, and commitment: Trust is crucial for the participation process. Trust is a term used to describe confidence in the procedure's ability, faithfulness, sincerity, honesty, and integrity. This facilitates the procedure. If the participation process is not carefully planned and resources are not allocated to carry out the necessary tasks, it will undoubtedly be perceived as a public exercise and it may lose the community's trust and respect in whoever is facilitating the process, which would be detrimental to any community involvement in future. Respect of other people's opinions is also imperative. Commitment involves pledging or promising to play an active role in the participation process.

- Integration: The integration principle is crucial in that it mainstreams all community involvement procedures into service planning and IDP procedures, among other mainstreaming policies and procedures. It is important in the sense that all community involvement processes are mainstreamed into policies and services like IDP planning processes.

In conclusion, the National Policy Framework for Public Participation (2005) demonstrates the significance for participation in funded CBOs by stressing the commitment of community involvement in their functioning.

2.13.3.1 The benefits of community participation in the functioning of funded Community Based Organisations

A benefit of community involvement in CBOs involves giving those who will be impacted by the proposed organisational policies the chance to participate in the decision-making process (Van der Waldt, 2010:29). The author goes on to say that the reason is that they

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can express their opinions and influence policy makers regarding the necessity of the policy with the hopes of ensuring that the decisions are more readily accepted (Van der Waldt, 2010). In response to the aforementioned, Ndou (2018: 38) provided a justification on why community participation is crucial because it introduces citizens to governance and allows them to experience local democracy by consistently bringing a variety of needs, concerns, views, and perspectives into the process. The following conditions, according to Van der Waldt (2010: 30), are necessary for community participation in CBOs to be of high quality and yield positive results:

• The existing structures, such as CBOs and traditional leaders, should be helped and supported to encourage community participation. Community involvement should be practical, produce workable results, and be driven by individual participation rather than just by representatives.

• Governability, which is the capacity to govern successfully and as a result community participation, should be balanced. New forms of participation should not conflict with traditional participation, but rather extend it.

Sibeko (2007: 17) claims that increasing community involvement in CBOs can improve good governance, which raises the level of community information, improves the identification of community needs, improves the delivery of basic services, fosters community empowerment, increases accountability, improves wealth distribution, fosters greater community solidarity, and increases tolerance for diversity, improved community need identification, increased informational capacity, and better delivery of essential services and increased accountability.

Accountability is considered to be a reduction in corruption and is the fifth advantage of community involvement. Transparent procedures were established in the community campaign to guarantee that the beneficiaries were chosen with the participation of the public based on objective criteria, namely greater community solidarity, and tolerance of diversity.

Finally, when the functioning funded CBOs has a need to improve the quality of life for the community, the local communities should be involved through community participation. This will assist to achieve their aim of having the functioning CBOs that deliver quality services to the community.

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2.13.3.2 Advantages of community participation in Community Based Organisations

Community participation has advantages and disadvantages to community members, but this study focuses on the advantages of Community participation as are of importance for the functioning of CBOs. Clay (1998: 04) as quoted in Mahole (2012: 89) summarised the advantages of community participation as follows:

- Community involvement can boost the effectiveness of development initiatives by utilising local talent and resources to make better use of low-cost resources. When local residents participate in the development process, they can ensure safety and make use of local resources. Community involvement ensures that people are involved, which increases effectiveness.
- Community participation will be more pertinent to local needs because it is based on local knowledge and understanding of problems within the community.
- Community involvement contributes to local capacity development and local people's ability to manage and develop activities. Community participation leads to better targeting of benefits to the poorest via the identification of key stakeholders who will be most affected by the activities.
- Community involvement broadens the scope of development activity by increasing coverage when locals are able to take on some of the burden of responsibilities.
- Community involvement ensures the activities' stability as beneficiaries take on ownership of the organisation and preserve its relevance, and
- Through giving disadvantaged groups, the chance to participate in development efforts, community participation also helps to raise their status.

To achieve sustainability and equity, particularly for the poor, community participation became crucial to community development projects (Naku, Kihila, and Mwageni, 2021). Since then, community involvement has gathered traction in shaping development initiatives and programs at all tiers of society, including the local level (William, 2006). The importance of community participation in community development programs is not understated, according to various stakeholders in community development issues. In fact, community involvement is crucial to community development initiatives because locals have a wealth of experience and knowledge regarding what works and what does not and why (World Bank, 1996).

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2.13.4 Capacity Building

There is a great deal of worry that community-based non-profit organisations may not have the technical know-how to keep up with change in today's rapidly changing environment and thereby contribute to an enhanced and healthy quality of life (Vita, Fleming & Twombly, 2001). This calls for effective management, a dedication to excellence, an unwavering focus on ethics, and a readiness to learn from experience (National Development Plan, 2030). Many national departments and provincial administrations lack developed human resource, management skills, as well as the capacity to develop policy and devise practices for their implementation (Department of Public Administration, 1997). If CBOs want to function effectively and maximize their social impact, they must focus on building the capacity of their entire organisation. Both the board and the staff must commit to elevating capacity building to the same level of importance and focus as program development and management. Most community organisations are founded by intensely motivated individuals who are promoting a new idea, a different approach, method, or system to address some pressing social need (Mckinsey & Company, 2001). In most cases, people who start those organisations do not have formal education on the matter they want the organisation to run, but just general knowledge. The non-profit sector is constantly challenged to come up with ways to strengthen and increase its capacity as the need for community-based services increases, as new needs are discovered, and as new paradigms for exchange and interaction appear (La Piana, 2000). To improve fundraising capabilities required for the functioning of funded CBOs, assistance to develop sound financial management practices is required. Many community-based groups are easily broken due to the lack of capacity to run the organisation. A supportive culture that acts in accordance with its espoused values and principles in rural areas can be created through capacity building.

Capacity building has occurred primary at the organisational level (De Vita, Fleming & Twombly, 2001). Although, it can be done in the organisation level, and it can also be conducted in the community where the organisation is based. Wetta-Hall, Ablah, OlerManske, Berry and Molgaard (2004) confirm that capacity building can be undertaken at the individual, organisational and system (or enabling environment) levels. Wetta-Hall *et al.,* (2004) further indicate that capacity building helps an organisation to clarify work toward achieving goals and carrying out its mission while maximising productivity and effectiveness. Furthermore, Wetta-Hall *et al*., (2004) mention that it can include: dissemination of information, training to develop knowledge, skills and attitudes, development of networks through the exchange of information and learning about the experiences of other people who have similar duties and by practicing communication skills, as well as facilitation by

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experienced external organisations. Building organisational capacity is frequently necessary for community-based organisations to succeed in enabling them to be responsive and adaptable to environments that are constantly changing. Effective community-based organisations (CBOs) employ capacity-building techniques to enable themselves to be flexible and responsive to environments that are constantly changing (Wetta-Hall *et al.,* 2004). Their methods include the implementation of needs assessments, strategic planning, and program evaluations to drive program activity.

The ultimate goal of capacity building is the creation of safe environment for and productive communities where people can work, live, play and develop their potentials (De Vita, Fleming & Twombly, 2001). Building community capacity also involves cultivating and employing transferable knowledge, skills, networks, and resources for individual and community level change that are consistent with identified public health goals and objectives (Griffith, Allen, DeLoney, Robinson, Lewis, Campbell, Morrel-Samuels, Sparks, Zimmerman & Reischl, 2010). Capacity building is defined as any “actions that improve non-profit effectiveness. While Backer (2001) as quoted in Evans, Raymond and Perkins (2014) writes that capacity building involves strengthening non-profits organisations so they can better achieve their mission. It is often conducted with a view to improving organisational performance. Each method equips the CBO with opportunities to reduce ambiguity and risk while focusing on organisational outcomes. The strategic planning process as well as needs assessment and program evaluation help organisations develop priorities and produce the foundation for resource allocation and control (Wetta-Hall, Ablah, Oler-Manske, Berry & Molgaard, 2004: 302).

To enable the current culture and mechanisms to change and develop so that community views can be incorporated into decision-making structures that affect health, some organisational development within community-based authorities will be required (Oluwaseyi, 2018). However, National Development Plan (2030) report that building institutional capability takes time and effort. Building capacity requires knowledge, abilities, and dedication. This helps to increase organisational capacity to serve clients and the expanding needs of communities, as well as knowledge development. The qualities that an organisation needs to function and carry out tasks and initiatives can be thought of as its capacity (Flaspohler *et a*l., 2008; Oluwaseyi, 2018).

Likewise, efforts to build community capacity can include a variety of less formal activities that foster social capital and trust among residents, as well as more formal initiatives to develop leadership skills. As CBOs are working together with communities, Evan, Raymond,

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and Perkins (2014) indicate that developing the individual skills and capabilities of a variety of participants and organizations within the community is the goal of building community capacity. This is done by providing opportunities for people to work together, create a vision and future plans, make decisions together, and take action. Most people in communities believe that organisations in their communities belong to the staff and members of those organisations. Community members do not boarder about creating working relationships with organisational members, nor to assist in finding common grounds whenever there is challenge. The study by Evan, *et al.,* (2014) demonstrate that the goal of capacity building is to strengthen marginalised communities by fostering shared interests, practical connections, and capacities within the community as well as tying the community to outside resources and influence. This is accomplished by creating a shared goal, connections, resources, and abilities.

Community capacity-building efforts can focus on one or more of these outcomes as part of any capacity-building initiative. Furthermore, the civil society sector must strengthen its capacities and capabilities. Many publications and commentaries have argued that the sector lost its capacities and capabilities when the new democracy was established (Magongo, 2016). The arguments point to both the government and the private sector attracting the best talent from the sector in order to build both state and business capacity and ensure that the new regime is adequately responding to public and private sector service delivery demands. If these arguments are correct, the sector must devise strategies and tactics to rebuild capacity. The current capacity building programs advocated by both the state and private sectors for civil society organizations have flaws in that they focus on abilities for the sector to deliver programs on their behalf and interest, rather than the sector's interest. Strategies for fostering community empowerment and wellbeing include organisational and community capacity building. As a result, strong and efficient organisations can take the lead in enhancing and supporting community capacity. In their conclusion, Evan, Raymond, and Perkins (2014) noted that when the necessary commitment, resources, and skills can be applied, communities can better address community problems, build on community strength, and seize opportunities.

2.13.5 Organisational Empowerment

The CBOs that engage in the functioning of community efforts sometimes branch out of community development and the provision for social services (Dreier, 2016). Due to the challenging environmental, social and financial circumstances they face in the organisation

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on daily basis. Many also work in risky situations plagued by social issues. As a result, organisations are required to deliver effective services to communities. Dreier (2016) posit that community groups that focus primarily on service delivery or community development often lose the energy and momentum required to do effective community organising. Furthermore, it is noted that if CBOs are to succeed, social institutions must be strengthened (Dreier, 2016). Therefore, it is important for these organizations to be empowered in order to continue with the good work they are doing. Empowerment is one of the effective techniques for increasing the functioning of funded CBOs in rural areas. According to GanjiNia, Gilaninia and Sharami (2013), empowerment is one of the effective techniques for increasing productivity in employee and optimal use of capacity from individual and group abilities to achieve organisational objectives. The study conducted by Mustafa and Bon (2014) on the role of employee empowerment in organisational performance, their results pointed employee empowerment as very important as it showed to be having a positive role on whole performance and functions. In addition, the reviews also showed that empowerment has a diversified role on organisations function and on other practices. Uena (2010) reported that employee empowerment has a significant role in achieving and enhancing service quality. He investigated employee empowerment from the perspective of service quality. One implication from Uena's study review is that not just employee empowerment but all management practices have more impact service quality. This shows that empowerment is important in functioning of CBOs. Employees in Organisations can be empowered by using the following ways:

- Top-down management communication is the foundation of many organisations. Employees in this setting believe there is no point in speaking out because they have no direct channel and do not think their actions will make a difference. For employees to participate in decision-making within an organisation, there must be open lines of communication (Bindrani, 2015).

- Employee reward is one of the activities of human resource management concerning the management of money, goods, and services that employees receive from their employer in exchange for their work (Dosenovic, 2016). Employees should be rewarded for the job well done. Because CBOs are not for profit, and they are able to make income, rewards can be done in the form of words or small gift. This will influence the staff to perform even if they know that they will not get money (Bindrani, 2015).

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- The CBOs staff members must know what they are supposed to on daily basis to avoid confusion and duplication of services. Sinclair (1995) asserts that management should delegate tasks to staff members so that everyone is aware of their roles and can cooperate. This can be done by dividing the work into structures and putting people in the positions to account for the results.

- Employees should know how they conduct themselves and their responsibilities. No one will uphold responsibility if they do not comprehend the repercussions of failure and witnessing others not being held accountable. Every employee should be account for the service they deliver to communities. The author further mentioned that the management should be consistent and diligent in their measurement and rewards so employees are motivated to do their best (Bindrani (2015).

- Employees must be encouraged to make decision on structure of the organisation to ensure there is conflict of interest. Bindrani (2015) indicates that employees may stumble, but they learn a lot and build the respect of their colleagues while preparing to be great leaders someday.

For CBOs to function effectively depend on the worker's efforts. The management should appreciate the efforts made by the workers (Bindrani, 2015). Additionally, even though people work for a living, empowered individuals demand more fulfilment than merely financial security. According to Maton (2008), empowerment is a participatory, group-based process that helps marginalised or oppressed people and groups to take back control of their lives and environments, obtain essential resources and human rights, accomplish significant life goals, and experience less societal marginalisation. This implies that community empowerment is a process and one of the main outcomes of CBOs.

According Makihara, Mtasiwa, Kembo, Bazirake, Morimoto, Maundu, Kariuki, and Wakhu (2006), empowerment takes place at three levels: individuals, group or organisation and the community. It is reported that empowerment at one level influence empowerment at the other levels. An example of individual level is that traditional leaders can reinforce calls to action through regular visits to CBOs.

2.13.5.1 Three main elements of empowerment

Community level empowerment challenges professional relationships to communities, emphasising partnership and collaboration rather than a top-down approach (Wallerstein,

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2002). Grundlingh (2013) suggests that empowerment has three main elements or processes which are as follows:

- It facilitates the organisation of the disadvantaged in structures under their control;
- It creates social awareness in beneficiaries to counter a sense of inferiority that would inhibit social engagement, and
- It suffices to note that empowerment stimulates self-reliance.

Research has regularly demonstrated that when employees feel empowered at work, it is associated with stronger job performance, job satisfaction, and commitment to the organisation (Lee, Willis & Tian, 2018). Therefore, it can be concluded that empowerment is essential for the functioning of funded CBOs. Employees need to be empowered to meet required outcomes.

2.13.6 Development of Skills in Community Based Organisations

Supporting education and training provision for workplaces are regarded as government strategies of development for skills that should been seen as a key focus (Department of Higher Education and Training, 2013). Development of skills is required for funded CBOs to function effectively. Organisations aspire to be successful through differentiated programs, services, capabilities, and products. Employees are said to be an organisation's most valuable asset because skilled work is impossible without human capital (Gupta, 2013). Human capital plays a crucial role in ensuring the success of an institution because there is a greater need for quality workers in any organisation to be effective and efficient. Investments in public service training and development are necessary if the public sector is to fulfil its mandate to deliver effective and efficient services to the nation's citizens. Sohail, Ahmad, Igbal, Haider and Hamad (2014) assert that organisations should invest capital in training and skill development. Training is the organised way in which organisations provide development and enhance quality of new and existing employees. Training and development are technique used to transfer organisational staff's necessary skills, knowledge, and competence in order to improve employees' performance on both current tasks and upcoming responsibilities (Falola, Osibanjo & Ojo, 2014).

The national economic development has been given priority, and the Department for Higher Education and Training (2013) claims that attention is now being paid to the contribution that

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education and training can make to development. The Sectoral Education and Training Authority's (SETA) creation is a proof that strategies are needed to address the lack of service delivery capacity and skill development. Additionally, it states that access to a high-quality education is a crucial human right that affects people's health, quality of life, self-esteem, and capacity to participate fully in society. Few people, however, contest the necessity of enhancing the economy's performance, increasing employment, and providing people with the tools necessary to secure sustainable livelihoods (Department for Higher Education and Training, 2013). In order to achieve this, partnerships must be strengthened, effective and well-understood occupational learning pathways must be developed and learning and work experiences must be of higher caliber. Rodriguez and Walters (2017) mentioned that training and skills development is a function within human resources management used to fulfil the gaps between current and expected performance.

Thus, training is a series of activities embarked upon by organisations that leads to knowledge or skills acquisition for growing purposes. Many CBOs staff and management do not have formal training about running community organisations. Nda and Yahdanifard (2013) assume that training has been invaluable in increasing productivity of organisations. Further, Nda and Yahdanifard (2013) argue that training not only improves an employee's creativity but also gives them the chance to virtually train for their position and do it more effectively. For this reason, training programs would be useful if implemented and supported with the participation of employees and relying on scientific methods. The real purpose of training programs is relationship between employees and management and also participation in institutional programs to enhance work motivation (GanjiNia, Gilaninia & Sharami, 2013). In addition, Kuhlengisa (2018: 2) mentions that the real aim of effective training and skills development is to enhance employee’s performance. Hence, training can be referred to as a bridging gap performance that already exist in the organisation and the desired performance (Elnaga & Irman, 2013). Efforts on employee training and development demonstrate that organisations are capitalizing not only on high potential employees, but also on individuals who can commit to achieving higher levels of responsibilities (Rodriguez & Walters, 2017). Therefore, Training is required to enhance the functioning of the CBOs. In addition, it will provide knowledge to organisational staff and also attracts better talents to organisations.

According to Shayamano (2017: 2) training and skill development for CBO management and staff are essential because it boosts members' productivity, dedication, motivation, and growth. It is important to note that skill development helps staff members acquire the fundamental knowledge and abilities needed for the efficient performance of daily tasks

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(Kuhlengisa, 2018: 2). Gaining new responsibilities and adjusting to a changing environment are both made easier by developing one's skills (Kuhlengisa, 2018). According to Shayamano's (2017) theory, trained employees are typically more motivated and produced better work than untrained employees. As employees become more highly skilled and motivated, their performance increases, and organisational functionality is directly influenced, employee training will have a direct impact on organisational performance by enhancing the skills landscape. Kuhlengisa (2018) further indicated that training result in guaranteed efficient and improved services for the functioning of CBOs. The Skills development will motivate the management and staff of CBOs, assist in improving their capacity to execute their duties on daily basis for better functioning of their organisations.

2.13.7 Accountability

In recent years, CBOs accountability has emerged as a major point of debate which ranges from a strict state control to self-regulation (Jordan & Tujil, 2006). An indispensable prerequisite for a democratic dispensation is for any government to be accountable (Cloete, 1996). This interest can be partly attributed to the growing influence of CBOs in the development scene, which frequently replaces the government's welfare programs, and partially to their dominance in rights-based initiatives, which directly oppose many state policies (Biswas, 2009). CBOs needed to expand in order to have a significant presence in society, which included having a desire to launch new project initiatives that required ongoing funding. Fox (2010) makes the point that having access to funds from the government, public foundations, etc. strengthens CBOs presence in public spaces. As a result, public accountability for many centuries to date has been a crucial component of public and development management (Fox, 2010). Accountability is requisite for social order and the cornerstone of good governance (Melo, Martins & Pereira, 2020). Accountability for public funds in CBOs is the responsibility for the management.

According to the research by Sinclair (1995), context and the person in a position of responsibility are both factors that affect accountability. This means that the management/board in CBOs as elected and appointed members to run the organisation are responsible and accountable for the public resources placed under their control. In addition, the management must be accountable to their stakeholders and community for the way in which the organisation function, funds, organisational assets as public resources, procured, kept safe, and utilised. Studies reveal that many government organisations are unable to achieve public accountability despite the growing demand for it (Wetta-Hall *et al*., 2017).

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According to Bovens (2007: 447), this phenomenon is known as the accountability deficit, the condition of various established accountability mechanisms occurring dysfunctionally and leading to the management's lack of legitimacy. Mulgan (2003: 74) claims that as more CBOs at the local level are given autonomy to manage budgets, accountability deficits in the current decentralization era are becoming more and more concerning. When given the power to manage the budget, lower-level management in organisations frequently fails to uphold financial accountability (Kurniasih *et al.,* 2017). This is the only way to guarantee that a distinction is kept between transparent compromise and blind co-option (Eade, 1993). In many North American nations, there has been a lot of debate, training, and codification of resources regarding NGO governance. But in most of the countries, this topic has received little consideration or discussion. Development programs place a strong emphasis on accountability at the local level in relation to the larger process of communication, decision-making, management, negotiation, and bargaining between different stakeholders. Accountability has been used to introduce control mechanisms linked to hierarchy and authority. It exists between peer groups and operates at many levels. But multiple actors must all be held accountable in a reciprocal process to ensure that there is accountability. Accountability includes more than just filing reports. It involves the exchange of knowledge, consultation with others, and group decision-making. We are both multiple stakeholders in this complex. The accountability of an NGO's internal governance is one area that is frequently overlooked. The connotations of accountability according to Fox (2010) are discussed as follows:

- **Accountability as a responsibility**

Individuals are responsible to principals at large for efficient, effective and responsive execution of assignments and performance of their duties to the extent that they are, for the purpose of assignments and duties under the control and command of other persons and institutions (Fox, 2010). The board and management are viewed as leaders in CBOs. Many researchers have been overly interested in, growing, and researching the topic of leaders (Painter-Morland, 2017; Deslanders, 2017; & Chen *et al.,* 2016). One of the key differentiating and relevant elements in the competitive dynamics of organisations is leadership (Melo, Martins & Pereira, 2020). As a result, managers and administrators of organisations could be held responsible for the management, control, and administration of public funds. Leadership is accountable to the public for carrying out their assigned responsibilities in an effective, timely, and efficient manner. Accountability should be built into the functioning of CBOs by putting ultimate responsibility for the functioning process squarely on the shoulders of a specific chairperson, treasurer, and secretary, as leaders of

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the organisation. To increase accountability for CBOs, transparency about leadership is essential (Hall *et al.,* 2017). According to Gberevbie *et al*., (2017), a society with unaccountable leaders is likely to mismanage public resources, display corrupt tendencies, and face developmental difficulties.

- **Accountability as the cause**

Accountability can also be used to describe what led to an incident. Generally speaking, accountability calls for someone to answer to someone else for completing specific tasks with appropriate authority and resources (Wallis & Gregory, 2009). For example, leaders may be responsible for the success or failure of the organisation. In the context of organisations, the management or the board is regarded as leaders, and they are responsible for the functioning of CBOs in rural areas. The management, effectiveness, and efficiency of CBOs are the responsibility of leaders (Fox, 2010). The management is also responsible for the running of the organisations for effective delivery of services. In conclusion, the staff and management are obliged to give account to the donors and the community of any mismanagement and maladministration of public resource.

- **Accountability as an obligation**

The concept of accountability is closely related to accounting (Boven, 2004). Accounting officers of CBOs units are responsible for effective, efficient and responsive management of the organisational resources entrusted to those units (Boven, 2004). This implies that they are responsible for ensuring that their units' resource management is effective, efficient, and responsive. Also, the officers concerned are obliged to render account to higher authorities in this respect, and they cannot be exempted from any malpractices, nor may they place any blame on anyone else (Fox, 2010). CBOs are managed by the members of the management committee or governing boards. It should be noted that CBOs do not operate in isolation, but in communities. Besides being obliged by traditional culture to report to the head of the communities (Indunas or Traditional leaders), they also report to other structures on a regular basis (Malau, 2002). This creates greater possibilities for integrated development. CBOs are also accountable to the departments which legally appoint them (Fox, 2010). Members of CBO governing boards must follow the legal obligations imposed on them by the organisation's founding documents, common law, and legislation governing the organisation. According to the Charity Law Template (2004: 10), all board members must exercise the following legal obligations when acting for the organisations they serve:

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Act in good faith and in the best interest of the organisation. They should not allow personal interests to conflict with their interests of the organisations. Not act beyond the powers of the organisation or the limitations placed on such powers in terms of the founding documents. Exercise the degree of skill that may be reasonably expected from such a person of his/her knowledge. However, is crucial to point that members are not required to have exceptional intelligence and will not be liable for mere errors of judgments. Apply his/her mind to decisions and exercise an independent discretion, and give intermittent, not continuous attention to the affairs of the organisations.

