INTERVENTIONS FOR IMPROVED PERFORMANCE OF POULTRY-BASED POVERTY ALLEVIATION PROJECTS IN RURAL COMMUNITIES OF EHLANZENI DISTRICT MUNICIPALITY

By

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A thesis submitted in fulfilment of the requirements of the Doctor of Philosophy in Rural Development (PHDRDV) Degree

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DECLARATION

I, Matlala Helen Dube, hereby declare that this proposal for the Doctor of Philosophy in Rural Development (PHDRDV) Degree, submitted to the Institute for Rural Development, School of Agriculture at the University of Venda has not been submitted previously for any degree at this or another university. It is original in design and in execution, and all reference material contained therein has been duly acknowledged. The proposal was approved by the Higher Degrees Committee of the School of Agriculture at the University of Venda and all suggestions were addressed to the satisfaction of the Promoters.

Student ..... **Date** 9/9/2016

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ABSTRACT

Poultry-based PAPs are important to improve the livelihoods of rural communities. The environments in which they operate determine their ability to succeed in terms of self-reliance and income generation capabilities. A positive adequate and supportive extension service enables the PAPs to contribute to food security and job creation. However, in South Africa despite the government, and NGOs huge investment in the PAPs, high mortalities of the poultry, and ineffectiveness in reducing food and nutrition insecurity, remain major concerns because most of them collapse soon after cessation of donor or government funding. Information on why most of the PAPs fail is still inadequate. Thus, the main objective of current study was to characterize poultry-based PAPs in order to suggest intervention strategies to strengthen their performance. The specific objectives were to: (a) identify the constraints to the successful implementation of poultry-based PAPs; (b) determine the coping strategies applied in poultry-based PAPs; and (c) suggest interventions for improved performance of the poultry-based PAPs. This case study was undertaken in Bushbuckridge Municipality of Ehlanzeni District in Mpumalanga Province. A mixture of qualitative and quantitative research methods and techniques were applied in the two-phased study. Purposive sampling was used to select ordinary members and chairpersons of PAPs as well as some government officials who served as respondents. In phase 1 of the study face-to-face interviews were conducted using open-ended questions with 10 Chairpersons, 20 ordinary members and 5 government officials involved with poultry-based PAPs. Qualitative data were analyzed using Atlas ti7.0.81. Thereafter, the qualitative results of phase 1 were consolidated to produce a questionnaire administered to (n=16) focus group participants of the same categories of respondents. The Statistical Package for Social Sciences (SPSS) version 23.0 was used to analyse data and to compute the means of ranks assigned to perceptions relating constraints, coping strategies and intervention strategies in terms of institutional, production, marketing and sustainability. The results of phase 2 revealed that most of the 116 respondents (57 %) were members of poultry-based PAPs in the northern region of Bushbuckridge local Municipality. Females constituted more than half (58 %) of the respondents. The respondents were mainly 51-60 years old (39 %), closely followed by those aged 36-50 years (37 %). Only (13 %) of the respondents were 35 years old. With respect to the highest level of education attained, (45 %) of the respondents had completed primary schooling. An almost similar proportion (44 %) had secondary school education but had not matriculated. The remainder had never attended school. The respondents experience in PAPs was greatly variable. Slightly more than half of them (54 %) had been members of their projects for 5-10 years. Approximately, (25 %) had been involved in the PAPs for 10-15 years,

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with the rest ranging from 1-5 years (3 %) and also at least 15 years (17 %). It was revealed that the top ranked constraints facing poultry-based PAPs in Bushbuckridge were: Lack of regulation of poultry feed, lack of government start-up capital/subsidy, inadequate training, especially with respect to financial management and inadequate markets. Buying chicken feed in small quantities from middlemen, use of substandard day-old chicks, purchasing water from people having boreholes, and selling produce to the local community at reduced prices were the top ranked coping strategies that PAPs relied on. The top ranked intervention strategies proposed to deal with the challenges faced by PAPs were: develop a funding strategy, regulate prices of chicken feed, upgrade available infrastructure, develop marketing outlet points, and offer tailor-made training that includes financial management and record keeping. It is recommended that in order to ensure sustainability feasibility studies should be conducted prior to implementation of the poultry-based PAPs. This would eliminate the possibility of running 'hand to mouth' PAPs. The need for introducing appropriate monitoring and evaluation systems was also evident.