According to Boven (2004) accountability is meant to foster institutional learning. It is argued that public accountability is not about control, but it is about prevention. Public accountability is essential for improving performance in the functioning of CBOs. Boven (2004) concludes that managers of CBOs are obliged to account to community members about the standards and conduct the organisation is holding on.

- **Public accountability**

Public institutions exist for and on behalf of the community. Citizens are the primary principals in a democracy, transfer their sovereignty to organisational managers who, in turn confide their trust in a management (Boven, 2004). CBOs as places of solving community needs and problems will only survive if and when communities take responsibilities of them. Fox (2010) defines public accountability as the duty on all public servants to act in the public interest and in accordance with their conscience, with solutions for all issues based on professionalism and participation, with disclosure as a safety measure. In light of this, the study by Dixon, Ritchie, and Siwale (2006) regard accountability in CBOs as the process by which specific organisations report to a recognised authority or authorities and are held accountable for their actions. This means that CBOs are operating in communities, delivering services in rural areas. Those communities are represented by traditional leaders and other stakeholders. The CBOs must account to the community for the services provided.

2.14 GOVERNMENT STRATEGIES IN THE FUNCTIONING OF COMMUNITY BASED ORGANISATIONS

To address critical challenges for the functioning of CBOs, the government came up with strategies that will help in improving the functioning of funded CBOs. This section describes the government strategies in the functioning of CBOs. The following strategies have been

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grouped and discussed: partnership between government and civil society organisations, employment creation intervention strategies, support career development services, improving the quality of outcomes of the public expenditures intended to raise the standard of living of people in rural areas, the governance practices in the non-profit sector, government intervention on skills development, citizens actively participate in their own development, ensuring better public goods and service delivery, creation of leadership responsibility throughout the CBOs, provision of resources to support programmes implemented by CBOs, promotion of accountability and transparency in the functioning of community based organisations, reduction poverty and inequality.

2.14.1 To Improve Quality of Service Delivery

CBOs are public institutions that serve as local, voluntary associations and have the responsibility to address inequality, isolation, and poverty in communities (Nepal South Asia Cente, 2002). As a critical responsibility of government and government institutions, public institutions should provide the services that a society most needs to maintain and improve its well-being. CBOs can engage with the local community on a much more direct level to address the social and economic needs of individuals and groups in a specific geographic area. While the means of production are privately owned, the government intervenes to provide guidance, ensuring that utilization of the means of production is aimed at realisation of national interests. To do this, government institutions require organisational structures with suitably qualified people who must be supported to deliver the services they are responsible for (Makanyeza, Kwandayi & Ikobe, 2013).

It is achieved through the creation of an inexpensive, efficient and effective public service, staffed by the nation's brightest and best servants functioning without constraints, and capable of being innovative in addressing the social and economic needs of citizens (Beeson, 2012; NDA, 2013). The government has put much effort in the development of CBOs as strategy of improving service delivery. CBOs are providing such services to communities. The public service delivery is characterised by compliance to rules and it is determined by inputs (Tamrakar, 2010). Therefore, government aims to improve the amount and the quality of service delivery through training in workplace of South Africa. The training should be conducted while people are at workplaces and during working time. Places of employment as training spaces include public and private sectors (Department of Higher education and Training, 2013). In this case, CBOs are also included in training for them to gain knowledge on the provision of quality services.

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2.14.2 Partnership between Government and Civil Society Organisations

CBOs are an important partner of national states towards promoting community participation, sustainable development and engaging citizens and other organisations in decision making of local development (Monteiro, 2014). The reason being of community needs that are numerous and the problems in rural areas are complex. The CBO service delivery is viewed as a critical component of the government's strategic and operational plans for meeting the needs of people in rural areas. Department of Social Development (2006) finds that there is a recognition that the scale of the required response is such that government needs to work with other civil society organisations to maximize the coverage of services available. Recognising the level of response required, it has been realised that the government or CBOs alone cannot achieve the vision of functioning better on their own. Krishna (2003) emphasises on partnership between local government, NGOs and CBOs as critical for programs to succeed in new institutional arrangements. Collaboration between the government and civil society is required. Mangcu (2008) argues that a critical collaboration and relationship between civil society and the state serves to extend developmental agenda. Such collaboration produced maximisation of production and effectiveness of it in an environment characterized by limited resources (Wetta-Hall, Ablah, Oler-Manske & Berry, 2004). This implies that collaboration between government and CBOs is becoming a more common mechanism for addressing the unmet social needs of people in rural areas. Several researchers find that the CBOs engagement is an opportunity as these organisations are often attached in the community and have an in-depth socio-cultural understanding of the individuals and populations they serve (Agonafer, Carson, Nunez, Poole, Hong, Morales, Jara, Hakopian, Kenison, Bhalla, Cameroon, Vassar & Brown, 2021).

Through partnership with government, CBOs are able to access new resources which include funding and in kind support as well as information, expertise and skills (BinderAlviles, 2012). In support of the above statement, Essia and Yearoo (2009) point out that the fast-expanding role assumed by the CBOs in modern development has become so important that no government desirous of exploiting and harness the potentials of its citizens for national development can afford to ignore. For the effective functioning of CBOs is embraced by the community at large, the focus of South African public service is now on collaborative partnerships and alliances to improve service delivery (Naidoo & Koye, 2005). Therefore, CBOs now rely on partnership with the government. In this regard, the South African government pressurised international donors, though a bilateral agreement, to shift towards funding government to government programmes (Julie, 2010). An example of Early Childhood Development programme which the Department of Social Development is

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partnering with Community Based Projects in delivering services to children. Through such partnerships with the communities, service delivery is becoming more successful. This confirms that fighting development challenges in South Africa does not lie exclusively in the hands of government (Ratlabyana *et al.*, 2016). Civil society organisations and other social and development partners are also responsible.

The quality of governance mechanism appears to be based not only on the guarantees offered by the state, but also on the capability of local organisations to observe some essential principles which will improve the lives of the people in communities (Edwards, 2013). To show that developing the country is not a government's duty alone, National Development Agency (2008) assert that when many organisations have found that the government has not delivered on its promise and as a result have focused on serving the poor communities, often without state assistance or interest. In support of the above statement, Essia and Yearoo (2009) indicate that the experience civil society organisations over the world have shown that they are the most effective vehicles for delivering development.

The National Development Agency (2008) argue that CBOs must be understood in terms of the value they provide to their communities and societies as a whole, and not merely for their functionality in delivering a particular service or providing a stop gap measure for lack of delivery on the part of the state. Furthermore, Essia and Yearoo (2009) posit that in many cases government may be less innovative in the social sector than CBOs. The National Development Agency (2008) argued that for CBOs to function effectively in delivering of services funding is required. Government at all levels has cultivated partnership with CSOs in the implementation of development programmes (Essia & Yearoo, 2009). The National Development Agency has been established to develop such partnership between the government and CSOs for service delivery (Graham *et al.,* 2008). It is further reported that the establishment of the National Development Agency points the fact that government views CSOs as key partners in bringing development in South Africa (Graham *et al.,* 2008).

In view of the financial constraints faced by the CBOs in rural areas, it is evident that civil society organisations will not function effectively in delivering services to communities. Therefore, government through the national and provincial departments on their budgets have the allocations for the non-profit institutions, has the responsibility to support the CBOs in carrying their mandates as per the provision made by the NPO Act of 1997 (Ratlabyana *et al.,* 2016). Controlling the flow of funds to NPOs was subsequently formalized with

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promulgation of the Non-profit organisations Act, 1997 (Act No. 71 of 1997) (Husky & Taback, 2005; Van Pletzen, Zulliger, Moshabela & Schneider, 2014; Maboya & Mckay, 2019). In conclusion, it has become evident that these partnerships are empowering communities and promoting service delivery (Naidoo & Koye, 2005).

2.14.3 Employment Creation Intervention Strategies

South Africa faces extremely high levels of unemployment, particularly among youth (Department of Higher Education & Training, 2013). These are people who have future to face, while others have families to feed and clothe. According to Kapur (2018), the primary aim of rural people is to obtain good and well-paid employment opportunities. Kapur (2018) further indicate that people in rural areas possess the viewpoint that obtaining employment opportunities would enable them to sustain their living conditions. As a result, the vast majority of these individuals will be unable to secure formal employment in operating businesses. They will need to establish other jobs in order to survive, such as small businesses, cooperatives, community projects, or non-profit organisations.

In trying to solve this crisis, the government introduced Public Employment Programmes (PEPs) that can assist in resolving these challenges. The PEPs are discussed as follows: The Expanded Public Works Programme (EPWP) is a national initiative with the goal of placing a sizable portion of the unemployed in gainful employment (Luka, 2005). The EPWP is focused on expanding labor-intensive methods of delivering government services in infrastructure, environmental, and social programs through employment opportunities (Labuschagne, 2019). The program's objective is to help employees advance their skills while they are working so that they will be more employable once the program is over (Luka, 2005). In a similar vein, Labuschagne (2019) claims that these temporary employment opportunities combine training, skills, and work experience to help participants' ability to work or engage in entrepreneurial activities after the program. As a result, the program primarily targets those employed and unemployed South Africans who are marginalised from the country's mainstream (Marock & Grawitzky, 2014).

The EPWP is expected to hire locals to make sure that they simultaneously obtain fundamental training and skills while working (Luka, 2005). According to Labuschagne (2019), EPWP participants can use the program as a steppingstone to land a job or start their own business. The President made it abundantly clear in his State of the Nation Address that the EPWP's goal is to provide those who lack a skill with the chance to do so

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while also having a job that pays a living wage (Mbeki, 2005). The EPWP's three goals are as follows:

- Building capacity through learner ships to give participants the chance to learn and receive certified training that will result in a qualification.

- Providing employment opportunities for the unemployed.

- Providing candidates with exit opportunities so they can pursue lucrative employment or start their own businesses after graduation.

Additionally, policy intervention fosters inclusive growth by increasing opportunities for the underprivileged to access the labour market and by ensuring that the benefits of economic growth are shared by all sectors, particularly the underprivileged and marginalized (Mbeki, 2005). The central objective of Government's employment strategy is to increase the labour absorptive capacity of the economy. To do this, the Department of Employment and Labour (2011) indicates that there is a need to improve the skills base of labour, remove structural impediments to job creation and identify key employment generating opportunities. Under the auspices of the Department Employment and of Labour (2011), a coordinated approach to addressing the unemployment problem is envisaged. The strategy will:

- Identify key policies initiatives to be strengthened or accelerated, focused on those policies that will offer the most employment generating potential;
- Facilitate mutually supportive policy clusters to ensure policy alignment and maximum impact on employment creation;
- Seek a common vision which would commit social partners to specific actions in support of employment creation,
- Develop an implementation and monitoring plan for the realisation of the employment strategy.

The CBOs are private organisations. The private sector generates nine out of ten jobs worldwide. According to Meyer (2014), jobs are created by private sector within enabling environments created by government. Furthermore, policy should be built on three pillars: the provision of a foundation or fundamentals such as macroeconomic stability, the rule of law, and the development of human capital. Employment policy will be developed in line with the International Labour Organization's (ILO) employment policy guidelines to ensure that

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the country has a coordination framework for all employment initiatives in the country (Department of employment and Labour, 2020). Furthermore, the policy will be heavily consulted to ensure maximum input and buy-in or support during the policy's implementation stages.

The Public Employment services (PES) will also embark on a number of partnerships agreements that is intended to assist in the capacity development of staff, to expand the PES services and secure commitment by employer to use their services (Department of Employment and Labour, 2020). The funded functioning CBOs are serving as employment to the staff members who receive stipends on monthly or quarterly basis. Public works programmes are responses to widespread and large-scale unemployment in a country, aimed at putting the jobless to work (Luka, 2005). The Department of Employment and Labour (2020) add that the framework is intended to provide short-term employment in the midst of a labor shortage and limited employment opportunities.

Additionally, the framework aims to relieve short-term unemployment, especially among young people, and to stimulate the economy by offering participants a variety of exit strategies that will enable them to earn their own money (Department of Employment and Labour, 2020). Since they are based locally, CBOs are the most pertinent organisations in this situation. The main tools of policy are to make it easier for people in low-income areas to access financial services, with a focus on the second economy; to fully implement the expanded public works program; to ensure that people who work are located close to economic activity; to upgrade and transform informal settlements; to better align infrastructure and land use planning; and to develop skills (Magongo, 2016). Its overarching goals are to reduce unemployment, provide a salary to workers and their families, and to provide a cushion in times of hardship (Hassen, 2010).

2.14.4 Promotion of Equal Opportunities among Community Based Organisations

For the effective functioning of CBOs, treatment between all organisational staff and management must be equal. According to Ali, Yusoff and Ali (2019), equal opportunity means all people should be treated as individuals without judgements being made of them based on stereotypes. Further, Ali, Yusoff and Ali (2019) add that understanding, appreciating and valuing all employees in an organisation who have different set of skills and abilities, utilizing their talents for the best personal and organisational results are important.

Based on the above, Van Der Heyden (2013) adds that the employment equity provides equal opportunities for all people to participate in the process of empowerment process and

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advance on basis of merit, ability and potential to run an organisation. To guarantee that all men and women achieve secure and sustainable livelihoods through freely chosen productive employment, organisations that signed the declaration are required to promote the goal of full employment as a basic priority of their economic and social policies (Luka, 2005). Employment equity is important and highly demanded in workplace for fair treatment of the employees. Therefore, Ali, Yusoff and Ali (2019) conclude that for effective functioning, CBOs must appoint all those qualified and talented people who have the ability to make positive change in their society and organisations.

2.14.5 Improving the Quality of Outcomes of the Public Expenditures Intended to Raise the Standard of Living of People in Rural Areas

This section provides strategies for improving the quality of public expenditures in order to raise the standard of functioning CBOs in rural areas. It was also noted that providing information, particularly on how to access social and economic opportunities, is a critical component in assisting those in the communities. In this regard, a focused communication campaign on social and economic opportunities is essential.

The Community Development Worker Program (CWP), a program that creates jobs, was born out of this urgent need (Luka, 2005). According to Labuschagne (2019), the CDW program is intended to be used in conjunction with the EPWP and to provide regular, ongoing part-time work with stable pay. In order to implement this strategy, the government will establish a public service echelon of multi-skilled community development workers (CDWs) who will stay in touch with the local populace where these masses reside (Mbeki, 2005). Community Development Workers (CDWs) are community-based resource individuals who work with other community activists to assist fellow community members in obtaining information and resources from service providers to learn how to gradually meet their needs, achieve their goals, realise their aspirations, and maintain their well-being (Mbeki, 2005). The main pain purpose is to ensure that government goes to the people so that we sharply improve the quality of the outcomes of public expenditures intended to raise the standards of living of our people (Mbeki, 2005).

Further, the CDWs are cadres of a special type, participatory change agents who work within communities from where they are selected, where they live, and to whom they are answerable for their activities (Mbeki, 2005). Similarly, Luka (2005) indicate that CDWs, unlike professional development workers, should be the residents in the communities they are working at. As they are based in communities, the purpose of their employment is to assist CBOs in rural areas to function effectively. Similarly, Wilson, Lavis and Guta (2012),

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conclude that volunteer community organisations are geographically based, represent residents of a specific area, are volunteer-driven, locally initiated, and multi-purpose and flexible, allowing them to address a wide range of issues.

2.14.6 The Governance Practices in the Non- Profit Sector

Accountability and governance are of importance to any regulatory system (National Development Agency, 2013). According to Vymetal (2007) governance involves the interactions among structures, processes and traditions that determine how power is exercised, how decisions are taken, and how citizens or other stakeholders have their say. Governance consists of the traditions and institutions by which authority in an organisation is exercised. These include the procedures for selecting, monitoring, and replacing the governing body, the government's ability to effectively formulate and implement sound policies, and citizens' respect for the institutions that govern economic and social interactions among them (The World Bank, 1997). The Department of Social Development (DSD) (2011) ensures that the standard of governance within NPOs is maintained and improved. The Non-profit Organizations Act, 1997(Act No. 71 of 1997) was decreed as part of the government's effort to create a regulatory dispensation in conjunction with a self-regulatory structure that pose enormous tasks to all those interested in a strong civil society in South Africa. Department of Social Development (2006) finds that once an organisation is registered, it is required to meet annual compliance requirement, and can be deregistered if it does not do so.

2.14.7 Government Intervention on Skills Development

CBOs frequently build capacity in order to be adaptable and responsive to constantly changing environments (Wetta-Hall, Abblah, Oler, Manske & Berry, 2004). As recipient of government funding and implementing partners in response to community problems, Department of Social Development (2006) indicates that CBOs are expected to demonstrate certain key capacities in carrying out of these roles. It is evident that the mismatch between job opportunities and CBOs cannot be addressed by community-based projects targeted at unskilled workers. It is hoped that with a certain level of training, mentoring, and support services, CBOs will be able to evolve into established, self-governing, and functional institutions that will not rely solely on government funding and support but will continue to work alongside government in providing services to rural areas. Government's committed to promote skills development in South Africa is demonstrated in the Skills Development Act,

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(SDA), 1998 (Act No. 97 of 1998). Section 2 (1) (a) of the Skills Development Act (SDA), 1998 seek to develop the skills of the South African workforce and thereby increase the quality of working life for workers, improve the productivity of the workplace, and promote self-employment and the delivery of social services. The employment service will concentrate on assisting job seekers in finding work, retrenched workers in re-entering the labour market, and employers in finding qualified employees. For example, of the more skilled workers who have resigned, but with experience in certain field of CBOs can volunteer to assist in the provision of services.

In this context, the government has also proposed a skills development strategy to increase overall investment in training. The development of training programs among rural communities is essential for progression and well-being of the individuals as well as to enable them to argument productivity and profitability (Kapur, 2019). Two strategies have been developed to give direction to the promotion of cohesive and integrated human resource development in light of the high demand for skilled workers in the public sector. The National Skills Development Strategy, which is the first strategy, identifies skill development priorities and makes a contribution to an emerging national human resources development strategy. The National Skills Development Strategy (NSDS) calls for a new system of education that combines structured instruction and real-world experience to produce nationally recognized credentials that indicate job readiness according to the national Qualification Framework (NQF). By putting the NSDS into practice, the government hopes to increase the employability of the nation's workforce in collaboration with employers, workers, and communities. The following are the NSDS's goals:

- Developing a culture of high-quality life- long learning.
- Promoting formal economy skill development for increased productivity and employment.
- Promoting and assisting in the development of skills in small businesses.
- Supporting social development initiatives that foster the development of skills for employability and sustainable livelihoods.
- Aiding newcomers in finding employment.

The second strategy is the Human Resource Development Strategy (NRDS) for South Africa. The NRDS ensures that the various components of the state work together to deliver opportunities for human development. Therefore, the goal of South Africa's human resource development strategy is to gradually enforce all pertinent constitutional provisions. One of

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the pillars for putting both the National Skills Development Strategy and the Human Resource Development Strategy for South Africa into practice is the Human Resource Development Strategy for the Public Service. Further, the DSD (2011) seek to build capacity in the sector by providing training to cooperatives, providing operational support to non-profit organisations, creating work opportunities through extended public works social sector programme. The governance practices are essential for the functioning of Funded CBOs.

Building capacity will therefore be a priority, both for national departments, provincial administrations, and local departments (White Paper on Human resource, 1997). According to Magongo (2016), policy goals now include measures to make sure that skills development initiatives directly address the needs of the economy, rural development issues, and social integration. This is because skills mismatch has been recognised as a problem. As a result, the direction of policy in this area is to increase the number of skilled workers in fundamentally important fields like manufacturing, construction, and cultural endeavors (Magongo, 2016). In collaboration with important parties like the South African Management Development Institute (SAMDI) and other organisations, the Department of Public Service and Administration will support departments and administrations in developing capacity-building programs (White Paper on Human resource, 1997). The creation for learnerships, which would bridge the gap between formal schooling and work experience, is a key focus of the strategy, contributing to both skill enhancement and improved labor market mobility. In this case, Department of Social Development provide information on funding imperatives for the NPO's management, and the roles and responsibilities of the board/management in an organisation.

According to Middleton and Loughead (1993) the fundamental issue of why and when governments should get involved in skill training is addressed. They contend that the traditional private training markets were insufficient for addressing the wide-ranging skill requirements linked to economic development and growth. The result was that governments began to emerge as the leading actors in the training market. There are two main justifications for government intervention in training markets (Middleton & Loughead, 1993), which are:

- **There is the issue of external benefits**

The focus of individuals and enterprises is on higher productivity, profits, and wage earnings, which come from training, and which affect them directly. Government on the other hand, is likely to capture the largest share in tax from a flexible and competitive economy, which may accrue from a better trained work force.

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- **The issue of social equity**

Social equity aims at fairness and justice in decision making actions (Fox, 2010). It is also indicated that social equity requires a balance approach to ensure that individuals or groups are not disadvantaged. The CBOs ensure that every individual in the community who is in need has access to the same opportunities and outcomes. Organisations should ensure that the quality of services and benefits provided to all groups of people is consistent. (Svara & Brunet, 2005). In the terms of CBOs, this implies that services should be provided equally and the standard form of procedure should be used to reach all deserving people. Hence, public subsidisation on equity ground for the disadvantaged, women and marginalised youth is justified provided it is carefully targeted to ensure that only those in need benefit (Fox, 2010).

Ziderman (2003) asserts that the appropriate role of government in training cannot be determined without knowing the capabilities of the private markets. Where they function well, private training markets can be an alternative to public sector. However, where they do not function well, the state has a case to intervene (Nel *et al*., 2008). The state therefore has to examine the performance of a country's training markets, the capacity of the private sector to deliver training, and its own preferences about social policies and equity. On this basis, the state will be better equipped to decide on its role in training markets.

2.14.8 Citizens Actively Participate in their Own Development

The public service is focusing on practical implementation to ensure that communities become involved in matters that affect them (Naidoo & Koye, 2005). Citizens must actively participate in their own development in terms of civil society organisations. CBOs which are constituted by the people themselves have been found to be a powerful tool in concertising and mobilising the people to wake up from the state of indolence, mental isolation and reverse the deeply embedded feelings of inability and inferiority (Taylor, 2016). Citizens' lack of meaningful participation in CBOs may represent a missed opportunity, as these organisations are frequently embedded in communities and have a thorough understanding of the sociocultural backgrounds of the individuals and populations they serve.

Researchers and practitioners have emphasised citizen participation in public administration as a means of collaborative with citizens to promote democratic values such as transparency and accountability (Kim & Lee, 2017). This implies that when citizen participte in the matters that concern their community, they will be able to see about what is going to happen and they will be responsible for change that happened in their community. Further, it is argued that deliberate and collective action strategies of civic engagement are the most promising

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ways to involve the public and focus public management on citizen concerns (Cooper, Thomas, & Jack, 2006). This means that the change or services that are planned to involve every citizen in the community will be more effective as they will be solving real challenges that affect them. Several scholars also emphasise that providing more opportunities for citizen participation and input in government performance evaluation and policy decision making is an important strategy for improving trust in government (Robinson, Shaver & Lawrence, 1999; Kim & Lee, 2010).

Chapter two of the Constitution of the Republic of South Africa, 1996 outlines the right of all citizens to have their basic human needs met. This far-reaching statement alone puts a huge obligation on the state to ensure that members of the public are not left out of the policy formulation and implementation processes. Thus, it is essential for all organs of state to comply with this requirement and desist from treating public involvement as merely courtesy on the part of government to the people (Department of Public Service Deivery, 1997). Public participation is a duty commanded by the constitution. According to Gilbert (1987), people's participation is the key for successful implementation of developmental projects. It is further eluded that civil society promotes development and community cohesion. The National Development Plan (2030) asset that welfare non-governmental organisations and CBOs deliver vital social and employment programmes in many communities. Therefore, this is a government strategy to engage civil society organisations in emphasizing the responsibility that citizens have in their own development and in working with others in society to resolve tensions and challenges (The World Bank 2018). In many respects, South Africa has an active and vocal citizenry, but an intended outcome of government has been to reduce the incentives for citizens to be directly involved in their development. To prevent this practice from being entrenched, the state must actively support and incentivise citizen engagement (National (The World Bank, 2018). In conclusion, it is necessary to arrange for the citizens to participate in programmes concerning them (Golle, 2007). This way, citizens can consciously take steps to improve their living conditions and communities.

2.14.9 Ensuring Institutional Change for Better Provision of Public Service

Institutional change is an ongoing process of facilitating institutional engagement, collaboration, collective active action, and dynamic transformation of organisational functions involving both heterogeneous characteristics and performance (Purdue, 2001). The change is considered as rules and expectations that govern human interactions and paths of development in society. Local governments are responsible to the people they govern in the communities. CBOs have been well positioned to deliver community services, undertake

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community development activities, and enhance community governance in rural areas (Acharya & Zafarullah, 2017). CBOs have great importance to every state. Both institutions are important as they provide services to communities. In support of the above statement, Edward (2013) asserts that the quality of governance mechanisms appears to be based not only on the guarantees offered by the state, but also on the capability of local community organisations. In order for better public service to be delivered effectively, government have put in place policies and procedures to be followed. It is essential for CBOs to observe the principles to improve the functioning of organisations.

The White Paper on Transforming Public Service Delivery (Batho Pele White Paper) of 1997, further puts the centrality of the people in service delivery, when it states that ‘a transformed South African public will be judged by one criterion above all, its effectiveness in delivery of service which meet the basic needs of all South African citizens’’ (Department of Public Service Administration, 1997. It should be noted that, as stated in the White Paper on Transforming Public Service Delivery (Batho Pele White Paper) that ‘’public services are not a privilege in a civilized and democratic society, they are legitimate expectation. According to the White paper on Transforming Public Service Delivery (Batho Pele White Paper) of 1997, the citizens must be treated fairly implies the following:

- Listening to and considering their views making decisions about what services should be provided,

- Treating them with consideration and respect,

- Making sure that the commitment level and quality of service is always of the highest standard, and

- Responding swiftly when standards of service fall below the promised standard.

Active citizen is essential for democracy and development. National Development Plan (2030) argue that the state cannot merely act on behalf of the people, however, it has to act with people, working together with other institutions to provide opportunities for the advancement of all communities. The institutions such as CBOs, NPOs and FBOs are important as they always work with communities. The government also plans that all sectors of civil society, have to ensure that the fruits of development accrue to the poor of the poorest and most marginalised, offsetting possible attempts by elites to protect their own interests at the expense of less-powerful communities (The Presidency, 2011). In order to

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ensure that all citizen receive services they deserve, White Paper on Transforming Public Service Delivery (Batho Pele White Paper) of 1997, outlines eight principles that can objectively guide the public service institutions, not only on service delivery standards, but also on public participation as well (Department of Public Service Administration, 1997). The principles are discussed as follows:

- **Consultation**

Notably the very first Batho Pele principle is consultation which emphatically puts forward that citizens should be consulted about services rendered to them. CBOs are assisting communities with need to solve their problem. All stakeholders in communities should be consulted on the nature, quantity and quality of services to be provided in order to determine the needs and expectation of the end user, before rendering of those services. Whatever methods are chosen, consultation must cover the entire range of existing and potential customers. Citizens can be consulted through customer surveys, campaigns, imbizos and workshops. It is essential that consultation should include the views of those who have previously been denied access to public services (Fox, 2010). It is also stated that the results of the consultation should be reported to the appropriate body. The findings should be widely disseminated throughout the organisation so that all employees are aware of how their services are perceived. Furthermore, Fox (2010) indicate that the results must be considered when decisions are made on what services are to be provided and the level it will be provided at. Consultation will give community members the opportunity to influence decisions on public service by providing objective evidence that will determine service delivery priorities (Khawula, 2016: 30). Consultation is very relevant to CBOs as they are working in communities. Stakeholders in the community should be consulted before the organisation is established, they should be informed about the kind of services to be rendered, and the impact they will have on the community. The community should also be consulted when there are matters that require community attention, like employing cares or volunteers. Members of the community should be familiar with the people they will be working with as well as their positions within the organisation.

- **Service standards**

Service standards are about informing citizens about the level and quality of services provided by CBOs to raise citizen awareness about this issue. Setting service targets is normally part of the corporate planning cycle and must include collective effort of CBOs staff

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members to make sure of the broad ownership of, and commitment to the plan and targets (Crous, 2004). By doing so, citizens know what to expect from the CBOs, by when that service will be delivered, and channels to be taken where there are complaints in relation to the services. Services must be measurable and precise, so that users may judge for themselves whether they are receiving what was promised (Fox, 2010). Service standards must be both demanding and realistic. Standards must be approved by the appropriate body before they can be carried out. Once approved, the standards must be published and displayed at the point of delivery, as well as communicated as widely as possible to all potential users, so that they know what level of services they are entitled to and can complain if they do not receive it. Tarziev, Banabakova and Georgiev (2018) indicate performance against standards must be reviewed annually, and as standards are met, they should progressively be raised year by year. The standard relating to customer services should be developed in responsibilities of management, quality control system and management of processes. Fox (2010) argue that the standards may not be reduced once they have been set. If the standard is not met, the reasons must be made public, and a new target date must be set. The purpose for setting standards should be on service delivery.

- **Increasing access**

Citizens should have equal access to services rendered by CBOs, and they should be assisted by government to provide swift and equal access. CBOs should serve everyone and be accessible to all people based on the need, regardless of their status, culture, gender, or ethnicity. The White Paper on Social Welfare Services (1997) indicates that organisations and institutions, both public and private will be easily accessible and responsive to all those in need (Department of Social Development, 1997). Services must be delivered where people are staying, and those who live in in outlying areas must not travel long distances searching for services, but services must go to people. Service delivery programmes should therefore specifically address the need to progressively redress the disadvantages of all barriers to access (Fox, 2010). As it has been said on the White Paper on Social Welfare (1997) that all barriers will be removed which have made it difficult or impossible for some people to participate equally in all spheres of life (Department of Social Development, 1997). Further, special training programme provided to facilitate the development of accessible.

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- **Courtesy**

Courtesy is about citizens being treated with respect and consideration when they interact with CBOs for purpose of accessing services. To ensure this, CBOs must specify the standards for the way in which clients should be treated. The standards must be included in their organisational Code of Conduct. The staff conduct should be above reproach in the exercise of their organisational duties. Organisational staff members as public official should possess good qualities such as good manners. A good attitude in maintaining good manners and courtesy is considering others more worthy than us. Staff members need to be sincere and polite through written and in communication. Courtesy builds strong relationship in the work place, this will assist the CBOs members to have good relationship with the communities they are serving. CBOs will gain the trust to community members by showing them respect. This will assist the organisation to function effectively as the community will learn to be courteous to the staff members, and it will also create a welcoming and nurturing work environment to the staff members. The White Paper on Transforming Public Service Delivery (Batho Pele White Paper) of 1997, states that the concept of courtesy is wider than asking public servants to give polite smiles (Department of Public Service Administration, 1997). The Public Service Commission's Code of Conduct for Public Employees states unequivocally that courtesy and respect for individual dignity are fundamental duties of public employees. It states that public employees must treat members of the public as customers who have the right to the best service possible.

The White Paper on Transforming Public Service Delivery (Batho Pele White Paper) of 1997, further states that national and provincial departments must specify the standards for the way in which customers should be treated (Department of Public Service Administration, 1997). According to Ndou (2018), the standards of treating customers should cover the following:

- Greeting and addressing customers.

- The identification of staff by the name when dealing with customers whether in person, writing or telephonically.

- Simplification and customer friendliness of forms,

- The maximum length of time which response must be made on enquiries,

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- The manner in which complaints should be dealt with, and;

- Dealing with people who have special needs such as elderly people, and people living with disabilities.

Every person is important for the functioning of CBOs, regardless of age, gender, culture or social status. Friedman (2018) concludes by saying that all human beings have the right to be treated with dignity and respect. Respectful treatment and interactions enhance person's self- esteem and result in positive perceptions by others.

- **Providing Information**

The principle is that citizens should be provided with complete and accurate information about the services provided by organisations, allowing citizens to make informed decisions about the services they require. Information is one of the most powerful tools available to the public in exercising its right to quality service delivery (Ndou, 2018). The funded functioning CBOs assist with the provision of information to communities. Information must be provided using various platforms such as media and using different languages to meet the differing needs of different clients. CBOs are providing information to communities through door to door, imbizos, counselling, and community awareness campaigns. According to scholars in the field of participation, citizens who receive quality feedback and responsiveness when interacting with government through public participation programs are likely to perceive that they gain useful policy information that helps them to better understand government agencies and community issues (Sabatier, 1988; Yankelovich, 1991).

- **Openness and Transparency**

This principle is about informing citizens on how Community Based Organizations are run, how much it costs government to run services and who is given the responsibility of running which CBO. Communities should know who is managing the organisation (The board members and the manager). Reports to communities should be published as widely as possible. The management must be transparent and open to all staff members in terms of organisational matters. Regular staff meetings with the management must be encouraged. This also implies that citizens are important stakeholders in this regard because the organisation's resources belong to the citizens, and the organisation is the structure that

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implements the use of resources on behalf of the people in order to improve their standard of living.

- **Redress**

Redress implies that COBs must apologise to the community when they fail to deliver the promised standard of service and commit to correcting the situation as soon as possible. If the promised standard of service is not delivered, community members should be offered an apology, a full explanation, and a prompt effective delivery. CBOs should establish a mechanism for recording any public dissatisfaction. For example, the organisations can create a suggestion boxes and customer satisfaction questionnaires as a way of finding out about how the clients perceive organisations treatment and services. The management of the organisations should always check if there are complaints, and if solutions have been provided. The principle is very important and encourages members of CBOs to apologise to community members and explain where there is a lack or poor service delivery. In such cases, value for money dictates that immediate and effective solutions be implemented.

- **Value for money**

This principle empowers communities to know that services they receive provide true value for money. It is about providing economical and efficient services, as well as ensuring that the organisations' expenditures are cost effective. Value for money principle is also applicable to CBOs. The study conducted by Ratlabyana *et al*., (2016) found out that government remains the major funder of NPOs. In this manner, the principles empower people responsible to use funds on the basic needs, thereby generating more use for the benefit of the public. The White Paper on Transforming Public Service Delivery (1997) argues that it is not reducing the use funds but using it on important things. Value for money refers to CBOs' careful spending while ensuring that effective service delivery is not jeopardised. It refers to value for money which is about finding the right balance between economy, efficiency and effectiveness (Jackson, 2012). This should be done as part of service delivery improvement programs to identify areas where efficiency savings will be sought, as well as the service delivery improvements that will result from achieving the savings. Additionally, it makes sure that organisations have the right queue management procedures, complaint handling procedures, and other facilities to guarantee that customers do not run into unnecessary obstacles or waste time trying to access services.

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2.14.10 Creation of Leadership Responsibility for the Community Based Organisations

Civil society organisations need leaders throughout CBOs to work together. Civil society leaders must be respected because they speak for citizens on issues that are important to them (De Visser, 2005). The purpose and motivation of CBOs have been found to be closely related to charismatic leadership, to the point where someone starts an NGO, the organisation's goals and decision-making processes frequently become so closely tied to the leader's personality and character that the organisation may collapse when the leader departs (Burger & Owens 2012; Sooryamoorthy & Gangrade, 2001). It is further revealed that leadership has established typical competencies commonly associated with CBOs leaders and these include the ability of a leader to initiate, communicate, and implement a mission and vison, fundraising, staff empowerment and responsiveness to changing the environment (Burger & Owens 2012; Sooryamoorthy & Gangrade, 2001). For funded CBOs to function effectively, to fight against poverty and inequality, and benefit everyone in the community. To address the challenges facing the CBO, it is critical to employ leadership that is ready and able to assume greater responsibility. According to the National Development Plan (2030), for this strategy to be implemented successfully, all sectors of society must come together and work toward a common objective (The Precidency, 2011). A significant portion of the plan's recommendations will fall under the jurisdiction of the government (World Bank, 2018). Additionally, in order to implement these suggestions, it will need to improve its capacity, strengthen its accountability system, be ready to make difficult decisions, and work with other societies to solve problems.

The government is committed to achieving a better alignment between education and skill development and broader social and economic goals. The various departments agree that education and training are essential for the accomplishment of their individual programs (Department of Labour, 2006). A rising standard of living for all is the primary goal of South Africa's Human Resource Development Strategy (HRDS), which has as its primary objective the maximisation of human potential through the acquisition of knowledge and skills that will enable people to work productively and competitively. The HRDS emphasises skills development in terms of the SMME sector as a key in order to enhance its employment creation potential (Nel *et al*., 2008). The Human Resource Strategy Consist of five strategic objectives, namely:

- Strengthening the framework for human development,

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- Enhancing employer participation in lifelong learning,
- Enhancing the availability of high-quality skills that are more responsive to societal and economic needs,
- Fostering employment growth through industrial policies, innovation, and research and development, and ensuring that the strategy's four strategic goals are interconnected.

Communities should find ways of building, protecting and sustaining their CBOs to eliminate poverty. Both the community and organisational leaders has the responsibility for improving the functioning of CBOs. At the same time, leaders should be capacitated to stay on top of the new developments and change (Ndou, 2018).

2.14.11 Provision of resource to support programmes implemented by CBOs

Globally, it has been observed that the states have withdrawn some of its services, but instead subcontracting to the private sector (Miraftab, 1997; Kilby, 2006 & Albareda, 2008). In South Africa, this is evident with the emergence of Public-private Partnerships (PPP) that has sprung up (Choto, Iwu & Tengeh, 2020). The CBOs that are actively participating in developing their communities and assisting in solving problems and poverty reduction, they receive funding from international donors (Ratlabyana, *et al.,* 2016). In support of the citizen's participation, government assists by allocating funding to organisation. The ability of the underprivileged to communicate their needs can be improved with support for CBOs in the form of money, expertise, or training (State of the Nations Address, 2019). As a result, government funding for non-profit organisations has never been sufficient, but both the federal and provincial levels of government include funding for non-profit organisations in their annual plans and budgetary allocations (Ratlabyana et al., 2016). The budgetary allocation to CBOs is categorised as a mechanism for service subsidies that focuses on providing low-cost services to the poor, giving those households a chance to improve their situation (State of the Nations Address, 2019). In contrast, Choto, Iwu and Tengeh (2020) claims that to services and goods offered by the general public, CBOs are the primary distribution channel for public welfare services and goods. Budgetary allocations from government departments provide ample evidence that the government contributes funds to support initiatives carried out by CBOs (National Development Agency, 2016: 10). Given that stronger boards have a greater impact; the Department of Social Development provides grants to CBOs for the development of governing board member capacity. The national

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department additionally contributes money to young, underfunded organisations (Wyngaard & Hendricks, 2010: 57). This is provided to assist them in the provisioning of services.

2.14.12 Reduction of Poverty and Inequality

South Africans were urged to adopt Vuk'uzenzele's mentality in President Thabo Mbeki's state of the nation address in February 2002 (Mbeki, 2002). The goal of this project was to empower citizens and local communities to take control of their own destinies through volunteerism. In addition, the President stated in his 2003 State of the Nation Address that the government would establish a public service echelon of multi-skilled community development workers who would maintain close contact with the residents of the areas where these masses resided to help improve their standard of living (Evarrett & Gwagwa, 2016: 25). The study conducted by Mutongi (2012) assert that majority of the women are still poor. In this regard, government empowerment strategies prioritize women because they are more likely to be effective and inclusive. Majority of researchers assert that women empowerment has a great influence on health, education, nutrition, and the overall well-being of the societies as well as for the children and the households (Wei, Sarker, Zukiewicz-Sobczak, Roy, Alam, Rabbany, Hossain & Aziz, 2021). Therefore, it can be concluded that CBOs that serve as government strategies are assisting in the community development at different levels.

2.15 EMPIRICAL EVIDENCE ON THE FUNCTIONING OF FUNDED CBOs IN RURAL AREAS

The current review of empirical studies on the functioning of funded CBOs in rural areas is connected on the basis of roles and performance of CBOs (Huber, 2008). However, this implies that CBOs have to perform roles that are responsible for producing intended results and delivering services to rural areas. Performance management of the CBOs lies in the heart of any managerial process and organizational construct and is therefore considered as a critical concept in strategic management field (Alhawmdeh & Alsmairat, 2019).

Monteiro (2014) investigated how CBOs operate, focusing on their active part in the local redefinition of national policies. In order to gather information, collaborative approaches were used, including local surveys, one-on-one interviews, and direct observation. The technical staff's annual self-assessment reports created for each activity were utilised. The conclusions improved the provision of new products and services (solutions) for the issues

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the target population faces. New organisational structures and institutional partnerships were also established, allowing for increased effectiveness and efficiency.

Rafieque & Khoo (2018) evaluated the role of CBOs in promoting citizen participation in the decision-making processes of Gujranwala, Punjab, Pakistan's local government institutions. Data was collected though a self-administering survey questionnaire including both open and close-ended questions. A total of 424 questionnaires were collected from citizens, local government officials and CBOs members. The results indicate that the effectiveness of the CBOs is very low to fulfil its objectives.

Bamiwuye and Adisa (2015) examined the perceived and performed roles of CBOs in the rural development of Osun State. Data for the study was collected from a sample of 56 registered CBOs in the rural areas of Osun State. Structured interviews were used to illicit information on the characteristic of the selected organisations, their performed roles as well as the challenges facing the organisation in carrying out their activities. The results show that the role performance of slightly more than 80 percent of the organisation could be classified as low or medium.

Eswarappa (2020) talked about the function of CBOs in carrying out development initiatives in rural Andhra Pradesh. The study was qualitative, and information was gathered from primary and secondary sources including structured household schedules. Key informant interviews using a thorough checklist, case studies, and observation were used to collect data from villagers. The study findings revealed that the promotional organisations were crucial to the rural development program.

Hussain, Khattak & Khan (2008) assessed the role of CBOs in rural development in Swat District. For the analysis, secondary data was collected from five CBOs of Tehsil Labal (Swat). The results show that CBOs are making a difference in the lives of the people in the sampled area. The study recommends that more resources need to be made available to enable the development of rural communities.

Boasu & Asenso (2020) examine CBOs roles in agricultural sector development. Thematic analysis was conducted form the primary data gathered through semi-structured interviews, focus group discussions and non-participant observations. It was discovered that CBOs play a pivotal role in information dissemination, education, and training, resource mobilisation, production and marketing of goods to enhance Ghanaian agricultural sector development. They are however, constrained with numerous challenges. The study recommends that

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CBOs and other stakeholders should also be encouraged to liaise with CBOs and support them to achieve their objectives of ensuring agricultural sector development.

A study on institutional analysis of grassroots organisations was carried out by Acharya (2013) using both primary and secondary sources of data. Fourty-four key informant interviews, a focus group discussion, and a survey of one hundred and ten grassroots level organisations were all used. The results, however, indicated that there was a weak to moderate capacity, indicating that institutional crisis was being faced both internally and externally to their functions. However, the empirical data suggests that many CBOs were more devoted to supporting their members as change agents, leading to the development of numerous institutional norms, rules, and values. Regarding the effective service delivery, this study has made some recommendations in response to the discussions.

Alam (2022) conducted a study on the role of CBOs in sustainability of community managed rural water supply schemes. The study is cross-sectional in nature and adopted the quantitative research approach. The study concluded that CBOs at community level were performing their role adequately to ensure the sustainability of water supply schemes, and that the functioning of CBOs was initial, major and significant source of quality water availability and the rural water supply schemes sustainability.

Based on the empirical evidence presented above, it can be concluded that CBOs serve different functions and are more effective in rural areas. However, empirical data shows that many CBOs were more dedicated to bringing about change in rural areas. The CBOs were challenged by shortage of resources. The CBOs can function more effectively and efficient if the staff members can be motivated, and management functions are employed.

2.16 SUMMARY

This chapter presented the literature review based on the functioning of funded Community Based Organisations. The review of literature focused on theoretical framework for CBOs whereby the Achievement motivational theory was applied. Achievement motivational theory shows that motivation is important for the people working in CBOs. Three types of needs were also identified as the need for affiliation, power and the need for achievement and also explained for better understanding. The study's relevance to achievement motivation theory was discussed, as motivation is essential for employees in an organisation to be productive.

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In this chapter, the conceptual framework of CBOs by different authors was defined and explained to give their meaning in relation to the functioning of funded CBOs. As a result, the concepts had different meanings but were similar in how they were explained because different authors gave different perspectives on the concepts' differences. Different types of CBOs operating in communities, assisting members with different services which are of common interest groups, Micro-finance institutions, VDCs and user associations were defined and their roles in communities were given and explained. The functional areas applicable for the provision of effective and efficient services such as administrative, human resource, distribution, customer services, finance, and marketing functions. The Republic of South Africa's 1996 Constitution is the country's highest law.

Legislative framework which includes constitution of the Republic of South Africa was discusses in relation to the functioning of CBOs. The cornerstone of South Africa's democracy is the Bill of Rights, which is enshrined in the country's 1996 Constitution. It upholds the democratic principles of human dignity, equality, and freedom as well as the rights of every citizen in our nation. In relation to the operation of funded CBOs in rural areas, the Non-Profit Organizations Act, 1997 (Act No. 71 1997), the National Development Agency Act, 1998 (Act No. 108 of 1998), the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999), the Companies Act, 2008 (Act No. 71 of 2008), and the Employment Equity Act 1968 (Act No. 55 of 1968) are explained in relation to the functioning of funded CBOs in rural areas.

Capabilities required when providing services to communities were also discussed. Different authors presented their views regarding the types and characteristics of functioning CBOs. Capabilities required for the establishment of the CBO and keeping the organisation functioning is not an easy task. This brings us to the challenges that are faced by CBOs when providing services to communities.

The functioning of funded CBOs relies on the availability of the management. It should be noted that to employ good management in an organisations is one of the important tasks. It is important for the organisations to deliver services to people in rural areas, and this is where the management functions such as planning, organising, staffing leading and control come into place. Methods to enhance the effective functioning of CBOs in rural areas were identified and discussed. Management of CBOs, characteristics of management in CBOs, levels of management in CBOs, significance of management in funded CBOs as well as the skills required for the management were discussed to understand their importance in the functioning of funded CBOs. From the above discussion, it may be said that functioning of

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the CBOs can be linked with effective management. The future of having functioning CBOs in rural areas were discussed. Empowerment of employees was also discussed. The aim of empowerment is to create a culture where employees have freedom to express themselves and have liberty to make decisions about how they work. Method, in which employees can be empowered such as foster open communication, rewarding self-improvement, clearly define roles, accountability requirement, support for independence and appreciating employee's efforts were also discussed. In this section, the government intervention strategies in the functioning of CBOs were also identified and discussed.