***Key words*:** Intervention, project, poverty alleviation, poultry and successful PAP

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Dedication

To my late relatives, who could not live long enough to see me scale the academic ladder: father (Theophilus Ramokokone Mohlahlana), mother (Tshwaresa Catherine Mohlahlana), sister (Cynthia Motlatjo Mphosi), brother (Robert Nkokone Mohlahlana), mother in-law (Mmaphuti Melita Dube), father in-law (Peswa Silas Dube), sisters' in-law (Ellen, Hildah and Mable Dube) and aunt (Mosehle Thabitha Maoto).

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ABBREVIATIONS

ADS	Acute Death Syndrome
AIDS	Acquired Immunodeficiency Syndrome
ANC	African National Congress
ASGISA	Accelerated Shared Growth Initiative for South Africa
AT	Ambient Temperature
AU	African Union
BT	Body Temperature
DAFF	Department of Agriculture Forestry and Fisheries
EVM	Ethno-Veterinary Medicine
FAO	Food and Agriculture Organization
GEAR	Growth Employment and Redistribution Strategy
GDP	Growth and Development Plan
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
HS	Heat Stress
ILRI	International Livestock Research Institute
IBD	Infectious Bursal Disease
IBV	Infectious Bronchitis Virus
IMF	International Monetary Fund
ISRDP	Integrated Sustainable Rural Development Programme
JIPSA	Joint Initiative on Priority Skills Acquisition
JPOI	Johannesburg Plan of Implementation
MDGs	Millennium Development Goals
MGI	Minority Group International
NCD	New Castle Disease
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NRC	National Research Council
OXFAM	Oxford Committee for Famine Relief
PAPs	Poverty Alleviation Projects
PIR	Poverty and Inequality Report
PRSPs	Poverty Reduction Strategy Papers (PRSPs)
RDP	Reconstruction and Development Programme
SSA	sub-Saharan Africa
SDS	Sudden Death Syndrome
SPSS	Statistical Package for Social Sciences
STATSA	Statistics South Africa
SAPs	Structural Adjustment Programmes
THI	Temperature Humidity Index
UNESCO	United Nations Educational and Scientific Council
UN	United Nations
UNICEF	United Nations International Children's and Education Fund
UNDP	United Nations Development Programme
USDA	United States Department of Agriculture

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CHAPTER 1: INTRODUCTION

1.1 Background

The problem of poverty and how to alleviate it, particularly in rural areas, remains a major issue of international development debate. Given this situation, it is not surprising that for many decades now, developing countries throughout the world have been implementing interventions designed to combat poverty. However, the levels of deprivation remain too high because more than three billion people still live on less than $2.50 (R39.00 at the time of this study) a day (Shah, 2013). Furthermore, due to the fact that at least 80 % of people lives on less than $10 (R156.00) a month, Shah (2013) highlights the need for devising interventions to combat poverty. In this chapter, issues related to poverty and related statistics are provided to highlight the gravity of the challenge. Thereafter, interventions to combat poverty are discussed.

The World Bank (2000) defines poverty as the inability to attain a minimum standard of living, measured in terms of basic consumption needs or income required to satisfy them. The Food and Agriculture Organization (FAO, 2010) provides compelling evidence that highlights that poverty is a worldwide phenomenon, estimating that there are 925 million people experiencing hunger. Apart from this, according to Shah (2010), the United Nations International Children's and Education Fund (UNICEF) reports that about 22 000 children die each day, mainly due to poverty. Moreover, sub-Saharan Africa (SSA) is home to the largest proportion of undernourished people 30 % compared to 16 % in Asia and the Pacific (FAO, 2010). These statistics highlight the need for finding sustainable solutions to the challenge of poverty in various countries, including South Africa.

Based on the United Nations poverty index, South Africa is an upper-middle income country (World Bank, 2000). This classification appears to mask pockets of deprivation and adverse forms of poverty experienced in rural areas. Thus, it is not surprising that the country is trying to find sustainable strategies of combating poverty. Among all the Provinces of South Africa, the Eastern Cape is the poorest. It accounts for 27 % of the chronically poor. KwaZulu-Natal and the Limpopo Province, account for 17 % and 16 % of the chronically poor, respectively (Hunter *et al.*, 2003). This supports the fact that the high levels of poverty in South Africa put considerable strain on the country. What is even more worrisome is that in 2014, South Africa celebrated 20 years of democracy while millions of people still lived in poverty. Also, implementation of the Millennium Development Goals (MDGs) was terminated in 2015 after

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little progress had been achieved with respect to reducing the high levels of poverty. This situation highlights the need for appropriate interventions that might yield better results.

In South Africa, since 1994 the government has been introducing poverty alleviation projects (PAPs), many of which being poultry-based. Although such projects seem to be a popular intervention, their effectiveness in alleviating poverty in rural areas remains a challenge because their impact seems minimal. The purpose of this study was to explore the experiences of poultry-based PAPs in the rural communities of Bushbuckridge Municipality in Ehlanzeni District of Mpumalanga Province, South Africa. This was done in order to develop intervention strategies to strengthen the performance of the PAPs.

1.2 Interventions to Combat Poverty

Faced with high rates of poverty, the Bretton Woods institutions, namely the World Bank and the International Monetary Fund (IMF) designed Structural Adjustment Programmes (SAPs) as a strategy to combat poverty. *Structural adjustment* refers to a set of policies directed by the IMF and World Bank as primary conditions for rescheduling existing loans, in addition to granting more to debtor states or countries in the developing world, especially after the oil price shocks of the 1970s and the world recession of the 1980s (World Bank, 2001). The objectives of SAPs were mainly the reduction of a balance of payment deficit, the resumption of higher rates of economic growth, the achievement of structural changes that prevent future payments and to deal with stabilization problems. In this framework loans were offered to poor countries in return for transformation reforms of deregulation, privatization, reducing subsidies and cutting down of inefficient public bureaucracies.

Another issue often raised about SAPs is that they nurture increased dependence of developing countries on richer nations. The dependency is evident in the Luiz (2006) discussion claiming that Africa has always been regarded as an 'other' by the developed world and has thus been subjected to marginalization through economic and socio-political institutions. Luiz (2006) continues to explain that as a result, developing countries regard developed countries as superior, and have turned to depend on them irrespective of the sharp negative effects of policies. The central argument in this chapter is that SAPs did not succeed in achieving their objective of boosting the performance of economies in order to fight poverty. For this reason, Shah (2010) believes that such policies are equivalent to 'economic apartheid'. This claim supports the fact that while SAPs are forced in developing countries, they also lower their economy while the richer countries' economies remain high and stable.

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In response to the widespread rejection of the SAPs throughout the world, the Bretton Woods Institutions introduced Poverty Reduction Strategy Papers (PRSPs). The World Bank/IMF launched the PRSPs in 1999, targeting those countries receiving loans from the Bretton Woods Institutions (Crisp and Kelly, 1999). The PRSPs outlined each country's objectives relating to poverty reduction, leading to the formulation of policies required to achieve these goals. However, Shah (2010) observes that the PRSPs should be viewed as repackaged SAPs. In other words, PRSPs were supposed to ensure genuine participation by the poor and civil society to create ownership of the policy. For this reason, Shah (2010) insists that PRSPs never delivered poverty-focused development plans, and failed to involve civil society in discussions leading to decisions on economic policy. Hunter *et al.* (2003:5), describe the PRSPs as "old wine in new bottles" because of the tendency to recycle the previous policies of structural adjustment. This means that the framework of PRSPs contains nothing new as compared to that of SAPs, and as a result, its agenda and application to most indebted countries becomes questionable.