The current empirical studies on the functioning of funded CBOs in rural areas were reviewed. The evidence is connected based on the roles and operations of CBOs. Overall, most of these empirical results clearly indicated different roles played by of CBOs in communities. The findings varied functioning in other CBOs was very low whereas functioning in other CBOs is effective. The results suggest resources and partnership between the organisations and other stakeholders as important. The following chapter will provide the legislative framework guiding the functioning of funded CBOs.

The literature identified more information on the current issues of the functioning CBOs. All the processes on how the management should do for the organisations to function effectively. However, there are gaps on management functions; many organisations continue to demonstrate poor leadership and a lack of organisational capacity in CBOs. The study will assist the organisational management to know the theory and methods of achieving functioning organisations. The following chapter will provide detailed research methodologies that were used when conducting.

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CHAPTER 3

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

The outcomes for any research project depend on the research methodology and design used in conducting the study. The primary goal of this chapter was to provide a detailed plan for carrying out the study. This chapter discusses in detail the methodological choice and research design process of the study. It has relied on the research problem to guide on the methodological choice. As research is a process, this chapter discusses the methods used in collecting, analysing, interpreting and reporting data. It explains the reasons for considering mixed methods research as an appropriate approach for the study. The chapter also discusses the procedure for selecting a sample to represent the study's population. Finally, the chapter highlighted and discussed ethical considerations.

3.2 RESEARCH PARADIGM

Research paradigm is a shared world view that represents the beliefs and values in a discipline that guides how problems are solved (Schwandt, 2001: 183). While Babbie and Patel (2015: 99) define research paradigm as a set of common belief and agreements shared between scientists about how problems should be addressed. In this study, pragmatic research paradigm is adopted. According to Morgan (2014: 1), pragmatic research paradigm is a deconstructive paradigm that advocates the use of mixed research methods in research, avoids reality, and focuses on what works as the truth regarding the research question under investigation. While Biesta (2010: 87) defines pragmatic research paradigm as being outcome-oriented and interested in determining the meaning of things or focusing on the research's product. The reason for choosing pragmatic paradigm is because the participants were given enough chance to give their views and elaborate their understanding on the functioning of funded Community Based Organisations.

3.3 RESEARCH DESIGN

McMillan and Schumacher (2010: 166) define research design as a strategy for selecting subjects, research sites, and data collection procedures to answer the research question. While, Durrheim (2010: 29), defines research design as a strategic framework for action that serves as a link between research questions, the execution, or implementation, of the research strategy. The study employed descriptive research designs.

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According to Kumar (2014: 13), descriptive research design attempts to describe systematically a situation, problem, phenomenon, service, or program, as well as provide information about a community's living conditions or attitudes toward an issue. While Polit and Hungler (2016: 72) define descriptive research design as a research study that have the accurate portrayal of the characteristics of persons, situations or groups as their main objective. A descriptive research design is neither qualitative nor quantitative in nature, but it incorporates elements of both types of research (Mouton, 2009: 71). It is also appropriate because the study wanted to collect accurate data and provide correct information about the functioning of funded CBOs in rural areas.

3.4 RESEARCH STRATEGY

Rajasekar, Philominaathan and Chinnathambi (2013: 05) define research methodology as the procedures used by researchers to describe, explain, and predict phenomena. In addition, O'Leary (2014: 352) defines research methodology as macro-level of frameworks that offer principled reasoning associated with particular paradigmatic assumptions. The study used mixed methods, which combined quantitative and qualitative research methods at the same time.

3.4.1 Mixed methods

According to Creswell and Plano (2011: 23), mixed methods research involves collecting, analysing, and combining quantitative and qualitative data in a single study or series of studies. According to Cameron (2011: 98), mixed methods refers to a method that combines quantitative and qualitative dimensions and presents challenges when the researcher attempts to articulate how the two elements relate to one another. The study used convergent parallel mixed methods, which involved combining quantitative and qualitative research methods at the same time. The reason for using convergent parallel mixed studies is that the researcher conducted the quantitative and qualitative elements concurrently in the same face of the research process, weighted the methods equally, independently analysed the two components, and interpreted the results together.

3.4.1.1 Quantitative research technique

According to Ortiz and Provencio (2015: 2), quantitative research methods refers to a rational and information led strategy that offers a gauge of what individuals believe from a numerical and statistical perception. Bryman (2012: 35) defines quantitative research as a

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research strategy that emphasises quantification in the collection and analysis of data. The study used quantitative research to cover large number of respondents and to get wider view, for broader explanation and understanding of the functioning of funded CBOs. The methods were separated by directly comparing quantitative and qualitative statistical findings.

3.4.1.2 Qualitative research technique

The underlying assumptions of qualitative research methods are that reality is a social construct in which variables are difficult to measure, complex, and interwoven, that subject matter is primacy, and that the data collected will consist of an insider's viewpoint (Rovai, Baker & Ponton, 2014: 4). According to Burns and Grove (2013: 19), a qualitative research method is a systematic subjective approach used to describe life experiences and situations in order to provide meaning to such experiences. The study was interested in gathering in-depth information from experienced participants who work with organizations that helped people recognize and understand how funded CBOs function. It was also critical to use qualitative research methods to provide a detailed description of the participants' actions and experiences while working in CBOs, not only through conversation but also through non-verbal cues such as facial expression.

3.5 STUDY AREA

According to Du Plessis and Van Niekerk (2014: 12), a study area is a geographical area for which data is analysed in a report or on a map. According to Sapsford and Jupp (2006: 332), a study area is a geographical area or a map where a study is conducted or data is collected. The study was carried out in the Collins Chabane Local Municipality, which is located in the Vhembe District of Limpopo Province in South Africa. Collins Chabane Local Municipality was chosen due to the high number of funded CBOs and the availability of participants who meet the study's criteria.

3.6 POPULATION OF THE STUDY

O'Leary (2014: 354) defines population as the total membership of a defined class of people, objects, or events. According to De Vos (2002: 193), population is the term that defines the study units. The population for this study consisted of the board members, selected community members, traditional leaders, chairpersons of civic organisations and ward committee members. The total population of this study comprised of ± 300 participants

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drawn from the selected funded CBOs which are located at rural areas in Collins Chabane Local Municipality.

3.7 SAMPLING

Adwok (2015: 95) defines sampling as the process of selecting a smaller group of participants to tell us essentially what a larger population would tell us if we asked every member of the larger population the same questions. Alvi (2016: 11) defines sampling as the process of extracting a sample from a population. The sampled group of the study composed of chairpersons of the board members, selected community members, traditional leaders, chairpersons of civic organisations and ward committee members.

3.7.1 Sampling method

In this study, a non-probability sampling method was used. Non-probability sampling is defined as a sampling technique that allows researchers to select units from a population that they are interested in studying (Etikan & Alkassim, 2016: 04). Non-probability sampling is defined by Alvi (2016: 13) as a sampling method in which every unit of population does not have an equal chance of participating in the investigation because the sample is chosen based on the investigator's subjective judgment.

For the purpose of this study, purposive sampling method was used in the selection of the participants. Purposive sampling implies that the sample is approached having a prior purpose in mind (Alvi, 2016: 30). In addition, Purposive sampling is also called judgmental sampling, as the selection follows some judgement or arbitrary ideas of the researchers looking for a kind of representative (Valliant, Dever & Kreuter, 2018: 32). The reason for choosing purposive was to use personal judgement based on the knowledge and experience gain while working with CBOs, in selecting participants. The researcher made appointments with the chairpersons of the boards as controllers of organisations functions. The participants were from Drop-in centres, Early development centres, Disability centres, Elderly, victim Empowerment, and substance abuse centres. Selected community members were those who received services in those centres. Traditional leaders were those with funded CBOs in their communities. Chairpersons of civic organisations were those who are working working as civic members in communities with funded CBOs. Ward committee members were selected according availability of funded CBOs in their area of jurisdiction.

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3.7.2 The Sample size

The sampling size of this study composed of 150 participants categorized as follows: 100 chairpersons of the board members, 25 selected community members, 10 traditional leaders, 10 chairpersons of civic organisations and 05 ward committee members working with funded CBOs. All of the participants were serving in their positions for the time data collection.

Table 3.1: Study Sampling Size

NO	POPULATION	TOTAL SIZE	SAMPLE SIZE
1	Board members	200	100
2	Selected community members	50	25
3	Traditional leaders	20	10
4	Chairpersons of civic organizations	20	10
5	Ward committee members	10	05
	TOTAL	300	150

3.8 DATA COLLECTION METHODS

According to Creswell (2014: 201), data collection is the process of gathering and measuring information on variables of interest; it is a systematic process that allows one to answer stated research questions, test hypotheses, and evaluate outcomes. Sekarani and Bougie (2016: 156), define data collection as the process of gathering information from all relevant sources in order to solve the research problem, test hypotheses, and evaluate the results. Structured questionnaires and face-to-face interviews were used for this study.

3.8.1 Questionnaire

According to Zohrabi (2013: 254), a questionnaire is a research instrument that consists of a series of questions designed to elicit information from respondents. Kumar (2014: 136) defines a questionnaire as a self-report data collection instrument that research participants complete. The unstructured questionnaires were used in the study. Unstructured questionnaire can be used to collect data from both questionnaires and interviews. AN unstructured questionnaire is a document that contains a set of standardised questions with

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a fixed scheme that specifies the exact wording and order of questions for collecting information from respondents (Micholas, 2014: 273). A structured questionnaire was used because it allowed the researcher to quickly contact a large number of people and gather more information for the study. It also includes key questions that aid in defining the functioning of CBOs in rural areas. A total number of 200 questionnaires were distributed to the respondents by the researcher. The questionnaires were constructed as Likert scales consisting of strongly agree, agree, not sure, disagree and strongly disagree.

3.8.2 Interview

Interviews provide detailed information about a participant's experiences and perspectives on a specific topic (Payne & Grey, 2014). Thus, it is very suitable for this study to get rich and detailed information about the functioning of funded CBOs in rural areas. Kabir (2016: 204) see an interview as a face-to-face conversation with the respondent. Furthermore, Kumar (2014: 372) defines an interview as a process involving an interviewer, who coordinates the process of the conversation by asking questions, and an interviewee, who responds to those questions. While, McLeod (2014: 3), notes that a structured interview is a type of interview in which the researcher asks a set of premeditated questions in order to gather information about the research subjects. The study used structured open ended questions where participants were interviewed face to face. Open ended questions are those in which the interviewer asks a question without prompting about the range of possible answers and the respondent's note or space is left to provide an answer (Welma, Kruger & Mitchell, 2005: 174). Open ended interviews provide an opportunity to probe in order to obtain more information on the functioning of CBOs by probing from the responses provided by the respondents. More information was obtained through conversation and body language. For this study, 10 open-ended interviews were conducted with participants using an interview schedule.

3.9 PILOT STUDY

Ishmael, Kinchin and Edwards (2018: 1) define a pilot study as a scaled-down version of a larger study or a trial run conducted in advance of the larger study. A pilot study is a small-scale preliminary study conducted to assess feasibility, time, cost, and adverse events, as well as to improve the study design prior to the execution of a full-scale research project (Antwi & Kasim, 2016: 202). Ten (10) questionnaires and five (5) open-ended interviews were distributed for pilot testing to respondents who were not part of the final data collection study. The reason is that some respondents did not agree to go through the same

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questionnaire repeatedly and it was time consuming. Pilot testing was carried out to assess the validity for the instruments used in the collection of final information, to identify unclear formulated questions as well as to have an opportunity to notice non-verbal behaviour.

3.10 DATA ANALYSIS

Schurink (2011: 397) defines data analysis as the process of bringing order, structure, and meaning to a large amount of collected data. Data analysis in qualitative research is the process of comprehending and organizing the information gathered by the researcher so that it can be communicated to others (Creswell, 2014: 44). The data collected was analysed using statistical analysis and thematic analysis in this study.

Thompson (2012: 145) defines statistical analysis as determining whether any differences observed between groups being studied are real or merely coincidental. Urdan (2016: 264) refers to statistical analysis as measures of whether the research findings are meaningful. Data collected through questionnaires was analysed through the most recent version of International Business Machines (IBM): Statistical Product and Service Solution (SPSS) and presented in a table format with frequencies and percentages.

Thematic analysis is defined by Maguire and Delahunt (2017: 3352) as the process of identifying patterns or themes in qualitative data. Brown and Clark (2019: 40), on the other hand, regard thematic analysis as a foundation method of qualitative analysis because it provides skills for conducting many other types of qualitative analysis. Data gathered through interviews was presented in narrative form and categorized into themes using Creswell's (2014: 334) data analysis steps, which are as follows:

- **Sort and prepare data for analysis**.

The collected data was organized and prepared for analysis by grouping and sorting it into different types based on the information sources. Transcribing interviews, scanning materials, typing field notes, sorting and arranging data according to different types depends on the data sources.

- **Read through all collected data**

The first step was to gain a better understanding of the information and reflect on its significance. The researcher read through all collected data to get ideas and meaning of the

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participants' responses, the tone of the ideas, and the overall depth, credibility, and use of the information.

- **Managing or organising the data**

After reading through all collected data, all copies of information compiled during data collection were placed in a secure location for future advice, reference, and use. The data collected from the interviews in the form of field notes was organized to see trends and patterns in the data gathered from the respondents.

- **Begin detailed analysis process with coding**

Coding is the process of organizing materials into text segments before bringing information to life. Coding entails sorting and categorizing gathered data and labelling into categories based on the participants' actual language. The materials gathered were organized into text segments.

- **Generating a description and themes**

Information was classified into groups in order to reduce it to a manageable set of themes for inclusion in the final narrative. This is a means or dimensions of information. To provide a detailed description of the respondent while maintaining confidentiality, the data was given names A, B, and C, each representing a respondent.

- **Interrelated themes**

Related information collected was arranged in order according to the dates or events and examined to determine the nature and sequence, as well as to identify relationships for credibility purpose.

- **Testing the data emergent understanding**

The respondents' ability to understand was assessed and explored through the classified collected data. Testing was done by making sense of the data and more developed theoretical constructs in the field.

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- **Searching for alternative explanations**

The facts and figures were discovered, and critical challenging patterns that appeared to be apparent were engaged. Other alternative of explanations of data and the linkage among them was searched.

- **Writing the report**

A formal report was written, and a detail explanation to prove that data was analysed. The analysis of data was based on own emphasis in five steps. The data collected from the respondents were organised and prepared. The organised and prepared data was read to get clear understanding. A detailed analysis with coding process was conducted and data collected was sorted and organised into categories in order to reduce it to a small management set of themes to write into the final narrative. The data was then labelled in alphabets A, B, and C, to give a detailed description of the respondent. The data was also analysed according to the key findings of the research question, then data was interpreted to see if the literature confirms or contradicts with the findings of other researchers. The report was kept in a safe place.

3.11 ETHICAL CONSIDERATIONS

Fink (2014: 87) defines ethical consideration as the rules and guidelines of conduct that distinguish between the right and wrong in science when conducting research. While Daly and Farley (2011: 87) define ethical consideration as a collection of values and principles that address the question of what is good and bad in human affairs. The following ethics were used for the purpose of this study:

3.11.1 Permission to conduct the study

According to De Vos *et al*., (2002: 325) a gatekeeper is an individual who provide a formal or informal as an approval for access to research group, sites or participants. Before engaging in data gathering, an ethical clearance from the University of Venda's Ethics Committee was secured and Traditional leaders grant permission attached as Annexures. In addition, informed consent from each of the participants witnessing their approval of participation in the study. The forum representing organisations was requested to write confirmation letters for granting permission to collect information from the management of the CBOs.

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3.11.2 Informed consent

Nnebue (2010: 05) defines informed consent as the process by which a person learns key facts about clinical risk, including potential risks and benefits, before deciding whether or not to participate in the study. Visits to obtain verbal consents from all participants before implementing the questionnaire were conducted. All participants were informed about the study and that they could opt out at any moment during the process without any force or consequences thereafter.

3.11.3 Voluntary participation in the study

According to Babbie (2010: 64), research participants must be self-motivated. Voluntary participation of subjects refers to the participation of respondents in giving information, on their free will. Respondents were not coerced into participating or to give information, but volunteered on their own free will. The respondents were also not forced to answer questions if they do not want. For this reason, inputs used for in the study were collected from the interested participants only.

3.11.4 No harmful deception of subjects and others

According to Strydom (2002: 75) in De Vos (2002), the deception of subjects is described as deliberately misrepresenting facts in order to make another person believe what is not true, violating the respect to which every person is entitled. Participants were not deceived by asking them to participate in the study, promising to give them something in return as a form of payment for giving information. In addition, honesty, respectful and being sympathetic towards all participants was exercised.

3.11.5 Confidentiality and anonymity

According to Punch (2010: 102), right to privacy entails that in any research which involve human being the researcher should respect participant rights to privacy. The nature and quality of participant's performance was kept strictly confidential and ensured that the identity of the respondents remained anonymous (Welman, Kruger & Mitchell, 2005: 201). In addition, confidentiality emphasize that the research data and its sources remain confidential unless participants have consented to their disclosure (Greener, 2011: 146). Confidentiality and anonymity work simultaneously by ensuring anonymity means that one is maintaining confidentiality.

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In this study all participants remained anonymous. The respondents' names and identities were not shared with other people. Data was collected in a secured room where there were data collector and the respondent so that the information shared was not heard by other people. The information and responses shared during the process remained private and confidential to protect the identities of the participants. All the materials used during the process for the collection of information were kept in the safe place and where accessibility will not be granted to other people after the completion of the study.

3.12 SUMMARY

This chapter described the study's methodological choices and decisions. It outlined and prescribed the study's research procedures. The chapter also covered data collection, analysis, and reporting procedures. The descriptive analysis was used because the study wanted to learn about current trends and information that led to the effective functioning of CBOs in rural areas. Two methodological approaches which are quantitative and qualitative were mixed together to collect accurate data. In this case, the study followed convergent parallel mixed methods where the combination of quantitative and qualitative research methods was used at the same time. The researcher used convergent parallel mixed study because she conducted the quantitative and qualitative elements concurrently in the same face of the research process, weighted the methods equally, analysed the two components independently, and interpreted the results together. The methods were separated by directly comparing quantitative and qualitative statistical findings. The study used quantitative research to cover large number of respondents and to get wider view, for broader explanation and understanding of the functioning of funded CBOs. The study was interested in getting in-depth information which made people acknowledge and understand how funded CBOs function, from the experienced participants who are working with organisations. It was also important to use qualitative research methods in order describe the actions and experiences of the participants while working in CBOs in great detail, not only through conversation but also through their non-behaviour such as facial expression.

The following groups were used as population for this study namely: the board members, selected community members, traditional leaders, chairpersons of civic organizations and ward committee members. This study's sample size was 150 respondents, who were classified as follows: 100 board members, 25 selected community members, 10 traditional leaders, 10 chairpersons of civic organizations and 05 ward committee members working with funded CBOs. The study followed purposive sampling procedure in order to produce a

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sample that was relevant in representing the functioning of funded CBOs. The researcher's judgement based on the knowledge and experience gain while working with CBOs was used. The data collected through questionnaire was analysed using descriptive analysis. The data was presented in the form of percentages in the form of a tabular using the latest version of International Business Machines (IBM): Statistical Product and Service Solution (SPSS). Data from interviews was presented in narrative form and organized into themes. Ethics were also taken into account, and an ethical clearance from the University of Venda's Ethics Committee was obtained and attached as Appendix A. Furthermore, informed consent from each participant attesting to their approval of participation in the study. The forum representing organisations was requested to write confirmation letters for granting permission to collect information from the management of the CBOs. The following chapter presented, analysed and interpreted the collected data.

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CHAPTER 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents data analysis and interprets the data collected through the use of research methodology. The data ranged from research questionnaires and interviews on the functioning of the funded CBOs in rural areas: A case study in Collins Chabane Municipality. There are two sections under data analysis which include the data collected through questionnaires and the data collected through interviews. The data collected from questionnaires was presented in a table format and calculated showing the frequencies and percentages that are easy to understand. Data collected through interviews will be presented in a thematic-narrative analysis. From one hundred and fifty (150) respondents who participated in the study, one hundred and forty (140) respondents took part in responding to the questionnaires, while 10 participated in answering the interviews.

4.2 ANALYSIS OF DATA COLLECTED THROUGH RESEARCH QUESTIONAIRES

This section presents data gathered through questionnaires. The questionnaire consists of two sections, which includes biographical information of the respondents and the functions of management in functioning of funded CBOs at Collins Chabane Local Municipality. A total of one hundred and forty (140) questionnaires were received from the respondents. The data has been tabulated and presented in frequencies and percentages.

4.2.1 Section A: Biographical information of the respondents

This sub-section presents biographical information of respondents who participated in the study. The information is organised by gender, age, position, and organisation type. The information is presented as follows:

Table 4 .1: Gender of Respondents

#	Gender of Respondents	Frequency	Percentage
1.	Female	122	87.1%
2.	Male	18	12.9%
	TOTAL	140	100%

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Table 4.1 shows the respondents' gender-specific biographical information. Out of 140 respondents who took part in the study, all respondents managed to answer all the questions and return all the questionnaires. It was estimated by the researcher that there will be equal distribution of the questions in terms of gender, but during the collection of the data it was discovered that most at 122 (87.1%) were females and 18 (12.9%) were males. The frequency of gender shows that the organisations are not represented equally. It can be concluded from the statistics above that woman are more responsive than males. A conclusion can be drawn that most CBOs are represented by women.

Table 4.2: Age of Respondents

#	Age of Respondents	Frequency	Percentage
1.	Less than 20 Years	0	0%
2.	21 to 30 Years	06	4.3%
3.	31 to 40 Years	41	29.3%
4.	41 to 50 Years	64	45.7%
5.	51 Years and Older	29	20.7%
	TOTAL	140	100%

Table 4.2 shows the age distribution of respondents' biographical information. The majority of the 64 respondents (45.7%) who took part in the study were between the ages of 41 and 50. Followed by forty-one, 49 (29.3%) of those polled who were between the ages of 31 and 40, while, 29 (20.7%) were on the age category of 51 and older. Only 06 (4.3%) of the respondents were between 21 - 30 years of age. From 140 respondents who took part in the study, there was no respondent who was less than 20 years. From the information provided above, it can be deduced that more adults are fully engaged in the matters of community development as they form part of CBOs.

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Table 4.3: Position of Respondents

#	Position of Respondents	Frequency	Percentage
1.	Board member	96	68.6%
2.	Community member	26	18.6%
3.	Traditional leader	06	4.3%
4.	Civic member	07	5%
5.	Ward Committee members	05	3.5%
	TOTAL	140	100%

The study was represented by five groups in terms of the positions they hold within the communities, which are board members, community members, traditional leaders, civic members and ward committee members. Majority of the respondents at 96 (68.6%) were board members in CBOs in rural areas in Collins Chabane Local Municipality. Twenty-six, 26 (18.6%) of the respondents who took part in the study were community members where CBOs are based. While 07 (5%) were ward civic members, and 06 (4.3%) were traditional leaders. Five, 05 (3.5%) of the ward committee members also took part in the study. It can be deduced from the above information that the CBOs were represented well by the board members.

Table 4.4: Type of Organization

#	Type of organization	Frequency	Percentage
1.	Drop-in centre	61	43.5%
2.	Early childhood development	43	30.7%
3.	Disability	24	17.1%
4.	Elderly	06	4.2%
5.	Victim empowerment	04	2.8%
6.	Substance abuse	02	1.4%
	TOTAL	140	100%

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Table 4.4 indicates the biographical information in terms of the type of the organisation based in communities. On asking this question, the researcher wanted to know the number of respondents representing the type of the organisation. The organisations were classified according to different services they render to communities. The majority of participants in the study, 61 (43.5%), were from drop-in centers, followed by early childhood development at 43 (30.7%). Twenty-four, 24 (17.1%) were from disability centres, and 06 (4.2%) were from elderly centres. Four, 04 (2.8%) were from victim empowerment centres and 02 (1.4%) were substance abuse organisations. All types organisations based in communities of Collins Chabane Local Municipality took part in this study and were represented well by their respondents.