1.2.1 Agriculture as a means to alleviate poverty

Throughout the world, agriculture is a more common source of livelihoods for many people compared to any other industry (Ahuja and Sen, 2007). According to (Ngqngweni, 2000) agriculture has a significant role to play in fostering rural development and Poverty alleviation. Growth in agricultural production and productivity should help improve rural incomes to support the increasing numbers of people that depend on it and also to meet the food and raw material needs of the faster growing urban populations (Tshikosi, 2009). This shows that agriculture is a viable means to improve rural economy through income generation from what they produce in the form of crop farming or livestock. According to FAO (2009), about 1.3 billion poor people residing in developing countries depend on livestock for their livelihoods. Globally, livestock contributes about 40 % to the agricultural gross domestic (GDP) and constitutes almost 30 % of the agricultural GDP in the developing world (World Bank, 2009). Writing about livestock, Moyo and Swanepoel (2010), state it enables savings, provide security, and allows resource-poor households to accumulate assets and also helps finance planned and unplanned expenditures. This supports the fact that livestock are a crucial source of income for the rural poor. Moreover, Pell *et al.,* (2010) reveal that livestock function as insurance policies and bank accounts in many parts of the developing world. This shows the manner and extent to which the rural people attach value to livestock, as in their own view, it is tantamount to having money or investments in the bank.

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Poultry products are an important component of the agricultural economy in developing countries, with the industry having expanded much faster than ruminant livestock and pig-based industries (Mosenene, 2009; Moyo *et al.*, 2010). Additionally, Leroy and Frongillo (2007) suggest that in developing countries, there is huge demand for animal protein to meet the requirements of the ever-increasing human population. As a result, the poultry sector is expanding faster when compared to other livestock sectors, marked by high demand for its products. According to FAO (2010, poultry production has the potential to generate rapid household income and supply adequate protein for human consumption. In other words, poultry production can be seen as a tool for poverty alleviation as it provides food security and cash income to the poor households. For this reason, Moyo *et al.* (2010:4), coin the increase in demand and production of animal protein as the "livestock revolution." This means that the demand for livestock products has increased rapidly, to the extent that there are challenges to meet the supply of the growing human population. Poultry production must claim a share of the "livestock revolution". In other words poultry-based PAPs should grow in terms of production, so as to benefit in terms of revenue from the high demand of livestock products.

The increase in poultry meat consumption has been most evident in East and South East Asia and Latin America, particularly in China and Brazil (FAO, 2007). The share of the world's poultry meat consumption increased from 43 % in 1990 to 54 % in 2005, which accounted for 36 % of the large net increase in meat consumption in developing countries over the same period (FAO, 2007). It is estimated that the production and consumption of poultry meat in developing countries will increase by 3.6 % per annum from 2005 to 2030, because of increasing incomes, diversification of diets and expanding markets; in particular in Brazil, China and India (FAO 2007). Given this, there is need for expansion and intensification of poultry production so as to meet the demand of meat consumption, which could be achieved through the implementation of poultry-based PAPs.

1.3 Statement of the Research Problem

Although poultry-based PAPs seem to be popular, their effectiveness in meeting the objectives for which they were introduced in rural areas of South Africa remains unclear. Makhalane (2009) argues that poultry-based PAPs in South Africa are not effectively implemented. Poultry-based PAPs lack capacity to enter and remain competitive in high value agriculture and food markets.

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This problem is compounded by the paucity of research that generates strategies for improved performance of poultry-based PAPs. Also, despite the continuous failure of PAPs various government departments continue to introduce PAPs. The evidence that there is consistent failure of poultry-based PAPs once external funding ceases is well-documented (Badubi *et al.*, 2004; Makhalane, 2009; Masipa, 2010). This failure is what Sikwela (2013) explains as lack of capacity needed to enter and remain competitive in high value agriculture and food market. In addition, despite considerable research on the constraints to the growth and development of poultry-based PAPs in other Provinces of South Africa (Makhalane, 2009; Masipa, 2010; Tshitangoni *et al.* 2010; Ntuli and Oladele, 2013), there is inadequate literature derived from the Ehlanzeni District Municipality in Mpumalanga Province. Ehlanzeni District was chosen out of the three that constitute Mpumalanga Province because it is the most rural and has the highest concentration of poultry-based PAPs.

The failure and collapse of poultry-based poverty alleviation projects once funding ceases to exist, clearly leads to the need to find alternatives to strengthen their performance. This dissertation proposes such an alternative, by defending the thesis that the implementation of the poultry-based PAPs without understanding the underlying constraints, coping strategies applied and suggesting intervention strategies may not succeed with expected return of investment in application. All these issues make it imperative to carry out in-depth studies focusing on interventions for improved performance of poultry-based PAPs in rural communities of Ehlanzeni District.

1.4 Research Objectives and/or Questions

The main research question in this study was: what intervention strategies can be introduced to ensure successful implementation of poultry-based PAPs in the Ehlanzeni District Municipality? Three sub-questions that underpinned the study were:

a) What are the perceived constraints to successful implementation of poultry-based PAPs?

b) How are the poultry-based PAPs coping?

c) What interventions might help improve the performance of the PAPs?

In line with the research questions articulated above, the main objective of this study was to characterize poultry-based PAPs in order to suggest intervention strategies to strengthen their performance. The specific objectives were to:

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a) identify the constraints to the successful implementation of poultry-based PAPs;
b) determine the coping strategies applied in poultry-based PAPs; and
c) suggest interventions for improved performance of the poultry-based PAPs.

1.5 Operational Definitions of Key Terms and Concepts

The key concepts that anchored this study were intervention, project, poverty alleviation, poultry and successful PAP. They are all explained here, one after the other.

Intervention is any action or operation, policy, program, measure of project carried out by public authorities (European Commission, 1999). Intervention is also explained as the act of inserting one thing between others, like a person trying to help. Intervention comes from the Latin word *intervenire,* meaning to come between, or to interrupt.

Young (2006) defines *project* as a temporary endeavor designed to achieve some specific objectives in a defined time. A project follows a planned and organized approach with a clear beginning and end to ensure achievement of results. This study focuses on poverty alleviation projects (PAPs) engaged in poultry production.

Poverty alleviation is a process seeking to reduce impediments to the achievement of a high quality of life for people, in a more sustained and permanent way compared to relief programmes. This includes the state's social grant programmes designed to alleviate the impact of poverty on the majority of the people who cannot help themselves. Poverty alleviation programmes or projects have longer-term goals and are more developmental than relief interventions.

The term *poultry* refers to chickens, ducks and other birds kept for their eggs and meat. For purposes of this study, *poultry* means chickens reared for meat or eggs.

Successful PAP is poverty alleviation project that achieves its intended objectives within a specified parameter in terms of being effective and self-sustainable.

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1.6 Organization of the Thesis

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In Chapter 1, the introduction to the study is presented. Its purpose is to articulate the motivation for the study, present a brief background on which it is anchored, and clarify the problem that necessitated carrying it out. Also presented was the, aim, questions and objectives of the study. Key concepts underpinning the study were clarified in order to enable the readers to develop a better understanding of it. Chapter 2 contains the literature review drawn from rural development, agricultural economics and community development. It is organized taking into account the following themes: the Millennium Development Goals as a foundation for Sustainable Development Goals, the South African government's commitment to poverty alleviation, projects in relation to the achievement of objectives, strengthening the performance of poultry-based PAPs, demand and supply of poultry-based products, and classification of the poultry industry. Chapters 3-5 contain the research design, sampling, data collection ethical consideration and data analysis, and findings of the first phase of the study, which was mainly exploratory and qualitative. Phase 2 was a quantitative study and the specific details relating to it are presented in Chapter 6. Chapter 7 serves as the concluding chapter that presents a synthesis of the entire study. It contains information from both phases 1 and 2. Proposed intervention strategies for strengthening the performance of PAPs in Bushbuckridge north and south are articulated. It shows how the results confirm or deviate from the study's expectations; recommendations and suggestions for further research are made.

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2.1 Introduction

Agriculture was identified as Thabo Mbeki, former President of South Africa, once highlighted that poverty was endemic and widespread, which necessitated mounting strategies and programmes to combat it (Mbeki, 2006). However, despite the plethora of policies and laws designed post-1994, progress in poverty reduction has remained slow and uneven. This chapter is devoted to a review of the literature on various aspects of poverty and poverty alleviation projects. The themes discussed include the Millennium Development Goals successes as foundation for SDGs, Sustainable Development Goals, African Union Agenda 2063, National Development Plan Vision 2030, the South African government's commitment to combating poverty, constraints facing poultry-based poverty alleviation projects (PAPs), strengthening the performance of poultry-based PAPs, and classification of the poultry sector and demand and supply of poultry-based products.