4.2.2 Section B: The functioning of Community Based Organisations in rural areas

This section presents data on the functioning of funded CBOs. The data is presented in a tabular format with frequencies and percentages, followed by information synthesis. The data was presented based on four themes, which are the functions of management in the functioning of CBOs at Collins Chabane Local municipality, the role of funded CBOs in enhancing community development, the importance of CBOs and the strategies that can be used to improve the functioning of funded CBOs.

4.2.2.1 The management performs different functions in funded Community Based Organisations in Collins Chabane Local Municipality

The study provides findings in relation to the functioning of funded CBOs, with a case study of CCLM. These are the management functions of CBOs at Collins Chabane Local Municipality. This section's data was tabulated and presented in the form of frequencies and percentages.

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Table 4.5: The management performs different functions in funded CBOs in Collins Chabane Local Municipality

#	Age of Respondents	Frequency	Percentage
1.	Strongly Agree	49	35%
2.	Agree	69	49.3%
3.	Not Sure	07	5%
4.	Disagree	12	8.6%
5.	Strongly Disagree	03	2.1%
	TOTAL	140	100%

On whether the management performs different functions in funded functioning CBOs of Collins Chabane Local Municipality, 69 (49.3%) respondents agreed that the management performs different functions in funded CBOs in CCLM, while 12 (8.6%) of the respondents disagreed with the statement. Forty-nine, 49 (35%) of the respondents strongly agreed that the management performs different functions in funded CBOs in CCLM and the statement was strongly disagreed by 03 (2.1%) respondents. There were 07 (5%) of the respondents who were unsure whether the management of funded CBOs in CCLM performs different functions or not.

Table 4.6: Community Based Organisations are controlled by the members of the board

#	Responses	Frequency	Percentage
1.	Strongly Agree	57	40.7%
2.	Agree	68	48.5%
3.	Not Sure	05	3.6%
4.	Disagree	04	2.8%
5.	Strongly Disagree	06	4.3%
	TOTAL	140	100%

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Based on the above statement, the researcher intended to find out whether Community Based Organisation are controlled by the members of the board. On this question, 140 respondents who took part in the study, 68 (48.5%) agreed that CBOs are controlled by the members of the board, while only 04 (2.8%) disagreed. A total of 57 (40.7%) of the respondents strongly agreed that members of the board control CBOs, while six, 06 (4.3%) strongly disagreed. There were 05 (3.6%) respondents who were unsure whether CBOs are controlled by board members.

Table 4.7: Members of the board have skills for managing Community Based Organisations

#	Responses	Frequency	Percentage
1.	Strongly Agree	38	27.2%
2.	Agree	73	52.2%
3.	Not Sure	15	10.7%
4.	Disagree	10	7.1%
5.	Strongly Disagree	04	2.8%
	TOTAL	140	100%

On the issue of members of the board having skills for managing Community Based Organisations, 73 (52.2%) of the respondents agreed that CBO board members have skills for managing CBOs, whereas ten, 10 (7.1%) disagreed that members of the board have skills for managing CBOs. Only 38 (27.2%) of the respondents strongly agreed that members of the CBOs board have management skills for CBOs, while at least 04 (2.8%) strongly disagreed. A total of 15 (10.7%) of the respondents were unsure whether members of the board have experience managing CBOs.

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Table 4.8: The members of the board hold meetings with members of the organisations

#	Responses	Frequency	Percentage
1.	Strongly Agree	59	42.2%
2.	Agree	66	47.1%
3.	Not Sure	06	4.3%
4.	Disagree	06	4.3%
5.	Strongly Disagree	03	2.1%
	TOTAL	140	100%

In terms of board members holding meetings with members of organisations, most of the respondents at 66 (47.1%) agreed, while only 06 (4.3%) of them disagreed. A total of 59 (42.2%) of the respondents strongly agreed that the board meets with members of the organisations, while only three, 03 (2.1%) strongly disagreed. There were 06 (4.3%) respondents who were unsure whether the board meets with organisation members or not. This leads to the conclusion that board members consider the functioning of funded CBOs by holding meetings with members, even though there are only 9 (6.4%) respondents who disagree with the statement.

4.2.2.2 The role of Community Based Organisations in enhancing community development

This section discusses the role of CBOs in enhancing community development. These are the roles that are played to help funded CBOs to function more effectively. Collected data was presented in a tabular format using frequency and percentage, followed by synthesis data.

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Table 4.9: There are services that are rendered by funded Community Based Organisations

#	Responses	Frequency	Percentage
1.	Strongly Agree	43	30.7%
2.	Agree	79	56.4%
3.	Not Sure	12	8.6%
4.	Disagree	01	0.7%
5.	Strongly Disagree	05	3.6%
	TOTAL	140	100%

Table 4.9 shows that out of 140 respondents, 79 (56.4%) agreed that services are provided by funded CBOs, while only 1 (0.7%) disagreed. More than a quarter, which is 43 (30.7%) strongly agreed that services are provided by funded CBOs, while 05 (3.6%) strongly disagreed. There were only 12 (8.6%) respondents who were unsure whether funded CBOs provide services. Based on the information presented above, it is possible to conclude that the majority of respondents, 122 (87.1%), agreed that services are provided by CBOs.

Table 4.10: Cares are members of the community in which the CBO is based

#	Responses	Frequency	Percentage
1.	Strongly Agree	70	50%
2.	Agree	56	40%
3.	Not Sure	04	2.9%
4.	Disagree	06	4.2%
5.	Strongly Disagree	04	2.9%
	TOTAL	140	100%

From the total of 140 respondents in the study, 70 (50%) strongly agreed that caregivers are members of the community in which the organisation is based, whereas only 04 (2.9%) strongly disagreed. Fifty-six respondents, 56 (40%) agreed and 06 (4.2%) disagreed that cares are members of the community in which the organisation is based. There are only four

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(2.9%) of the respondents who were unsure whether CBOs care about members of the community in which the CBO is based. With 126 (90%), it is clear that cares are members of the community in which the organization is based.

Table 4.11: Members of the community participate in making decisions of the organisations

#	Responses	Frequency	Percentage
1.	Strongly Agree	40	28.5%
2.	Agree	50	35.8%
3.	Not Sure	15	10.7%
4.	Disagree	29	20.7%
5.	Strongly Disagree	06	4.3%
	TOTAL	140	100%

Table 4.11 shows that the majority of participants in the study, 50 (35.8%), agreed that members of the community participate in organisational decision-making, whereas only 29 (20.7%) disagreed with the statement. About 40 (28.5%) strongly agreed that members of the community participate in making organisational decisions, while 06 (4.3%) strongly disagreed. At least 15 (10.7%) of the respondents were unsure whether members of the community participate in organisational decision-making.

Table 4.12: Members are not satisfied with the availability of the Community Based Organisations in the community

#	Responses	Frequency	Percentage
1.	Strongly Agree	21	15%
2.	Agree	22	15.7%
3.	Not Sure	33	23.6%
4.	Disagree	44	31.4%
5.	Strongly Disagree	20	14.3%
	TOTAL	140	100%

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According to Table 4.12, most respondents, which is 44 (31.4%), disagreed that members are dissatisfied with the availability of CBOs in the community, whereas only 22 (15.7%) agreed with the statement. There were 33 respondents (23.6%) who were unsure whether members were satisfied with the availability of CBOs in the community. A total of 21 (15%) of the respondents strongly agreed that members were dissatisfied with the availability of CBOs in the community, while 20 (14.3%) strongly disagreed. According to the statistics in the preceding table, many of the respondents, which is 64 (45.7%), disagreed with the statement that members are dissatisfied with the availability of Community services.

4.2.2.3 Challenges faced by Community Based Organisations in rural areas

This section contains information about the challenges that CBOs face. This refers to the challenges that funded CBOs face on a daily basis. The information was presented in tabular form, with frequency and percentages, followed by a synthesis of the data.

Table 4.13: The organisation belongs to a person not a community

#	Responses	Frequency	Percentage
1.	Strongly Agree	16	11.4 %
2.	Agree	11	7.9 %
3.	Not Sure	9	6.4 %
4.	Disagree	61	43.6 %
5.	Strongly Disagree	43	30.7 %
	TOTAL	140	100%

Table 4.13 shows that from a total of 140 respondents, most of them, 61 (43.6%), disagreed that the organisation belongs to a person rather than a community, whereas 16 (11.4%) strongly agreed with the statement. The number of respondents who strongly disagreed with the statement that the organisation belongs to a person rather than a community was 43 (30.7%), while 11 (7.9%) agreed with the statement. There were 9 (6.4%) respondents who were unsure whether the organisation belonged to a person or a community.

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Table 4.14: Members of the board are educated and have knowledge on organisational matters

#	Responses	Frequency	Percentage
1.	Strongly Agree	34	24.3 %
2.	Agree	65	46.4 %
3.	Not Sure	17	12.1 %
4.	Disagree	19	13.6 %
5.	Strongly Disagree	5	3.6 %
	TOTAL	140	100%

Based on the table above, 65 (46.4%) from a total of 140 respondents who participated in the study agreed that members of the board are educated and knowledgeable about organisational matters, whereas 19 (13.6%) disagreed with the statement. About a quarter, which is 34 (24.3%) strongly agreed that the board is educated and knowledgeable about organisational matters, while 5 (3.6%) strongly disagreed. Only 17 (21.1%) of the respondents were unsure whether the board is educated and knowledgeable about organisational matters. There is a significant frequency difference between respondents who agreed and those who disagreed.

Table 4. 15: The Community Based Organisations are receiving funds from government monthly

#	Responses	Frequency	Percentage
1	Strongly Agree	32	22.8%
2	Agree	11	7.9%
3	Not Sure	18	12.9%
4	Disagree	44	31.4%
5	Strongly Disagree	35	25%
	TOTAL	140	100%

In terms of CBOs receiving funds from the government on a monthly basis, the majority of respondents (44/31.4%) disagreed with the statement, while 11 (7.9%) agreed. A total of 35

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(25%) of respondents strongly disagreed that CBOs receive government funds monthly, while 32 (22.8%) strongly agreed. Only 18 (12.9%) of respondents were unsure whether CBOs received government funds monthly or not.

Table 4.16: The organisation is run by young people

#	Responses	Frequency	Percentage
1	Strongly Agree	17	12.1 %
2	Agree	13	9.3 %
3	Not Sure	14	10 %
4	Disagree	79	56.4 %
5	Strongly Disagree	17	12.2 %
	TOTAL	140	100%

The table above confirms that majority 79 (56.4%) of the respondents from a total of 140 disagreed that the organisation is run by young people, and only 13 (9.3%) agreed. There was an equal distribution of respondents who strongly agreed 17 (12.1%) and those strongly disagreed 17 (12.1%) that the organisation is run by young people. The last category comprised of 14 (10%) respondents who were unsure whether the organisation was run by young people or not.

Table 4.17: Managers are eager to learn new things

#	Responses	Frequency	Percentage
1	Strongly Agree	53	37.8%
2	Agree	40	28.6%
3	Not Sure	14	10%
4	Disagree	22	15.7%
5	Strongly Disagree	11	7.9%
	TOTAL	140	100%

According to Table 4.17, many respondents which is 53 (37.8%) strongly agreed that managers are eager to learn new things, compared to 11 (7.9%) strongly disagreed. Forty

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respondents agreed (28.6%) that managers are eager to learn new things, while 22 (15.7%) disagreed. There were also 14 (10%) respondents who were unsure whether managers are eager to learn new things or not.

Table 4.18: Members of the board employ any person in the community with skills

#	Responses	Frequency	Percentage
1	Strongly Agree	42	30 %
2	Agree	57	40.7 %
3	Not Sure	13	9.3 %
4	Disagree	23	16.4 %
5	Strongly Disagree	05	3.6 %
	TOTAL	140	100%

Out of the 140 respondents who took part in the study, 57 (40.7%) agreed that members of the board employ anyone in the community with skills, whereas 23 (16.4%) disagreed. Followed by 42 (30%) of the respondents who strongly agreed that members of the board employ anyone in the community with skills, compared to 05 (3.6%) who strongly disagreed. Only 13 (9.3%) of the respondents were unsure whether members of the board employ any community members with skills.

4.2.2.4 The importance of Community Based Organisations in enhancing community development

This section discusses the importance of CBOs in enhancing community development. These are the motivations behind the existence of funded CBOs. The data is presented in tabular form, as well as frequencies and percentages.

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Table 4.19 Communities are developing since there is Community Based Organisations

#	Responses	Frequency	Percentage
1	Strongly Agree	54	38.6 %
2	Agree	71	50.7 %
3	Not Sure	07	5 %
4	Disagree	05	3.6 %
5	Strongly Disagree	03	2.1 %
	TOTAL	140	100%

Out of 140 respondents who participated in the study, most of them at 71 (50.7%) agreed that communities are developing because there are CBOs, whereas very few, which is 5 (3.6%) disagreed. This is followed by 54 (38.6%) respondents strongly agreed that communities are developing because of CBOs, while 03 (2.1%) strongly disagreed. At least 07 (5%) respondents were unsure whether communities are developing because of CBOs or not.

Table 4.20: Members of the communities are receiving support from Community Based Organisations

#	Responses	Frequency	Percentage
1	Strongly Agree	44	31.4 %
2	Agree	82	58.6 %
3	Not Sure	08	5.7 %
4	Disagree	03	2.1 %
5	Strongly Disagree	03	2.1 %
	TOTAL	140	100%

According to Table 4.20, the majority of the respondents 82 (58.6%) agreed that members of the communities receive support from CBOs, while 3 (2.1%) disagreed. The second highest

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group comprised of 44 (31.4%) of the respondents who strongly agreed that members of the communities receive support from CBOs, while 03 (2.1%) strongly disagreed. There were 8 (5.7%) respondents who were unsure whether members of their communities were receiving support from CBOs.

Table 4.21: Problems are not solved by Community Based Organisations

#	Responses	Frequency	Percentage
1	Strongly Agree	17	12.1 %
2	Agree	49	35 %
3	Not Sure	30	21.4 %
4	Disagree	31	22.2 %
5	Strongly Disagree	13	9.3 %
	TOTAL	140	100%

Out of 140 respondents in the study, 49 (35%) agreed that CBOs do not solve problems, while 31 (22.2%) disagreed. 30 (21.4%) of respondents were unsure whether CBOs solved problems or not. Seventeen, 17 (12.1%) of respondents, strongly agreed that CBOs do not solve problems, while 13 (9.3%) strongly disagreed.

4.2.2.5 The strategies that can be used to improve the functioning of funded Community Based Organisations

The theme provides information on the strategies that CBOs can use to improve their operations. These strategies can be applied to how respondents agree or disagree. The data is presented in tabular form, frequency, and percentage.

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Table 4.22: Capacity building will improve the functioning of Community Based Organisations

#	Responses	Frequency	Percentage
1	Strongly Agree	65	46.4 %
2	Agree	64	45.8 %
3	Not Sure	09	6.4 %
4	Disagree	01	0.7 %
5	Strongly Disagree	01	0.7 %
	TOTAL	140	100%

From the 140 respondents who participated in the study, 65 (46.4%) strongly agreed that capacity building will improve the functioning of CBOs, compared to only 01 (0.7%) strongly disagreed. Sixty-four, 64 (45.8%) of the respondents agreed that capacity building will improve the functioning of CBOs, while only one (0.7%) disagreed. Few respondents at 9 (6.4 %), were unsure whether capacity building would improve the functioning of CBOs.

Table 4. 23: Assistance from the government with resources will not improve the functioning of Community Based Organisations

#	Responses	Frequency	Percentage
1.	Strongly Agree	36	25.7%
2.	Agree	44	31.4%
3.	Not Sure	12	8.6%
4.	Disagree	22	15.7%
5.	Strongly Disagree	26	18.6%
	TOTAL	140	100%

According to Table 4.23, the majority of respondents, 44 (31.4%), agreed that government resources will not improve the functioning of CBOs, whereas 22 (15.7%) of the disagreed. A total of 36 (25.7%) of the respondents strongly agreed that government assistance with resources will not improve the functioning of CBOs, and 26 (18.6%) strongly disagreed with

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the statement. There were 12 (15.7%) respondents who were unsure whether government resources would improve the functioning of CBOs.

Table 4.24: Support from community is very important in improving Community Based Organisations

#	Responses	Frequency	Percentage
1	Strongly Agree	80	57.1 %
2	Agree	53	37.9 %
3	Not Sure	04	2.9 %
4	Disagree	00	0.0 %
5	Strongly Disagree	03	2.1 %
	TOTAL	140	100%

Table 4.24 confirms that the majority of respondents, 80 (57.1%) strongly agreed that community support is very important in improving CBOs, while only three respondents, 03 (2.1%) disagreed. This is followed by 53 (37.9%), agreed that community support is very important in improving CBOs, and there were no respondents who disagreed at 0.0 (0.0%). There were also a few respondents 04 (2.9%) who were unsure whether community support is important in improving CBOs or not. According to the statistics presented above, communities are well informed about the importance of the services provided by CBOs.

Table 4.25: Selecting people with organizational management skills will help to improve the functioning of Community Based Organizations

#	Responses	Frequency	Percentage
1	Strongly Agree	73	52.2 %
2	Agree	59	42.2 %
3	Not Sure	04	2.8 %
4	Disagree	03	2.1 %
5	Strongly Disagree	01	0.7 %
	TOTAL	140	100%

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Out of the 140 respondents in the study, 73 (52.2%) of the strongly agreed that selecting people with organisational management skills will help to improve the functioning of CBOs, and only one (0.7%) strongly disagreed. Another 59 (42.2%) of the respondents agreed that selection of people with organisational management skills will help improve the functioning of CBOs, while 03 (2.1%) of the respondents disagreed. Only 04 (2.8%) of the respondents were unsure whether selection of people with organisational management skills will help CBOs function better.

4.3 PRESENTATION OF DATA COLLECTED THROUGH RESEARCH INTERVIEWS

The study presents data gathered through interviews in this section. The questions were divided into two sections: personal information about the participants and management functions in the funded CBOs in Collins Chabane Local Municipality. Only ten (10) people were interviewed for the study. The data has been tabulated and narratively presented. The respondents chosen for the study were able to answer all of the questions.

4.3.1 Section A: Biographical information of the respondents

The personal information of the study participants is presented in this subsection. The information is organised by gender, age, position, and organisation type. The information is presented as follows:

Table 4.26: Personal information of respondents

Table 4.26 sought to present personal information about the participants in the study, such as their gender, age, position, and the type of organisations they represent.

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Table 4.26: The Personal information is presented as follows:

Participants	1. Gender	2. Age of participant	3. Positio of Participant	4. Type of organisation
A	Male	40-50 years	Chairperson of civic organization	Early childhood development
B	Female	40-50 years	Board member	Drop-in centre
C	Female	51 years and older	Board member	Victim empowerment
D	Male	31-40 years	Board member	Drop-in centre
E	Male	51 years and older	Traditional leader	Drop-in centre
F	Male	40-50 years	Traditional leader	Early childhood development
G	Male	40-50 years	Traditional leader	Elderly
H	Female	31-40 years	Chairperson of civic organization	Drop-in centre
I	Female	40-50 years	Chairperson of civic organization	Drop-in centre
J	Male	51 years and older	Board member	Drop-in centre

4.3.1.1 Question 1 presents the gender of the participants. The study has sampled ten participants to take part in the study from funded CBOs in rural areas in CCLM. In terms of gender, there were six male participants (participants A, D, E, F, G, and J) and four female participants (participants B, C, H, and I). It was intended by the researcher that there would be equal proportion of participants. Based on the data presented above, it is possible to conclude that most participants in the study were males, as there were six males and four females. This could be due to the fact that males usually outnumber females in community structures. Thus, the study suggests that more efforts should be made to empower males in CBOs as there are more females in community structures to support CBOs.

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4.3.1.2 Question 2 sought to present the personal information of the study participant in terms of age. In terms of age, the majority of the participants (A, B, F, G, and I) were between the ages of forty and fifty. Participants C, E, and J in the study were 51 years old or older, whereas participants' D and H were 31 to 40 years old. From the above information, it can be concluded that CBOs do not have young people aged thirty-one to forty. Thus, the study suggests that more efforts should be made to empower young people about issues relating to CBOs.

4.3.1.3 Question 3 sought to present the personal information in terms of the positions of the participants who participated in the study. Regarding the participant positions, majority of the participants who took part in the study were board members (B, C, D and J). Participants E, F and G were traditional leaders, whereas participants A, H and I who participated in the study were chairpersons of the civic organisations. From the information above, it can be concluded that there were an equal proportion between traditional leaders (participants E, F and G) and chairpersons of civic organisations (participants A, H and I).

4.3.1.4 Question 4 sought to present the personal information in terms of the type of the organisation represented by the respondents. With regard to the type of organisations, majority of the respondents who took part in the study were from drop-in centres (B, D, E, H, I and J). Participants A and F were from early childhood development. Participant C was from Victim empowerment centre, whereas participant G was from elderly organisation. Based on the above information, it can be concluded that the participants represent different types of CBO.

4.3.2 Section B: The functioning of Community Based Organisations in rural areas

In this section, the study presents data on the functioning of funded CBOs in rural areas. Data collected were presented in a tabular and narrative setup. Collected data was presented based on the five themes and three sub-themes that emerged during sorting and interpretation of data.

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Table 4.27: Themes and sub-themes on the functioning of funded Community Based Organisations in rural areas.

Item No.	Themes	Sub-themes
1.	What are the functions of management in the functioning of funded CBOs in rural areas of Collins Local Municipality?	1.1 How often do the management perform their functions in funded Community Based Organisations?
		1.2 How management ensured that the organisation is complying with the norms and standards?
2.	What are the roles of the funded Community Based Organization in enhancing community development?	
3.	What are the challenges faced by CBOs in rural areas in Collins Chabane local Municipality?	1.1 What are the causes for the challenges faced by funded Community Based Organisations in rural areas?
		1.2 How management ensured that the organisation is complying with the norms and standards?
4.	What is the importance of funded Community Based Organizations in rural areas of Collins Chabane Local Municipality?	

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5.	What are the strategies that can be used to improve the functioning of funded Community Based Organisations in rural areas of Collins Chabane Local Municipality?	

4.3.2.1 Question 1: What are the functions of management in the functioning of funded Community Based Organisations in rural areas of Collins Local Municipality?

The first question sought information on management functions in the operation of funded CBOs in rural areas. This is the central question, and sub-themes emerged as follow-ups to it. The sub-themes to make the central question more understandable are how often the management perform their functions, and how the management ensured that the organisation is complying with the norms and standards. The participants indicated the functions performed by the management in funded CBOs and the responses of the respondents have been presented below:

Participant A:

"With regard to the functions performed by the management in funded Community Based Organisations, the management must monitor the organisation. In addition, the management should provide funding to the organisation, employ and replace staff members when there is a need".

Participant B:

"*The management must hold meetings, monitor the staff 's work, solving of organisational and staff problems, and also employ people when there is need".*

Participant C:

"The management should monitor the organisation, they also do planning, organising, staffing and managing in terms of finance, and ensuring that there is sustainability of the

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organisation. Further, the management also conduct interviews and employing personnel when there is need".

Participant D:

"With regard to the question, I can say that the management employ workers in the organisation, they monitor the work of the workers, resources and funds".

Participant E:

"*I do not have an idea about what was happening in Community Based Organisations"*.

Participant F:

The participant indicated that the management was overseeing what happening in an organisation.

Participant G:

"*With regard to the statement mentioned above, I do not to have any idea if there were people managing the functioning of funded Community Based Organisations".*

Participant H:

"*The management is responsible for overseeing all duties in an organisation*".