2.2 The Millennium Development Goals successes as a foundation for the SDGs

The period of the Millennium Development Goals (MDGs) formulated by world leaders in September 2000 was reached in 2015. The success stories around the world could be seen in the United Nations Report (2015) that states in addressing the (MDG 1), extreme poverty has declined significantly over the past decade, as in 1990, nearly half of the population in the developing world lived on less than $1.25 a day; that proportion has dropped to 14 % in 2015. Globally, the number of people living in extreme poverty has declined from 1.9 billion to 836 million in 2015 (UN, 2015). With regard to (MDG 3), the results indicate that the developing regions as a whole have achieved the target to eliminate gender disparity in primary, secondary and tertiary education. Women now make up 41 % of paid workers outside the agricultural sector an increase from 35 % in 1990 (UN, 2015). In terms of MDG 5, the results reveal that since 1990, the maternal mortality ratio has declined by 45 % worldwide, and most of the reduction has occurred since 2000. In addition, new HIV infections fell by approximately 40 % between 2000 and 2013; from an estimated 3.5 million cases to 2.1 million (UN, 2015). These results formed a foundation for continuous effort to fight poverty as in the world leaders commitment by formulating the 2015 Sustainable Development Goals.

2.2.1 Sustainable Development Goals and poverty alleviation

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In September 2015, world leaders established 17 Sustainable Development Goals (SDGs) that build upon the successes of the 8 Millennium Development Goals agreed upon in 2000. The SDGs address the most pressing global challenges based on collaborative partnerships across and beyond countries to balance the three dimensions of sustainable development, namely: economic growth, environmental sustainability and social inclusion.

In pursuant to the three dimensions the 17 SDGs had set targets to be reached by 2030. Significant amongst these SDGs, the study focuses on the following: (a) End poverty in all its forms everywhere (SDG 1); (b) End hunger, achieve food security and improved nutrition and promote sustainable agriculture (SDG 2); (c) Ensure healthy lives and promote well-being for all at ages (SDG 3); (d) achieve gender-equality and empower all women and girls (SDG 5); (e) promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG 8); (f) Ensure sustainable consumption and production patterns (SDG 12) and (g) Take urgent action to combat climate change and its impacts (SDG 13). This means that the SDGs calls for commitment and support from government, private sector and NGOs to the agricultural sector on the issue of poultry-based PAPs, as a viable option for improving the livelihoods of rural communities of South Africa.

2.2.2 African Union Agenda 2063 on poverty eradication

The African Union reviewed its previous plans and commitments, and re-dedicated itself to the PAN African of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena. African Union inspires that by 2063, Africa will be a continent of shared prosperity, which has the means and resources to drive its development. The study focus is on the following inspirations: (a) African people have a high standard of living and quality of life, sound health and well-being, (b) Economies structurally transformed to create shared growth and decent jobs for all, with modern agriculture for increased production, productivity and value addition contribute to farmer and national prosperity. AU determined to eradicate poverty through strategies of inclusive growth, job creation, increasing agricultural production, investments in science technology research innovation, gender equality, youth empowerment and provision of basic service, health nutrition, education, shelter, water and sanitation.

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In furtherance of the quest to eliminate poverty and reduce inequality, the South African government developed the National Development Plan Vision 2030 (NDP, 2013). With this Plan the government's objective is to unleash the energies of all citizens, growing an inclusive economy, building capacity and enhancing the capability of the state and leaders working together to solve complex problems. This document identified agriculture as area of potential for growth. According to the NDP the demand for food is expected to grow by between 30 % to 50 % over the next two decades as the world population grows from 7 billion to 8 million by 2030 (NDP, 2013). A close analysis of the SDGs, African Union Agenda 2063 and the NDP Vision 203 shows these strategic documents share three prominent features that emphasises poverty alleviation, inequality and job creation.