Participant I:

"With regard to the question, the management functions were to hold meetings, monitor the organisation's daily work, solving staff and organisational problems, and employing people when there was a need."

Participant J:

"I think the management ensured that the organisation is fulfilling its vision and mission, and they should ensure that the funds that are paid by the government were used according to the specification".

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Table 4.27 present three responses given by each participant. With regard to question of, what are the management functions in the functioning of funded CBOs. The majority of the participants raised the issue of monitoring the organisational and staff's works as the functions of the management in a funded CBOs (Participants A, B, C, D and I). On the other hand, participant F and H mentioned that the management is overseeing the organisational and staff's work, while participant E and G responded that they do not have any idea about the management functions in CBOs. Participant J replied that the management ensured that the organisation is fulfilling its vision and mission, and that the funds that are paid by the government were used according to the specification. It can be concluded from the above statements that most members of the community are well informed as they mentioned different functions of the management in funded CBOs. The implication is that the management should perform their functions as required for the funded organisations to function effectively. The study by Kapur (2018) indicates that the managerial functions are planning, organising, directing, staffing, co-ordinating and controlling. These functions serve as a basis for this study because they are essential for the functioning funded CBOs.

4.3.2.1.1 Question 1.1: How often do the management perform their functions in funded Community Based Organisations?

The second question is a sub-theme that emerged from the functions of management in the functioning of funded CBOs in rural areas. This sub-theme sought to find out about frenquencies the management perform their functions in funded CBOs and the participants revealed the following:

Participant A:

"*I not sure, but I think the management should be meeting monthly*".

Participant B:

"I think for the Community Based Organisations to function effectively; the management should meet quarterly".

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Participant C:

"*The funded Community Based Organisations should have schedules of meetings where the management meet once a quarter, and there are also unscheduled meetings when there were emergencies"*

Participant D:
"Normally, the organisational management should meet once a month, and sometimes once quarterly depending on the need".

Participant E:

"*I'm not sure about the duration for the management's functions".*

Participant F:

"In my view, the functional management in an organisation should meet once quarterly and annually to give feedback of what the organisation has been working with to the community".

Participant G:

"*I am not sure of the duration that the management performs their functions*".

Participant H:

"I do not have an idea about the durations of the management's functions".

Participant I:

"Normally, the management should hold meetings quarterly and anytime when there was a need".

Participant J:

"*The management should perform their functions once a quarter, monthly when there was a need, and annually when they give feedback to the community of the work done".*

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With regard to the question of, how often do the management perform their functions in funded CBOs? Majority of the participants indicated that the management should performed their organisational functions once a quarter, monthly when there was a need, and annually when they give feedback to the community of the work done (A, B, C, D, I and J). There were few participants who were not sure or did not have knowledge about how the management perform their functions (E, F, G and H). Based on the above, it is possible to conclude that majority of the management are well informed about the duration they should perform organisational functions. These need to be put into practice throughout the functioning of the organizations. Therefore, it can be stated, implementing managerial functions is fundamental in leading to up-gradation of the overall structure of the organizations (Kapur, 2022).

4.3.2.1.2 Question 1.2 How management ensured that the organisation is complying with the norms and standards?

The third question is also a sub-theme that emerged from the functions of management in the functioning of funded CBOs in rural areas. This sub-theme sought to find out about the method used by the management to ensure that the organisation is complying with the norms and standards and participants revealed the following:

Participant A:

"*The management should monitor the work for the organisation, as well as holding meeting with the staff".*

Participant B:

"I think the management should monitor the work of the organisation, and they should hold monthly meetings with the staff to be familiar with the organisational work".

Participant C:

"*The management should check the documents of the organisation once a quarter to see if they are following the vision and mission of the organisation, as well as complying with the norms and standards of the department of Social Development".*

Participant D:

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"The management should monitor everything that is happening in the organisation, including records, registers and financial statements, and they should work together with the staff members to be familiar with what transpires in the organisation".

Participant E:

"*I think the lack of knowledge about the management matters in Community Based Organisations*".

Participant F:

"I think the management should monitor the organisational records and they should have access to organisational matters including financial statements".

Participant G:
"*I am not to be sure in the organisation was complying with the norms and standards or not*".

Participant H:

"*With regard the Community Based Organisations, I cannot say anything as I am not familiar with the organisation's internal matters".*

Participant I:

"The management should conduct monitoring of all organisational documents".

Participant J:

"The management monitor the organisational records such as registers, files and financial statements".

Table 4.27 indicates that management ensured that the organisation is complying with the norms and standards. Majority of the participant's responded that the management should monitor the work of the organisation and the staff monthly, quarterly and annually (A, B, C, D, E, F, I and J. Participant F, further indicated that the management should have access to organisational matters including financial statements Furthermore, participant, A and B mentioned that the management should hold monthly meetings with the staff to be familiar

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with the organisational work. Participant G and H showed lack of knowledge about the management matters in funded CBOs. Based on the information above, it can be concluded that the management are ensuring that the organisations are complying with norms and standards. It is importance for the organisation to have documented policies and procedures to ensure compliance and success. This is done for the purpose of safety and controlling information. A study by Sihag and Serge (2018) indicates that organizational controls are 'integral to the way in which organizations function.

4.3.3 Question 2: What are the roles of the funded Community Based Organisation in enhancing community development?

The fourth question sought to find out the roles conducted by the funded CBOs in enhancing community development and the participant presented the following:

Participant A:

"I think the role of Community Based Organisations is to take care of the children so that their parents will be able to go to work, while reducing poverty and unemployment to staff members".

Participant B:

"Funded Community Based Organisations help to deliver services to the people by assisting the victims of crime, hatred and abuse with shelter, food, counselling and support".

Participant C:

"*I think the funded Community Based Organisations assist by employing people with skills to deliver services to people".*

Participant D:

"With regard to the above statement, I think Community Based Organisations assist in reducing poverty by employing people with skills to deliver services to the people".

Participant E:

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"*The role of the Community Based Organisations is to reduce poverty, hunger, school dropout, and crime by assisting children and orphans with food, after school care and keeping them busy. Organisation reduces poverty by creating employment for the organisational carers and staff members".*

Participant F:

"*Community Based Organisations play an important role in reducing crime by encouraging parents to send their children to school, while assisting the children with after school work".*

Participant G:

Participant G mentions that *"the role of the Community Based Organisations is to reduce abuse and loneliness of the elderly people by keeping them in organisations where there are carers to look after them the whole day, while they are kept busy with recreational activities*".
Participant H:

"Community Based Organisations reduces crime and poverty to poor children who cannot afford by giving them food and clothes, while encouraging them to go to school".

Participant I:

"Community Based Organisations assist with the reduction of crime, poverty and unemployment by encouraging children to attend school, while assisting them with the school work".

Participant J:

"I think they play an essential role in reducing crime, poverty, school dropouts, teenage pregnancies and diseases such as HIV/AIDS by Psychosocial support and behavioural change programme".

Participants A, C, D, E, I and J believes the role of CBOs is to reduce poverty by creating employment for the organisational carers and staff members. Participants A, C and Participant D indicated that the funded CBOs assist by employing people with skills to deliver services to people. Participant G replied that the role of the CBOs is to reduce abuse and loneliness of the elderly people by keeping them in organisations where there are carers to

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look after them the whole day, while they are kept busy with recreational activities. Participants F and H mentioned that the role of the CBOs is to reduce crime and poverty to poor children who cannot afford by giving them food and clothes, while encouraging them to go to school. Participant B is of the view that funded CBOs help to deliver services to the victims of crime, hatred and abuse with shelter, food, counselling and support. According to Mullins and Christy (2010: 136), managers play a central role in any organisation of connecting people to the purpose of their work and help them understand its importance.

4.3.4 Question 3: What are the challenges faced by funded Community Based Organisation in Rural areas?

The fifth question sought to find out the challenges faced by funded Community Based Organisation in rural areas and the participant presented the following:

Participant A:

"I am concerned about the shortage of resources, food for the children as well as salaries for the cares".

Participant B:

"The lack of resources such as infrastructure, funds, transport and recreational facilities".

Participant C:

"Financial challenges and lack of proper communication channels between the management and the staff. In addition, the organisation has two programmes with two managers, but one manager wants to manage two programmes while the other programme has the manager already".

Participant D:

"I think corruption is the major challenges faced by funded Community Based Organisations in rural areas".

Participant E:

"The shortage of funds is the main challenge in the Community Based Organisations".

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Participant F:

"Funded Organisation in our community belongs to a person not a community".

Participant G:

"The community members do not have knowledge what is happening in the organisation as it belongs to a person not community".

Participant H:

"The lack of resources such as funds for buying food and clothes".

Participant I:

"The shortage of funds is the main challenge".

Participant J:

"The shortage of space which causes overcrowding is the main challenge".

Majority of the participants raised the issue of the shortage for funds (B, C, E, H and I) as the challenge in CBOs. Participants A, B and H believe that lack of resources is the challenge in CBOs. Participants D, F and G mentioned that the community members do not have knowledge what is happening in the organisations as it belongs to a people not community as the challenge in CBOs. Participant C was different to others by mentioning the lack of proper communication channels between the management and the staff in CBOs as a challenge. Participant C further raised the issue of the organisation which has two different programmes, headed or managed by two managers which causes confusion as both managers want to manage but one is controlling all programmes, as the challenge in CBOs. Participant D indicated that lack of knowledge to board members and self-enrichment is the challenge in CBOs. The participant, J indicated the overcrowding is the challenge in CBOs. Based on the information provided above, it can be concluded that CBOs are faced with different challenges.

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4.3.4.1 Question 3.1: What are the causes of the challenges faced by funded Community Based Organisations in rural areas?

The sixth question sought to ascertain the causes of the challenges faced by funded CBOs in rural areas, and the participants presented the following:

Participant A:

"The late payment of the stipends by the government as the cause for the challenges faced by funded Community Based Organisations".

Participant B:

"The lack of funds and shortage of funds is the cause for the challenges faced by funded Community Based Organisations".

Participant C:

"Shortage of funds is the cause of challenge as it is meant for one programme is shared equally to two programmes, the managers in the same programme is the cause of a challenges faced by Funded Community Based Organisations as both managers want to lead".

Participant D:

"The lack of knowledge by board members, self-enrichment and ownership as a cause of challenges faced by funded Community Based Organisations".

Participant E:

"The lack of knowledge in fundraising of funds as a cause of challenges faced by funded Community Based Organisations".

Participant F:

"I think self-enrichment as the cause for the challenges faced by Funded Community Based Organisations".

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Participant G:

"The cause of challenges faced by funded Community Based Organisations is that organizations are private but acting as a community project".

Participant H:

"I am not sure about the cause for the lack of funds in Community Based Organisations".

Participant I:

Participant mentioned that "*The department of Social Development reduced the amount of funds received quarterly as the cause of challenges faced by funded by Community Based Organisations"*.

Participant J:

The participant indicated that "*lack of proper infrastructure as the main cause of challenges faced by funded Community Based Organisations*".

Participants A, B, C and I believe that the issue of late and reduced payment of the stipends by the government as the cause. The participant D and E indicated that lack of knowledge by board members on fundraising of funds. The participant D and F mentioned self-enrichment as the cause of the challenges, while participant G mentioned that the organisation is private but acting as a public. The participant H mentioned not sure about the cause of the lack of funds. The participant J mentioned that lack of proper infrastructure as the main problem. Participants gave different opinions about the causes of the challenges faced by funded CBOs in rural areas, but it can be concluded that all participants were familiar with the causes for the challenges faced by CBOs.

4.3.4.2 Question 3.2: How the challenges affected the funded Community Based Organizations in rural areas of Collins Chabane Local Municipality?

The seventh question sought to find out how the challenges affected the funded CBOs in rural areas and the participant presented the following:

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Participant A:

"Service delivery in Community Based Organisations was disturbed'.

Participant B:

"*I think delivery of services in Community Based Organisations was compromised*".

Participant C:

"The delivery of services in Community Based Organisations is compromised, and because of this there is no peace in the organisation".

Participant D:

"Community members are no longer benefiting in Community Based Organisations which lead to lack of service delivered, and lack of trust to the organisation".

Participant E:

"*There is no development in the Community Based Organisations*".

Participant F:

"Where I stay, Community Based Organisations employed people from the same family and leaving the members of the community out".

Participant G:

"We as community members do not have access to the Community Based Organisations".

Participant H:

"The staff members always complain which affect service delivery in Community Based Organisations".

Participant I:

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"The quality of service delivery in Community Based Organisations is compromised due to the shortage for funds".

Participant J:

"*The delivery of service was disturbed in Community Based Organisations*".

The participant mentioned that the delivery of quality services was compromised (A, B, C, H, I and J). Participant G mentioned that community members do not have access to the organisation. The participant E indicated that there is no development in the organisation. The participant F indicated that the organisation employed people from the same family and leaving the members of the community out. How challenges affected the CBOs. As a result, the majority of participants cited various effects of challenges for CBOs as a disruption in providing quality services to communities.

4.3.4 Question 4: What is the importance for funded Community Based Organisations in rural areas of Collins Chabane Local Municipality?

The eighth question asked participants about the importance of funded CBOs in rural areas of CCLM, and they revealed the following:

Participant A:

"I think funded Community Based Organisations are important in taking care of the children".

Participant B:

"The Funded Community Based Organisations reduces unemployment, abuse of children adults and elderly people. *They also reduce malnutrition and school drop outs".*

Participant C:

"Community Based Organisations provide support to people who are unable help themselves such as sick people, elderly and children". As they are funded CBOs, they provide nutritious food and recreational facilities to children and elderly people".

Participant D:

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"Funded Community Based Organisations assists with the provision of shelter to homeless and victims of abuse. Again, funded CBOs bring development to people in rural areas".

Participant E:

"I think funded Community Based Organisations are important because they bring development and services near people".

Participant F:

"I believe funded Community Based Organisations are important because they reduce unemployment and poverty to community members".

Participant G:

"*Funded Community Based Organisations are not important because they are beneficial to the same people of the same families".*

Participant H:

"*The funded Community Based Organisations are important because they bring food to other people and their families, while providing services, food and clothes to the community*".

Participant I:

"*I believe* that *funded CBOs are important in taking care of sick people, children and elderly who are unable to care for them. Community Based Organisations are also important in of reducing school drops outs and abuse of children, while assisting with after care programmes to children of the working parents".*

Participant J:

"The funded Community Based Organisations are important because they provide support to children with food, clothes and schoolwork. The elderly people are also able get a place where they meet people of their age, while receiving nutritious food, care and support during the day".

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The majority of the ten (10) study participants believe that funded CBOs are important because they provide food to other people and their families while also providing services, food, and clothing to the community (participants B, C, H and J). Participant B, F and I believe that Funded CBOs reduces unemployment, abuse of children, adults and elderly people, while participant A, I and J replied that funded CBOs are important in taking care of sick people, children and elderly who are unable to care for themselves. The participant D and E indicated that funded CBOs bring development to people in rural areas. Participant D is of the view that funded CBOs assists with the provision of shelter to homeless and victims of abuse. There was also a participant who viewed the funded CBOs as not important as they are beneficial to members of the same families (Participant G). All participants responded to all interview questions during the interview. During data collection, it was thought that participants will provide similar responses, however they gave different responses based on what is happening in different organisations available in their communities. Based on the information provided above, it can be concluded that funded CBOs services are essential in communities.

4.3.5 Question 5: What are some strategies for improving the functioning of funded Community Based Organisations in rural areas in Collins Chabane Local Municipality?

The final question sought to identify strategies required for improving the functioning of funded CBOs in rural areas in CCLM, and these are the responses:

Participant A:

"Support from community and government will assist the improving the functioning of funded Community Based Organisations in rural areas".

Participant B:

"Training of board members about organisational matters can improve the functioning of funded Community Based Organisation. Teamwork between organisational staff members will improve the functioning of funded Community Based Organisation".

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Participant C:

"Training of organisational board members and staff about the use of finances will improve fruitless spending in organisations. More specially, training on communication channels is also required in Community Based Organisations".

Participant D:

"*I think training of board members and the staff on their roles and responsibilities will assist in improving the functioning of funded Community Based organisations. The law enforcement should take action to people who use the state funds for their own purposes. The traditional leaders should be involved in training on matters related Community Based organisations for effective functioning".*

Participant E:

Participant E believes that traditional leaders should be informed about how funded Community Based Organisations work for them to understand what is going on and how they deal with it.

Participant F:

"The Community Based organisations should be managed by people based in the community where the organisations are based, with skills and knowledge of organisational matters".

Participant G:

"Communities should be informed about what is happening in funded Community Based organisations. Our traditional leaders should be trained on organizational matters".

Participant H:

"People are working in funded Community Based organisations should be employed to work full time, rather than changing staff. These will assist them to gain knowledge and know what needs to be improved and how to improve it".

Participant I:

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Participant I highlighted that participation of community members and their traditional authorities as another strategy for improving the functioning of funded Community Based Organisations.

Participant J:

"The government and business people should continue funding Community Based organisations for better provision of services".

Out of ten (10) participants, majority replied that training of board members, the staff and traditional authorities will assist in improving the functioning of funded CBOs (B, C, D and G). Participant E, G and I replied that the participation of community members and their traditional authorities in decision making as another strategy for improving the functioning of funded CBOs. Participant A indicated that support from the community and government will assist the improving the functioning of funded CBOs in rural areas, while participant B also believes that teamwork between organisational staff members will improve the functioning of funded CBO. Participant D mentioned that the law enforcement should act to people who use the state funds for their own purposes. Participant F replied that funded CBOs should be managed by people based in the community where the organisations are based, with skills and knowledge of organisational matters. Participant H is of the view that people working funded Community Based organizations should be employed to work full time, rather than changing staff. Participant J is of the view that the government and businesspeople should continue funding CBOs for better provision of services. All participants shared their perspectives on strategies for improving the functioning of funded CBOs. Based on the information presented above, it is possible to conclude that board and staff member training, community participation, and government support are all necessary for the functioning of funded CBOs.

4.3.4 SUMMARY

This chapter concentrated on presenting, analysing, and interpreting data. The primary goal was to learn from the respondents about the functioning of funded CBOs in rural areas in CCLM. Presentation, analysing and interpretation were based on both questionnaires and interviews conducted with board members, community members, traditional leaders, civic organisation chairpersons, and ward committee members. Participants in the study were those who were familiar with CBOs. In a tabular format, data collected from respondents was analysed and interpreted. The data gathered through interviews was presented in tabular and

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narrative formats. The ethics discussed in Chapter 3 were taken into account by protecting the respondent's identities, but by using alphabets instead. The following chapter will present the study's findings, recommendations, and conclusion.

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CHAPTER 5

FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

This chapter wraps up the research by presenting the key findings about the operation of funded CBOs in rural areas in CCLM. The study's major findings focused on the role of funded CBOs, the challenges faced by funded CBOs, the importance of funded CBOs, and strategies for improving CBO functioning. This chapter also includes recommendations and conclusions.

5.2 OVERVIEW OF THE STUDY

The study focused on the functioning of funded Community Based Organizations (CBOs) in rural areas of Collins Chabane Local Municipality. Five research questions and objectives came out from the description of the problem statement to indicate the discussion of all the chapters. The study's main aim was to assess the functioning of funded CBOs in rural areas in CCLM. All the chapters were elaborated well. The study employed mixed research methods. Non-probability sampling technique and a purposive (non-judgmental) sub-type were used. Structured questionnaires and face-to-face interviews with participants were used to collect data for the study. Following descriptive statistics and thematic data analysis, the information was presented in graphical tables to present respondent views and perceptions in terms of frequencies and percentages, as well as narrative form. The following were the study's specific objectives:

- To describe the functions of management in the functioning of funded CBOs in rural areas CCLM.
- To determine the roles for funded CBOs in enhancing community development.
- To establish the challenges faced by funded CBOs in rural areas of CCLM.
- To identify the importance of funded CBOs in rural areas of CCLM.
- To recommend strategies for improving the functioning of funded CBOs in CCLM.

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The study's critical research questions sought to answer the following:

- What are the functions of management in the functioning of funded CBOs in rural areas of CCLM?
- What are the roles of funded CBOs in enhancing community development?
- What are the challenges faced by funded CBOs in rural areas of CCLM?
- What is the importance of funded CBOs in rural areas of CCLM?
- What are the strategies that can be used to improve the functioning of funded CBOs in CCLM?

5.3 MAJOR FINDINGS OF THE STUDY

The major findings of the literature review reveal that functioning of CBOs is multidisciplinary, in that it is of the interest to the researchers from different academic disciplines. As such the functioning of CBOs is defined differently according the context. The functioning of CBOs is current and involves important serious matters on the functioning of CBOs which can be fully understood and the critical role they play in the community. It also involves partnership between the organisations and the government, which lead to good working relations with different stakeholders which is crucial for the functioning of CBOs. The functioning of funded Community Based Organisations has legislative support. The Non-Profit Organisation Act (Act No. 71 of 1997) was enacted to ensure that there is liaison with other organs of the state as well as interest parties to facilitate the implementation of multi-sectoral and multi-disciplinary programs.

Progress on whether management perform different functions in Funded CBOs in rural areas of Collins Chabane Local Municipality is indicated by the findings (Table 4.5), whether the management performs different functions in funded CBOs in Collins Chabane Local Municipality, (Table 4.8) whether members of the board hold meetings with members of the organisations, (Table 4.9), whether there are services that are rendered by funded Community Based Organisations, (Table 4.11) whether members of the community participate in making decisions of the organisations, (Table 4.13) whether organisations belongs to people not a community, (Table 4.14) Organisations Members of the board are educated and have knowledge on organisational matters, and (Table 4.19) Communities are developing since there is Community Based.

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5.3.1 Major findings of the functioning of funded Community Based Organisation in rural areas of Collins Chabane Local Municipality

The first objective of the study was to describe the functions of management in the functioning of funded CBOs in rural areas of CCLM; the study discovered that 69 (49.3%) of the respondents agreed the management performed different functions of funded CBOs in rural areas. This is an indication that CBOs are fully operational because of the functions performed by the management. The study also found out that at 68 (48.5%) of the respondents agreed that CBOs are controlled by members of the board. This confirms that the members of the board know their duties of guiding and leading the staff to perform their duties on daily basis. In addition, 73 (52.2%) agreed that members of the board have skills for managing the funded CBOs. This is an indication that the communities have trust in the knowledge they showed in the functioning CBOs. Further, it was revealed that members of the board hold meetings with members of the organisation because most of the respondents at 66 (47.1%) agreed with the statement. These clearly indicate that board members want to see funded CBOs operating in rural areas in CCLM. This also demonstrates that the board members are influential in CBOs.

The interviews that were conducted on the question of, what are the functions of management in the functioning of funded CBOs, majority of the participants raised the issue of monitoring the organisational and staff's works as the functions of the management in a funded CBO. The research study found that the management is overseeing the organisational and staff's work. Based on the information presented above, it is possible to conclude that the majority of management in functioning of funded CBOs is well informed about management functions.

5.3.1.1 Major findings on how often do the management perform their functions in funded Community Based Organisations

With regard to the interviews that were conducted on how often do the management perform their functions in funded CBOs, majority of the participants indicated that the management should performed their functions once a quarter, monthly when there was a need, and annually when they give feedback to the community on the work done. This is an indication that the management are well informed about how their functions should be performed.

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5.3.1.2 Major findings on how management ensured that the organisation is complying with the norms and standards

With regard to the question on how management ensured that the organisation is complying with the norms and standards, majority of the participant's responded that the management should monitor the work of the organization and the staff monthly, quarterly and annually. The study findings revealed that the management should hold monthly meetings with the staff to be familiar with the organisational work. The study findings also revealed a lack of knowledge about management issues in funded CBOs. This is an indication that the management played a key role by ensuring that organisations comply with the norms and standards.