2.3 South African government commitment to poverty alleviation

With the introduction of a democratic government in South Africa in 1994, poverty alleviation was foregrounded in government departments. As a result, various types of projects were initiated (Letshokgohla, 2010). The declaration by former Presidents Mandela and Mbeki that all government departments must develop and strengthen poverty alleviation projects (PAPs), demonstrated the government's commitment to the success of such interventions. The South African government aimed to accelerate economic growth through the adoption of a more interventionist and developmental approach. Yet, about 22 years after the attainment of democracy, inequalities and poverty continue to be issues that require urgent attention. The majority of impoverished people live in rural areas of the country and most of them are women. This shows that it is imperative that the South African government fast tracks any interventions aimed at alleviating poverty.

Apart from the Reconstruction and Development Programme and Growth, Employment and Redistribution, a number of strategies were initiated focusing on poverty alleviation in rural communities. Such strategies include the Rural Development Strategy of the Government of National Unity of 1995, which identified the mechanisms by which rural people and their elected representatives at District and Local Councils aimed to change the inequalities and inefficiencies of the past, so as to change rural areas to become productive and sustainable. The Rural Development Framework of 1997 describes how government, working with rural people, could achieve a rapid and sustained reduction in absolute rural poverty (Government of South Africa, 1997). The Integrated Sustainable Rural Development Strategy (ISRDP) of

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2001 aimed to intensify a sustained attack on poverty and underdevelopment throughout the country (Government of South Africa, 2000). The programme envisaged transforming rural South Africa into a cohesive and stable community with viable institutions, sustainable economies and universal access to social amenities. The challenge grew out of consistent failings of rural development projects, as the Integrated Sustainable Rural Development Strategy would serve as a mechanism for the integration of government development projects (Government of South Africa, 2000).

The government commitment to address poverty and inequality can also be seen in the White Paper on Social Welfare (1997). The document states categorically that the quality of lives of people in South Africa should be improved through PAPs, poverty relief, food security; poverty eradication and self-help projects. Other policies introduced are: the Joint Initiative on Priority Skills Acquisition (JIPSA), and the Accelerated Shared Growth Initiative for South Africa (ASGISA). Given this, it means that the South African government played a major role by designing programmes to fight poverty. However, such strategies need concerted efforts at implementation level to reach fruition and yield good results in terms of effectiveness, sustainability, relevance and impact.

2.4 Poverty Alleviation Projects in Relation to the Achievement of Objectives

An examination of the 22 years of democracy in South Africa reveals the development of policy frameworks with enabling legislation on issues of human and legal rights. However, despite the existence of policies, which are in general pro-poor, and summits held post 1994 to reduce poverty and underdevelopment, the rates of poverty in South Africa remain high (Luyt, 2008). It means that regardless of all the efforts mentioned previously, poverty remains as one of the key challenges faced by the rural 7areas in South Africa, and as Nel (1998) puts it, poverty continues to be a harsh reality. Similarly, Kgadima (2009) insists that poverty continues to be pervasive, intractable and inexcusable. This means that generally there is lack of coordination, monitoring and evaluation tools put in place to operationalize policies on PAPs.

There appears to be a gap in terms of the implementation of poultry-based PAPs. The issue of concern is whether such interventions are implemented according to the project management

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principles. Also whether prior implementation of such projects, and the issue of needs assessment that includes all the stakeholders in the community is considered. In addition, of concern is the extent to which the funding departments consider the issue of monitoring and evaluation so as to assess the impact of projects on the life of the project beneficiaries. If such issues are not addressed, then the question arises as to whether poverty alleviation is not merely a 'buzz word' with nothing more to it. In other words, the concept may simply represent lip service, grand-standing or jargon, which is only beneficial to the government selling an idea with little back up and sustainability. It then becomes necessary for further research to identify the existing gaps with regards to such interventions that are supposed to bring change and contribute to the plight of the rural poor.

Poultry-based PAPs are necessary for rural poverty in South Africa. What is worrisome is that they face rapid changes. According to FAO (2007), the structural change is due to the introduction of modern intensive production methods, genetic improvement, improved preventative disease control and biodiversity measures, increased income and human population, and urbanization. However, what is not known is whether poultry-based PAPs operations are coping with the new structural change in poultry production.