5.3.2 Major findings on the roles of funded Community Based Organisations in enhancing community development

The second objective of the study was to determine the roles for funded CBOs in enhancing community development. According to the study findings, most respondents, 79 (56.4%) agreed that funded CBOs provide services to people. The findings clearly show that CBOs are functioning effectively as there are services that are regularly rendered to the people. The study found out that half, which is 70 (50%) of the respondents agreed that carers are members in the communities where organisations are based. This clearly indicates that CBOs are supporting the members of their communities. The study findings also discovered that about 50 (35.8%) of the respondents disagreed with members of the community participate in making decisions of the CBOs. Participation of community member in decision making is essential to enable the organisations to know the problems faced by the community, but lack of community participation clearly shows that community development would be hampered.

The interviews that were conducted to determine the roles of funded CBOs in enhancing community development, the researcher found out that majority of respondents pointed out that CBOs play different roles to different people. The study finding revealed that the role of CBOs is to reduce poverty by creating employment for the organisational carers and staff members. This is an indication that management and the community are well informed of the important roles played by CBOs.

The study findings revealed that the funded CBOs assist by employing people with skills to deliver services to people. This is an indication that the availability of CBOs helps to create

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employment opportunities for people in the community to benefit. The study findings also revealed that the role of CBOs is to reduce elder abuse and loneliness by keeping them in organisations where there are carers to look after them all day while they are kept busy with recreational activities. This is an indication that CBOs are important to for keeping vulnerable elderly people safe. The findings also indicate that the roles of the CBOs is to reduce crime and poverty to poor children who cannot afford to have basic necessities by giving them food and clothes, while encouraging them to go to school. Furthermore, the researcher believes that funded CBOs help people by providing shelter, food, counselling, and support to victims of crime, hatred, and abuse.

5.3.3 Major findings on the challenges faced by funded Community Based Organisations

The third objective of the study was to establish the challenges faced by funded CBOs in rural areas, and the study findings revealed that the majority of the respondents, 44 (31.4%), disagreed that members are dissatisfied with the availability of CBOs in the community. The study findings revealed that the majority of the respondents, 61 (43.6%) disagreed that the organisation belonged to a person rather than a community. This is a clear indication that all funded CBOs are well equipped that they should follow all protocols of the Department of Social Development when they receive funds. The study findings also discovered that members of the board are educated and have knowledge on organisational matters as nearly half 65 (46.4%) of the respondents agreed to the statement. This shows that CBOs function effectively based on the knowledge which members of the management have on organisational matters. The researcher discovered that CBOs disagreed with the statement that they receive funds from government monthly, which is confirmed by 44 (31.4%) of the respondents. This clearly shows that there is misunderstanding to the management of the board and community which need to be clarified.

Furthermore, more than half, that is 79 (56.4%) of the respondents disagreed that the organisation is run by young people. This clearly shows that young people are not fully equipped with issues related to CBOs as they are expected to be at school. The study findings revealed that managers are eager to learn new things at 53 of the respondents which constitutes (37.8%) agreed on the statement. This clearly shows that for effective functioning of CBOs managers should be ready acquire new knowledge. In addition, 57 (40.7%) of the respondents agreed that members of the CBOs employed any person in the community with skills which are necessary in the organisation. This clearly shows that any person with the skills that can assist in functioning of CBOs would be employed.

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The study findings revealed that the participants who took part in the study pointed out that there are challenges faced by CBOs in rural areas, based on the interviews that were conducted to establish the challenges faced by CBOs. According to the study findings, CBOs do not belong to individuals but to the community. The study findings also discovered that members of the board are educated and have knowledge on organisational matters. The study discovered that CBOs disagreed to the fact that they receive funds from government monthly. The study findings revealed that managers are eager to learn new things and those organisations can employ any member from the community who has the required skills.

5.3.3.1 Major findings on the causes of the challenges faced by funded Community Based Organisations in rural areas

Regarding the question on the causes of the challenges faced by funded CBOs in rural areas, the study findings cited issues such as late and the reduced payment of the stipends by the government as the cause. The study discovered that lack of knowledge by some board members on fundraising for the organisation. It was also revealed that self-enrichment is one of the challenges faced by funded CBOs in rural areas.

5.3.3.2 Major findings on how the challenges affected the funded Community Based Organisations in rural areas?

On the question of how the challenges affected the funded CBOs in rural areas, the study findings revealed different effects of disturbance in delivering services of quality to communities as the effect of the challenges faced by CBOs.

5.3.4 Major findings on the importance of Community Based Organisations

The fourth objective of the study was to identify the importance of CBOs in communities. From a total of 140 respondents, 71 (50.7%) agreed that communities are developing since the establishment of CBOs. This clearly shows that because of the availability of the functioning funded CBOs, the services are being delivered to people. The results also confirm that 82 (58.6%) of the respondents agreed that members of the communities are receiving support in CBOs. This clearly shows that the funded CBOs are functioning because of the support these organisations show to their communities. It is obvious that organisations that are receiving support always succeed. On the other hand, about 49 (35%) of the respondents agreed that problems are not solved by CBOs. This is an indication that some members of the management are not well equipped with the skills of solving problems.

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From the interviews that were conducted to identify the importance of CBOs, the study findings revealed that communities are developing since the establishment of CBOs. The study findings also revealed that community members are receive support in different CBOs. The last finding is this section is that some problems are not solved effectively by CBOs.

5.3.5 Major findings on the strategies that can be used to improve the functioning of funded Community Based Organizations

The fifth objective of the study was to recommend strategies that can be used to improve the functioning of funded CBO, and the study discovered that 65 (46.4%) of the respondents agreed that capacity building will improve the functioning of CBO. This is an indication that CBOs should try to capacitate their management and the staff members to keep them up to date with the relevant information. The study findings revealed that some of the respondent at 44 (31.4%) agreed that assistance from the government with resources will not improve the CBOs. This is an indication that resources are required in the funded CBOs, but the management and the staff must be well equipped with the skills to make organisations functions effectively. Resources works well where the staff and the management know what to do with them, if not, there is a possibility the organisation can fail to operate effectively.

The study findings also revealed that majority of the respondents who participated in the study at 80 (57.1%) agreed that support is very important in improving CBOs. CBOs require support from the community, and the communities also need CBOs for certain service to be delivered. This is an indication that the CBOs and the communities need to support each other, to have proper functioning and the delivery of quality services. Lastly, the study findings indicate that a total of 73 (52.2%) of the respondents agreed that selecting people with organisational management skills will help to improve the functioning of CBOs. This is an indication that to manage the functioning organisation requires skills. The management skills are essential for the proper functioning of CBOs.

From the interviews that were conducted, several strategies were recommended that can be used to improve the functioning of funded CBOs. The study findings suggested that capacity building will improve the functioning of CBOs. The study also found out that assistance from the government with resources will not improve the CBOs. It was discovered that support is very important in improving CBOs. The study finding revealed that selecting people with organizational management skills will help to improve the functioning of CBOs.

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5.4 SYNTHESIS OF THE STUDY

This section presents the synthesis of the study. The synthesis was conducted in two data collection methods which are questionnaires and interviews. The most important findings of this study from the research questionnaires were summarised as follows:

Most of the researchers indicate that the functioning of funded CBOs plays an important role in rural areas (Acharya, 2013; Bamiwuye and Adisa, 2015; Boasu & Asenso, 2020; Eswarappa, 2020; Hussain, Khattak & Khan, 2008; Rafieque & Khoo, 2018). However, the responsibility of functioning organisations is strengthened when the management has the ability to act and utilise their knowledge effectively (Mwaipopo, Fisher, Wanyonyi, Kimani, Tunje, Msuya, & Beshemerewa, 2011). For CBOs to functions more effectively and efficiently, operation should be built on the availability of resources for service delivery (Hussain, Khattak & Khan, 2008), as well as motivation of the staff members working in the organisation (Boasu & Asenso, 2020).

5.5 IMPLICATIONS OF THE STUDY

The implications for the study shows that funded Community Based Organisations are functional where there is management (Board members), which is firm and selected by the community. Management should perform organisational functions to achieve functioning funded CBOs. Knowledge and skills are required in performing organisational functions. Policies and procedures governing funded CBOs should be implemented, and ensured they are enforced. The management and staff without the required knowledge and relevant skills cannot manage functioning funded organisations. However, if motivation of the management and staff is implemented, organisations can play important role in enhancing community development. The same efforts can also ensure that government goods and services reach grassroots, the poor, and disadvantaged in the community.

5.6 RECOMMENDATIONS FOR THE STUDY

The section presents the study's recommendations, which are based on the findings from the functioning of funded CBOs in CCLM rural areas.

5.6.1 Recommendations on the functions of management in the functioning of funded Community Based Organizations in rural areas of Collins Chabane Local Municipality

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The study recommended that the management must perform different functions in funded CBOs in rural areas. Members of the management should ensure that CBOs are fully operational because of the functions performed by the management. The members of the board should know their duties of guiding and leading the staff on their duties on daily basis. The management should share their knowledge or skills with their employees so that they all have the same information and can provide help when needed. The board should hold meetings monthly to plan for the effective functioning of funded CBOs. The management has the responsibility to monitor progress and making needed changes and ensuring that organisational goals are achieved. The duty of the management should be overseeing the entire organisation and staff's work.

5.6.1.1 Recommendations on how often the management perform their functions in funded Community Based Organizations

The study recommended that the management should performed their functions once a quarter, monthly when there was a need, and annually when they give feedback to the community on the work done. This is an indication that the management are well informed about how their functions should be performed throughout the year.

5.6.1.2 Recommendations on how management ensured that the organisation is complying with the norms and standards

Regarding the question on how management ensured that the organisation is complying with the norms and standards, the study recommended that management should monitor the entire organisation and the work done by staff members on a monthly, quarterly, and annual basis. The management should hold monthly meetings with the staff so they will be familiar with the organisational work. Lastly, the study recommended that management must ensure that the organisations comply with norms and standards.

5.6.2 Recommendations on the roles of funded Community Based Organisations in enhancing community development

The study recommended that there should be services that are rendered by funded CBOs to people. Carers should be members of the community in which organisations are based. More

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importantly, community members should participate in decision making for effective functioning in CBOs. The study also recommended that community members should have full ownership of CBOs in order to participate effectively in service delivery.

It is further recommended that management and community should be well informed of the important roles played by CBOs, and in turn, the funded organizations should assist by employing people with skills to deliver services to people. Creation of employment opportunities should benefit people in the community. The CBOs should perform important duties such as keeping vulnerable children, women and elderly people safe all the times. In addition, the victims of crime, hatred and abuse should be given attention as well as providing shelter, food, counselling and support to all people seeking help.

5.6.3 Recommendations of the study on the challenges faced by funded Community Based Organizations in rural areas of Collins Chabane Local Municipality

The study recommended that the community and the CBOs should have common understanding on the kind of services delivered by the organisation and the kind of problems to be solved. Authority should be given to all community members to limit the power of the leadership in having full control in organisations. Misunderstanding about the use of funds that are received should be clarified with the management of the board and community. The Department of Social Development should address challenges for not paying stipends to organisations quarterly not monthly to clarify misunderstandings. Young people as future leaders should be empowered on matters related to CBO. The management should mobilise the best talent, by employing persons of various ages in various fields with skills so that better results are achieved. The study also recommended that the staff members should be actively involved to be familiar with new knowledge related to organisational matters. Members of the board should be educated and have knowledge on organisational matters. Lastly, it is recommended that even people without skills should be employed to help them acquire knowledge, so that they may assist when those with skills are no longer available.

5.6.3.1 Recommendations for the study on the causes of the challenges faced by funded Community Based Organizations in rural areas

Concerning the causes of the challenges faced by funded CBOs in rural areas, the study recommended that CBOs have a sustainability plan in place to avoid challenges in the case of

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late and reduced payment by the Department of Social Development. It is also recommended that CBOs should seek assistance from the Department of Social Development and other institutions like banks which provide free education on fundraising matters. Further, the management should ensure that the organisational staff members are empowered to work with little or without resources to ensure that delivery of quality services to communities are not disturbed. Finally, it is recommended that the management should conduct monitoring service to ensure that the organisation's funds are used for what are intended for to avoid misuse.

5.6.3.2 Recommendations of the study on how the challenges affected the funded Community Based Organisations in rural areas in Collins Chabane Local Municipality

With regard to the question of how the challenges affected the funded CBOs in rural areas, the study recommended that CBOs funds should be taken as something that is there to assist in adding what organisations already have, and not a priority of providing services. CBOs should continue delivering services even in the absence of the funds from the Department of Social Development. Therefore, it is recommended that services should not be disturbed due to the lack or reduced funds and lack of knowledge on how to raise funds for the organisation, but services should be delivered with or without funds.

5.6.4 Recommendations on the importance of Community Based Organisations

The study recommended that the management should re-visit the mission and vision of the organizations and ensure that they provide what is necessary, and they are expected to give more information to the people. CBOs should be granted opportunity to deliver their services as they have skills for developing communities. It is also recommended that communities and CBOs should support each other to bring development to people. Members of the community should receive support they deserve from the CBOs. Lastly, the study recommended that community problems should be solved by CBOs.

5.6.5 Recommendation on the strategies that can be used to improve the functioning of funded Community Based Organisations

Based on the discussed strategies to improve the functioning of CBOs, the study recommended that organisations should try by all means to capacitate their management and staff members to keep them up to date with the relevant information. Proper management

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skills are essential for the functioning of CBOs. Therefore, the study recommended that the staff and management should be well equipped with the specification of resources required according to objectives of the organisations, and the ways in which funds should be utilized. Finally, it is recommended that selecting people with organisational management skills will help to improve the functioning of CBOs.

5.7 RECOMMENDATIONS ON THEORY

Most of the CBOs are volunteer organisations operating communities which have created few paid positions for members working on regular basis. The study recommended that the staff members and the management in CBOs should be motivated in order to function effectively. According to Verma and Monga (2015) motivation is a driving force which can lead to high performance and efficiency whereas its absence may crash down the whole organisation. The study recommended that the staff and the management should be assistance with the stipend to encourage them to continue with the good work they are doing to others.

5.8 RECOMMENDATIONS FOR FUTURE RESEARCH STUDIES

The research study recommended that similar studies need to be conducted in other municipalities to get more information about the functioning of funded CBOs in rural areas. There are many CBOs in different communities which are supposed to belong to the community, but the community members do not have access in terms of employment because they are control by a small group of people. This matter must be investigated as the government is funding those organisations. The study also recommended that future researchers should be open and work together with the communities, traditional leaders, social workers and community development officers.

5.9 LIMITATIONS OF THE STUDY

One of the most significant constraints was a lack of funds to allow the researcher to travel many organisations to conduct the study effectively. The other limiting factor is that the topic was sensitive which caused some of the participants to be afraid to answer some questions, while others did not provide full information.

5.10 SUMMARY

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The research was divided into seven (07) chapters, the first of which was an introduction and background to the study. According to background, the formation of CBOs is not new, as they have existed since the apartheid era. This topic was chosen because the researcher wanted to learn more about how the funded CBOs function. The distinction is that during the colonial period, CBOs provided services based on race, status, and class, where the provision of basic services was discriminatory, with white people receiving preferential treatment over black people. All of this became history in 1994, when South Africa's new democratic government was elected. The South Africa's state was transformed, and a socioeconomic framework was established. New legislation governing CBOs was enacted, and citizens' access to public and private services was expanded. Various CBOs were formed, and the Non-Profit Organizations Act 1997 (Act No. 71 of 1997) was officially enacted to recognise civil society organisations. Other institutions, like the National Development Agency (NDA) and the Lottery Commission (LC), were established to aid in the funding of CBOs. The emphasis of this chapter was on the study's justification and purpose. The research questions, objectives, and significance of the study were all stated clearly. The operational concepts were defined, and summary in all chapters were provided.

The second chapter reviewed literature based on the theoretical framework of CBOs, Achievement Motivational theory, and its relevance to the study. The researcher felt is essential to discuss achievement motivational theory as people are motivated to establish CBOs in communities with the hope of achieving better results. Therefore, McClelland’s motivational needs and its types namely: the need for achievement, need for power and the need for affiliation were discussed.

In Chapter Three, the conceptualization of CBOs was discussed. Different concepts of CBOs according to different authors were defined and explained. The types of CBOs such as common interest groups, micro-finance institution, village development committees, the user associations and faith-based organizations were identified and discussed. The study felt it necessary to identify and explain functional areas of CBOs which are administration, human resources, customer services, distribution and marketing function as essential for the functioning of CBOs. The study further discussed the capabilities required for advancing the functioning of the funded CBOs which include leadership, legitimacy and collective identity, promotion of access to technology and expertise, support community outreach, and mobilising resources. The study further presented the factors influencing the effectiveness and functioning of funded CBOs. Four factors that are essential for improving the functioning of funded CBOs in rural areas which are; capacity, trust, the size and cohesiveness of the community to be served, and goal orientation were all discussed.

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The study also presented the characteristics of the functioning CBOs. To explain their inevitability in the functioning of the CBOs, the following characteristics which are; formally organized, private, not for profit, self-governing, and voluntary, rely in community-based approach, Community acceptance and involvement, it is service oriented, require socio culturally acceptability, and management capability were discussed. The importance of funded functioning CBOs in rural areas were explained in detailed. The challenges faced by CBOs were identified and explained. The study also presented the term; management of CBOs, the characteristics of management in CBOs, levels of management in CBOs, significance of management funded CBOs, for more understanding of the relationship between the functioning of CBOs and the management of CBOs in rural areas.

Chapter Four discussed the legislative framework guiding the functioning of funded CBOs which are; the Constitution of the Republic of South Africa of 1996, the Non-Profit Organizations Act, 1997 (Act No. 71 of 1997), the National Development Agency Act, 1998 (Act No.108 of 1998), Public Finance Management Act, 1999 (Act No.1 of 1999) and Companies Act, 2008 (Act No. 71 of 2008) were also presented.

Research methodologies followed when conducting the study on the functioning of funded CBOs was presented in Chapter Five of the study. Mixed methods approach where qualitative and quantitative research techniques were employed. Data was collected through structured questionnaires and face to face interviews. The definitions of various methodological choices have been explained and discussed in terms of how they were used in conducting the study. Ethical issues which were followed indicating the treatment received by participants during the study were also outlined. The ethics used include not revealing the identities of the respondents by names and using alphabets to represent their names.

The research study discusses data presentation, interpretation, and analysis in Chapter Six. The chapter was divided into two (2) sections: data gathered via questionnaires and interviews. The main idea was to obtain information on the functioning of funded CBOs from the respondents, which included what was seen, heard, and read. Presentation, analysing and interpretation of data were based on both questionnaires and interviews with board members, community members, traditional leaders, civic organization chairpersons, and ward committee members. Participants in the study were those who were familiar with CBOs. The data gathered through interviews was presented in both tabular and narrative formats.

Chapter Seven presented the study's results, recommendations, and conclusion. The overview of the study focused on providing the study's background, research objectives, and questionnaire for a better understanding of the study's main goal. The study's recommendations, theories' recommendations, and recommendations for future studies were all presented. The study's

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synthesis, focusing on the study's findings, was presented. According to the findings of the study, management in CBOs performs various functions. It was also found that there are important roles that are done by funded CBOs which include enhancing community development. The study discovered that CBOs in rural areas also encounter challenges. CBOs were found to be important as rural communities are developing. It can be concluded that the capacity building, support from the community, and selecting people with management skills can improve the functioning of CBOs in rural areas.

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ANNEXURE A

UNIVERSITY OF VENDA

OFFICE OF THE DEPUTY VICE-CHANCELLOR: ACADEMIC

MR/MS B.V TSHABALALA
SCHOOL OF ENVIRONMENTAL SCIENCES

FROM: PROF. J.E CRAFFORD
DEPUTY VICE-CHANCELLOR: ACADEMIC

DATE. 16 MARCH 2021

DECISIONS TAKEN BY UHDC OF 16th MARCH 2021

Application for approval of Thesis Proposal Report in Management Sciences: B.V Tshabalala (11530142)

Topic: ' t The Functioning of Funded Community Based Organizations in Rural Areas: A Case Study in Collins Chabane Local Municipality."

Promoter	UNIVEN	Dr. E. Maho'e
Co-promoter	UNIVEN	Prof. N.W. Nkuna

UHDC approved Thesis proposal

PROF. J.E CRAFFORD
DEPUTY VICE-CHANCELLOR: ACADEMIC

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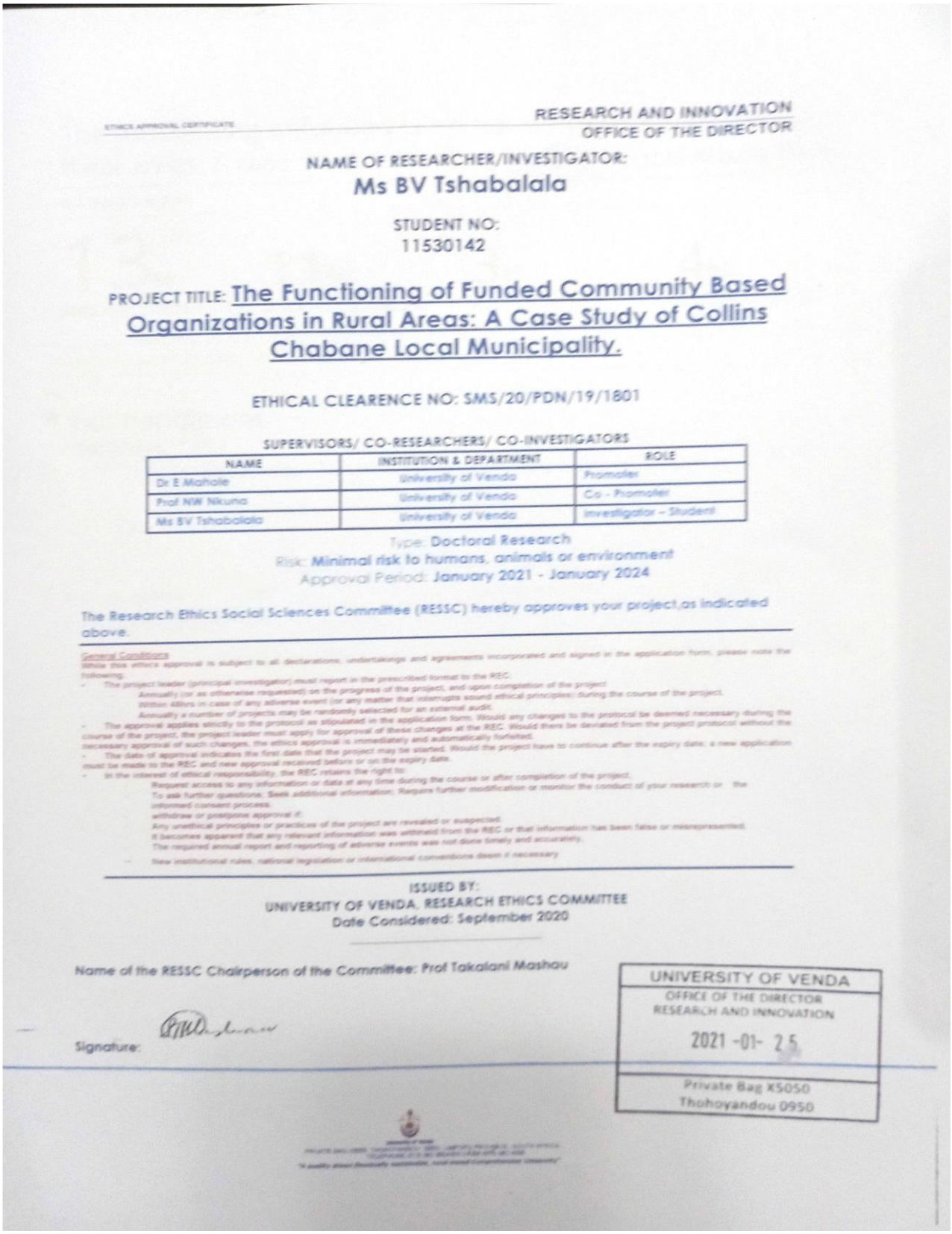
ANNEXURE B



ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Ms BV Tshabalala

STUDENT NO:
11530142

PROJECT TITLE: **The Functioning of Funded Community Based Organizations in Rural Areas: A Case Study of Collins Chabane Local Municipality.**

ETHICAL CLEARENCE NO: SMS/20/PDN/19/1801

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr E Mathole	University of Venda	Promoter
Prof NW Nkuna	University of Venda	Co - Promoter
Ms BV Tshabalala	University of Venda	Investigator – Student

Type: Doctoral Research
Risk: Minimal risk to humans, animals or environment
Approval Period: January 2021 - January 2024

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project,as indicated above.

General Conditions
While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principal investigator) must report in the prescribed format to the REC:
  - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project
  - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
  - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
  - Request access to any information or data at any time during the course or after completion of the project.
  - To ask further questions. Seek additional information. Require further modification or monitor the conduct of your research or the informed consent process.
  - withdraw or postpone approval if:
  - Any unethical principles or practices of the project are revealed or suspected.
  - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
  - The required annual report and reporting of adverse events was not done timely and accurately.
  - New institutional rules, national legislation or international conventions deem it necessary.

ISSUED BY:
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE
Date Considered: September 2020

Name of the RESSC Chairperson of the Committee: Prof Takalani Mashau

Signature:

UNIVERSITY OF VENDA
OFFICE OF THE DIRECTOR
RESEARCH AND INNOVATION
2021 -01- 25
Private Bag X5050
Thohoyandou 0950

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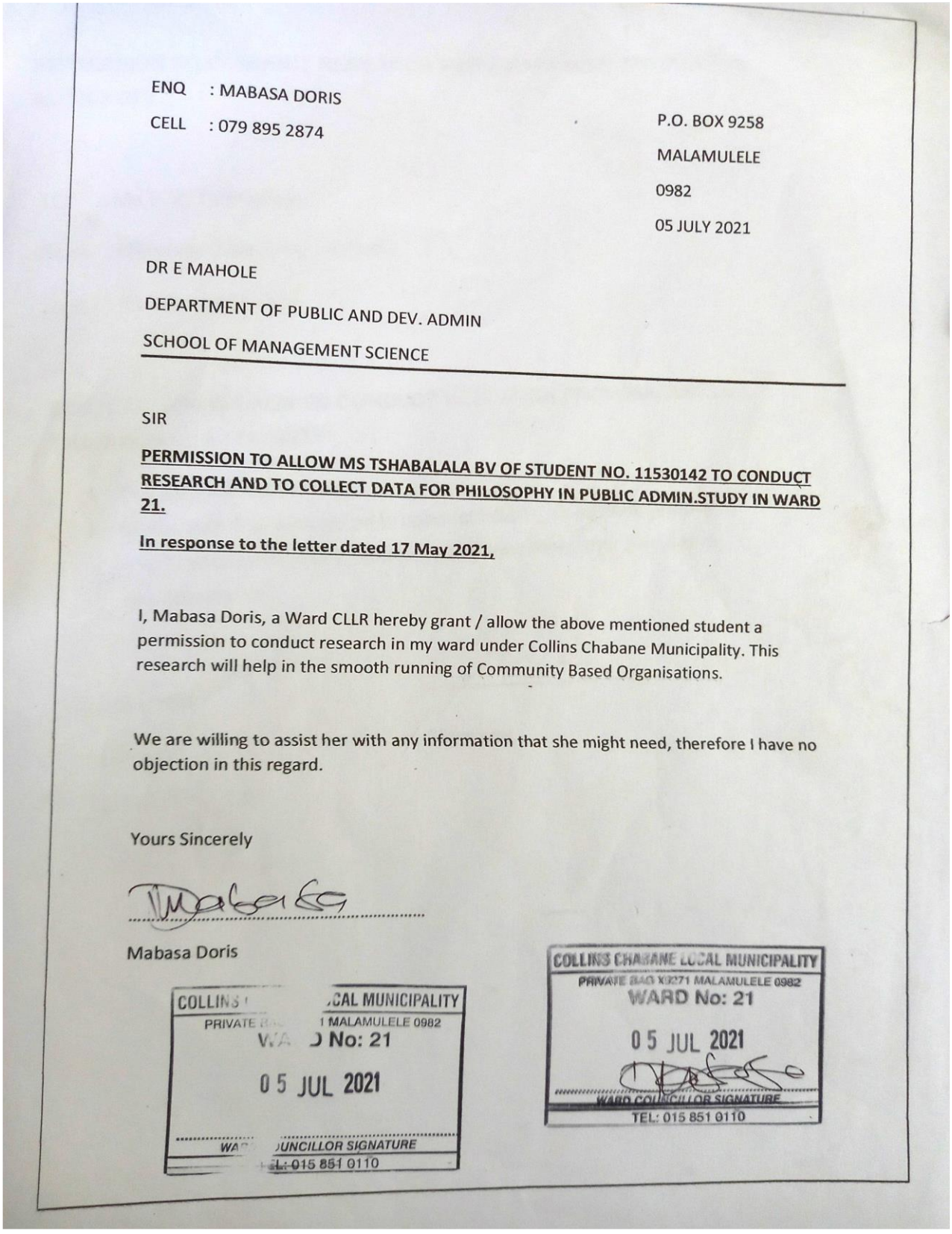
ANNEXURE C



ENQ : MABASA DORIS
CELL : 079 895 2874

P.O. BOX 9258
MALAMULELE
0982
05 JULY 2021

DR E MAHOLE
DEPARTMENT OF PUBLIC AND DEV. ADMIN
SCHOOL OF MANAGEMENT SCIENCE

SIR

PERMISSION TO ALLOW MS TSHABALALA BV OF STUDENT NO. 11530142 TO CONDUCT RESEARCH AND TO COLLECT DATA FOR PHILOSOPHY IN PUBLIC ADMIN.STUDY IN WARD 21.

In response to the letter dated 17 May 2021,

I, Mabasa Doris, a Ward CLLR hereby grant / allow the above mentioned student a permission to conduct research in my ward under Collins Chabane Municipality. This research will help in the smooth running of Community Based Organisations.

We are willing to assist her with any information that she might need, therefore I have no objection in this regard.

Yours Sincerely

Mabasa Doris

COLLINS CHABANE LOCAL MUNICIPALITY
PRIVATE BAG X9271 MALAMULELE 0982
WARD No: 21
05 JUL 2021
WARD COUNCILLOR SIGNATURE
TEL: 015 851 0110

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ANNEXURE D

Vhembe NPO Forum

Enq: Secretariat
076 678 9021

P O Box 5020
Thohoyandou
0950

21 June 2021

Ms Tshabalala B V
Malamulele

Re: Request to collect data on NPO's in Collins Chavani Municipality

1. The above matter has reference
2. Vhembe NPO Forum is a consortium off all NPO's that are rendering Social Development related services and being funded by the Department of Social Development although there is an exception in non-funded NPO's who are rendering similar services and accounting to the department.
3. We of the mentioned NPO Forum has received your request to conduct a study or do research on NPO's that are falls under Collins Chavani and after deliberate discussions we agreed that we should let you collect needed data as per your request.
4. Hoping that you will find the above in order.

Regards

Makhoshi T.M.

Tshifhiwa M Makhoshi
Chairperson

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ANNEXURE E

PERMISSION TO CONDUCT RESEARCH FROM MAFANELE TRADITIONAL AUTHORITY

TO : Ms B.V. Tshabalala

From : Mafanele Traditional Authority

Date : 15 November 2021

SUBJECT: PERMISSION TO CONDUCT RESEARCH FROM MAFANELE TRADITIONAL AUTHORITY

1. The above matter refers,
2. Kindly note that permission to conduct research has been granted.
3. The Traditional Authority hopes that this will meet your favourable considerations.

Maluleke H.H

(Headman)

Signature

MAFANELE CIVIC (H.H.M)
P.O. BOX 2622
MALAMULELE 0982
TEL: 064 063 1999
073 491 7874

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ANNEXURE F

LETTER TO RESPONDENTS

Enquiry: Tshabalala B.V

Cell No: 076 735 1703

Email: Basanivtshabalala@gmail.com

P.O Box 1140

Malamulele

0982

Date: 20 October 2021

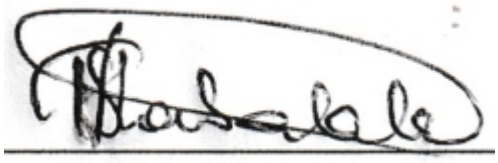
Dear Sir/Madam

I, Tshabalala Basani Violet, a student at University of Venda, registered for Doctor of Public Management (Philosophy). I am conducting a research project on ‘‘the functioning of community Based Organisations in rural areas: A case study in Collins Chabane Local Municipality’’.

I humbly request you to be part of the study by giving your own opinion and understanding of the topic. All information obtained will be strictly confidential. Any personal information that can assist in identifying you is not required.

Your understanding in participating to this study is highly appreciated.

Yours sincerely



Tshabalala B.V

Student No: 11530142

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ANNEXURE G

RESEARCH INSTRUMENT– QUESTIONAIRE

THE FUNCTIONING OF FUNDED COMMUNITY BASED ORGANIZATIONS IN RURAL AREAS: A CASE STUDY IN COLLINS CHABANE LOCAL MUNICIPALITY.

This is a research instrument on the functioning of funded Community Based Organisations in rural areas: A case study in Collins Chabane Local Municipality. I humbly request you to please put a cross (x) on the appropriate answer. There is no wrong or right answer.

SECTION A: BIOGRAPHICAL INFORMATION

1. Gender of respondent

Female	1
Male	2

2. Age of respondent

Less than 20 Years	1
21 to 30 Years	2
31 to 40 Years	3
40 to 50 Years	4
51 Years and Older	5

3. Position of Respondent

Board member	1
Community member	2
Traditional leader	3
Chair persons of civic organisations	4

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Ward committee member	5

4. Type of organisation

Drop in centre	1
Early childhood development	2
Disability	3
Elderly	4
Victim empowerment	5
Substance abuse	6

SECTION B: THE FUCTIONING OF FUNDED COMMUNITY BASED ORGANISATIONS IN RURAL AREAS: A CASE STUDY IN COLLINS CHABANE LOCAL MUNICIPALITY

Item No.	The functions of management in functioning of funded Community Based Organisations at Collins Chabane Local Municipality	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
5.	The management perform different functions in funded Community Based Organizations at Collins Chabane Local Municipality.	1	2	3	4	5
6.	Community Based Organisations are controlled by the members of the board.	1	2	3	4	5
7.	Members of the board have skills for managing the funded Community Based Organisations.	1	2	3	4	5
8.	The members of the board hold meetings with members of the organisation.	1	2	3	4	5

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Item No.	The role of funded Community Based Organisations in enhancing community development	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
9.	There are services that are rendered by funded Community Based Organisations to people.	1	2	3	4	5
10.	Carers are members of the community in which the organisation is based.	1	2	3	4	5
11.	Members of the community participate in making decision of the organisation.	1	2	3	4	5
12.	Members are not satisfied with availability of the Community Based Organisations in the community.	1	2	3	4	5

Item No.	Challenges faced by funded Community Based Organisations in rural areas.	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
13.	The organization belongs to a person not community.	1	2	3	4	5
14.	Members of the board are educated and have knowledge on organisational matters.	1	2	3	4	5
15.	The Community Based Organisations are receiving funds from government monthly.	1	2	3	4	5
16.	The organization is run by young people.	1	2	3	4	5
17.	Managers are eager to learn new things.	1	2	3	4	5
18.	Members of the board employ any person in the community with skills.	1	2	3	4	5

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Item No.	The importance of funded community based organisations.	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
19.	Communities are developing since there is community based organisations.	1	2	3	4	5
20.	Members of the communities are receiving support in Community Based Organisations.	1	2	3	4	5
21.	Problems are not solved by Community Based Organisations.	1	2	3	4	5

Item No.	Strategies that can be used to improve the functioning of funded Community Based Organisations	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
22.	Capacity building will improve the functioning of Community Based Organisations.	1	2	3	4	5
23.	Assistance from the government with resources will not improve the functioning of Community Based Organisations.	1	2	3	4	5
24.	Support from community is very important in improving Community Based Organisations.	1	2	3	4	5
25.	Selecting people with organisational management skills will help to improve functioning of Community Based Organisations.	1	2	3	4	5

"THANK YOU FOR YOUR PARTICIPATION"

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ANNEXURE H

RESEARCH INSTRUMENT - INTERVIEW SCHEDULE

THE FUNCTIONING OF FUNDED COMMUNITY BASED ORGANISATIONS IN RURAL AREAS: A CASE STUDY IN COLLINS CHABANE LOCAL MUNICIPALITY

This is a research instrument on the functioning of Community Based Organisations in rural areas: A Case study of Community Based Organisations in Collins Chabane Local Municipality. I humbly request you to please put a cross (x) on the appropriate answer in Section A and answer the question listed below in Section B. Please complete the spaces given below by providing appropriate answers. There is no wrong or right answer.

SECTION A: PERSONAL INFORMATION

1. Gender of respondent

Female	1
Male	2

2. Age of respondent

Less than 20 Years	1
21 to 30 Years	2
31 to 40 Years	3
40 to 50 Years	4
51 Years and Older	5

3. Position of Respondent

Board member	1
Community member	2
Traditional leader	3

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Chair persons of civic organisations	4
Ward committee member	5

4. Type of organisation

Drop in centre	1
Early childhood development	2
Disability	3
Elderly	4
Victim empowerment	5
Substance abuse	6

SECTION B: THE FUNCTIONING OF FUNDED COMMUNITY BASED ORGANISATIONS IN RURAL AREAS: A CASE STUDY IN COLLINS CHABANE LOCAL MUNICIPALITY

1. What are the functions of management in functioning of funded Community Based Organisations in rural areas of Collins Chabane Local Municipality?

_____

_____

_____

_____

1.1 How often do the management perform their functions in funded Community Based Organisations?

_____

_____

_____

_____

_____

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1.2 How management ensured that the organisation is complying with the norms and standards?

_____

_____

_____

_____

_____

2. What are the roles of funded Community Based Organisations in enhancing community development?

_____

_____

_____

_____

_____

_____

3. What are the challenges faced by funded Community Based Organisations in rural areas of Collins Chabane Local Municipality?

_____

_____

_____

_____

_____

_____

3.1 What are the causes of the challenges faced by funded Community Based Organisations in rural areas?

_____

_____

_____

_____

_____

_____

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3.2 How the challenges affected the funded Community Based Organisations in rural areas of Collins Chabane Municipality?

_____
_____
_____
_____
_____

4. What is the importance of funded Community Based Organisations in rural areas of Collins Chabane Local Municipality?

_____
_____
_____
_____
_____
_____

5. What are the strategies that can be used to improve the functioning of funded Community Based Organisations in Collins Chabane Local Municipality?

_____
_____
_____
_____
_____

"THANK YOU FOR YOUR PARTICIPATION"

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ANNEXURE I

FACULTY OF HUMANITIES, SOCIAL SCIENCES AND EDUCATION
DEPARTMENT OF ENGLISH, MEDIA STUDIES AND LINGUISTICS

Enquiries: Dr M.J Maluleke 24 January 2023

To whom it may concern

This serves to certify that I have edited a full thesis/dissertation for Tshabalala Basani Violet, student number 11530142. She is a student registered in the Department of Public and Development Administration, in the Faculty of Management, Commerce and Law Sciences. The editing entails correcting grammatical errors, to rephrase sentences, ensure consistency in the use of British spelling and improves readability.

The title of the study is: The functioning of funded Community Based Organisations in rural areas: a case study in Collins Chabane Local Municipality. I have read the whole document and made suggestions reflected through track changes, as well as correcting some minor errors.

Yours Sincerely

Mzamani J. Maluleke

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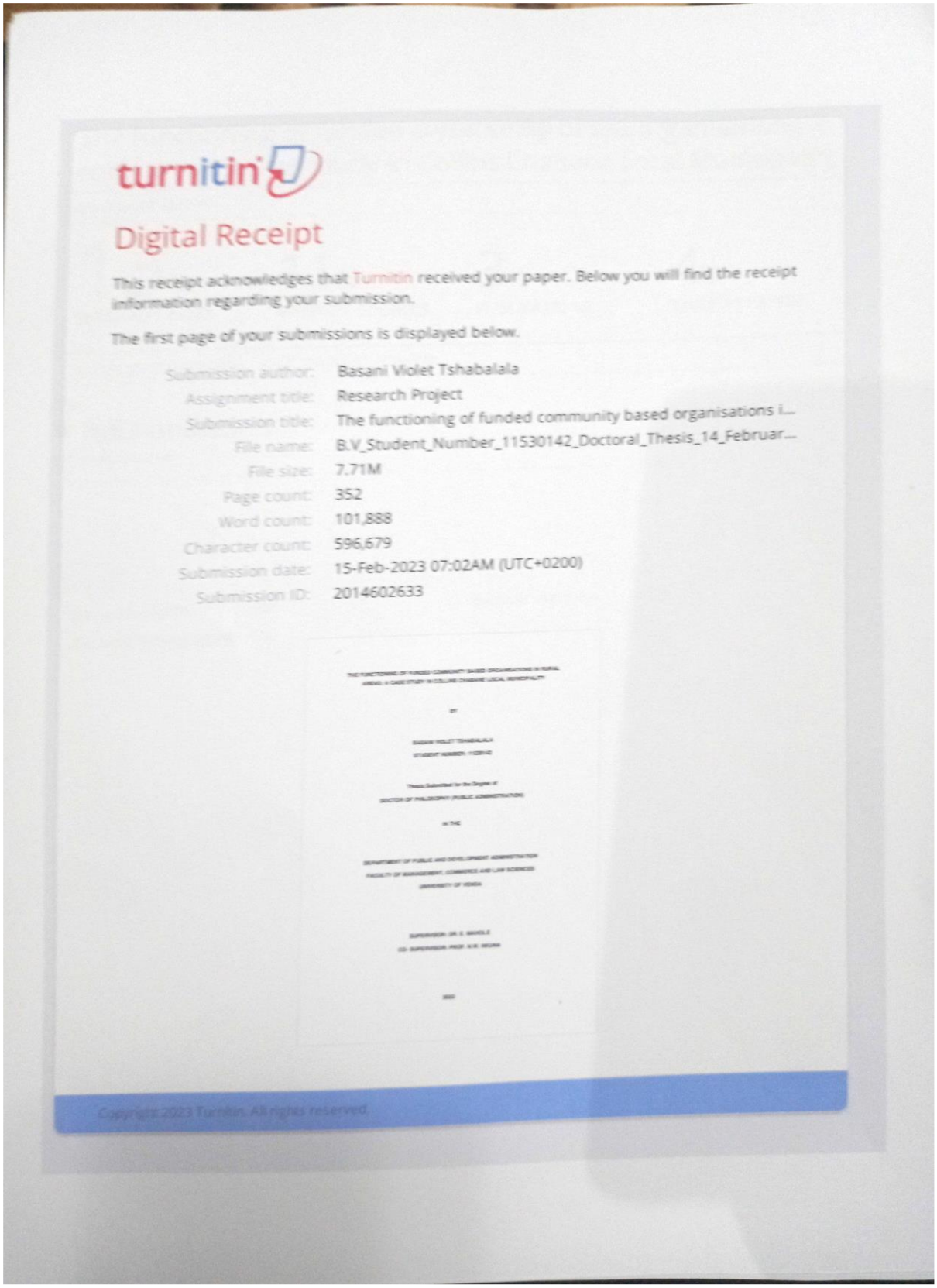
ANNEXURE J



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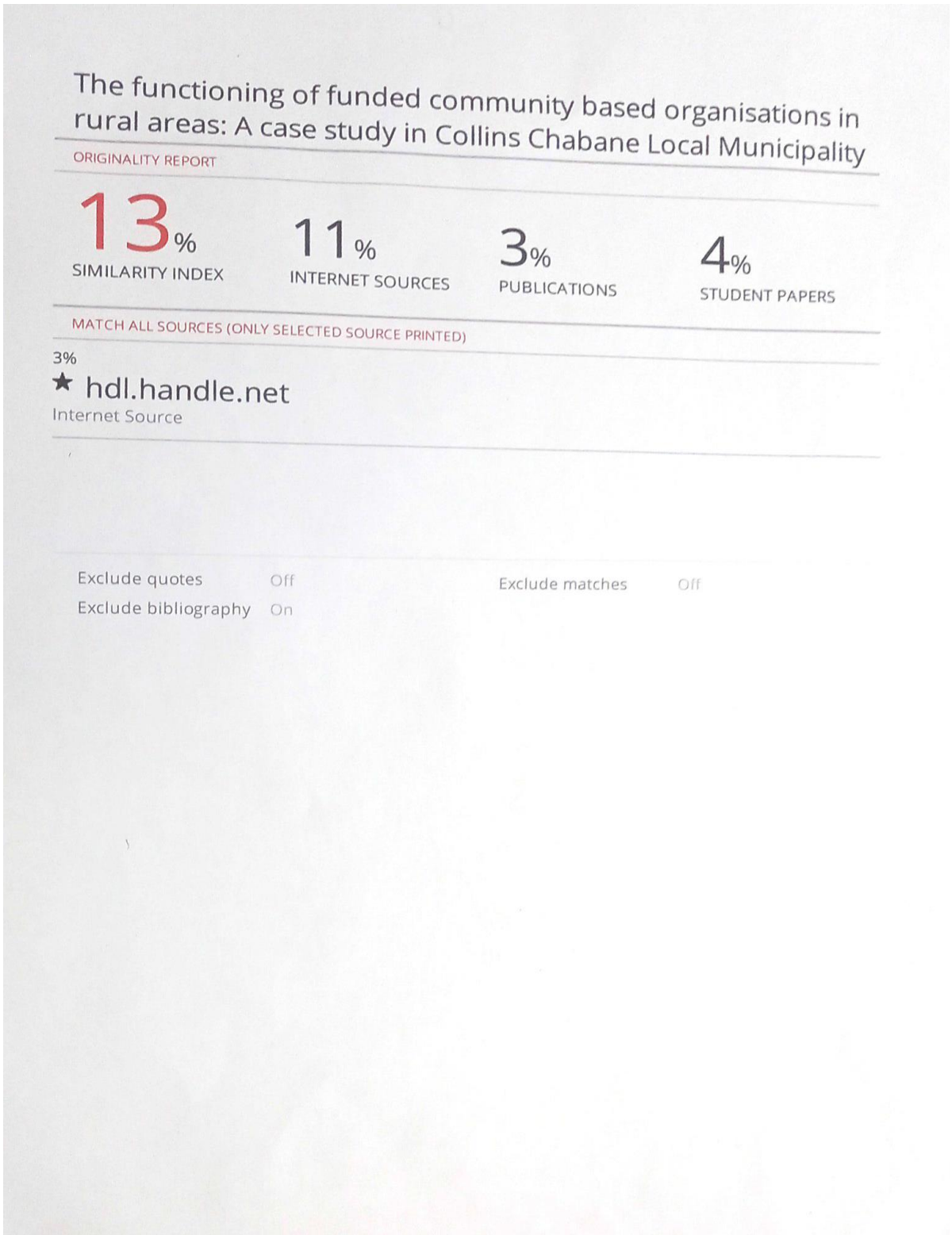
***ANNEXURE* K**



The functioning of funded community based organisations in rural areas: A case study in Collins Chabane Local Municipality

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