The poor performance of poultry-based PAPs is also witnessed in other countries. For example, after witnessing such a failure, the government of India introduced the model of Inclusive Growth Government of India (2008). With this intervention the emphasis was that for growth to be inclusive, the agricultural strategy must focus on the 85 % of farmers who are still marginalized, and on increasing females who find it difficult to access inputs, credit and extension or to market their output (Government of India, 2008).

2.5 Strengthening Performance of Poultry-Based PAPs

The fact that poultry-based PAPs have a potential to contribute significantly to employment creation and economic growth of rural areas is well recognized. This statement draws parallels with Gueye (2003), who reports that poultry production constitutes an important component of agriculture and household economy in the developing world. However, poultry-based PAPs in rural areas of South Africa continue to perform poorly. This scenario renders such interventions unsustainable and ineffective. The interventions lack scholarly palpable

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evidence in terms of poverty reduction, impact and relevance. The current opportunities led by the Department of Agriculture, Rural Development and Land Administration and Social Development consist of poor project management skills, project formulation and project coordination at implementation level.

The other factors that retard growth and development of interventions are poor income generation capabilities, poor needs analysis, poor attendance and lack of commitment (Masipa, 2010; Tshitangoni *et al.,* 2010). Both Makhalane (2009) and Sathe (2004) report that inadequate monitoring and evaluation of projects contributes to failure of poultry-based PAPs in rural areas.

2.6 Classification of Poultry Sectors

In Sweden broiler chickens originated just like in other poultry species from the red jungle fowl *Gallus gallus* of South East Asia. In Sweden breeding the birds to be grandparents (GPs) they are imported from England and USA. The birds are quarantined for 8 weeks and their health status is monitored. Parent animals are obtained from GPs are and used for the production of chicken to be slaughtered. Parent stock is fed restrictively as the animal should not grow too fast thereby, the risk of welfare problems are presented. Feed content and production is strictly controlled by the Swedish Board of Agriculture.

In Zambia chicken production includes both village chicken and conventional broiler chicken. Village chicken come from the indigenous domesticated *Gallus gallus domesticus* (Kityali. 1997) and it is often free scavenging for their feed. In the year 2000 more than 93 % of the population in rural area of Zambia kept village chicken (Chongwe, 2011). It is very common to keep village chicken (Chongwe, 2011). They are cheap to maintain and provide households with eggs and meat as an important source of animal protein. It means security for food supply to own village chicken especially in rural areas where poverty is worse.

In South Africa poultry sector can be divided into commercial and traditional sub-sectors. Nthimo (2004) explain that the commercial industries focus on a breed of chicken with high egg or meat production for commercial enterprises. On the other hand, the traditional sub-

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sector consists of local birds that appear not to have been classified into breeds (Nthimo, 2004). Nthimo (2004) reports that in South Africa, the common chicken ecotypes are the Lebowa-Venda, the Ovambo and the Naked neck. These ecotypes are regarded as indigenous or village chickens (Nthimo, 2004). The latter scholar explains that the chicken types: the Potchefstroom Koekkoek, the Rhode Isle land and the New Hampshire, were bred to be adaptive and to survive under harsh, low input conditions with basic requirements of shelter, feed, water and hygiene. She adds that the Potchefstroom Koekkoek was bred from crosses between the Black Australorp and the White Leghorn and is regarded as a South African developed breed (Nthimo, 2004). Additionally, FAO (2010) and Sonaiya (1997), contend that one of the major roles played by the traditional sub-sector is the improvement of the livelihood of most developing countries, particularly in the rural areas.

According to Ranwedzi (2002), in the rural areas the use of the traditional system of poultry keeping is still considered quite efficient. For this reason, FAO (2010) and Ranwedzi (2002) submit that the traditional system is encouraged by capital and labour inputs that are extremely low, and cost production of egg or per kilogram of bird is very small. In most rural areas of South Africa keeping indigenous chickens in a free-range system has been practiced for many years (Ranwedzi, 2002). This is in line with FAO (2010), who claim that free-range chickens scavenge to find feed and are rarely provided with kitchen leftovers, although sometimes supplementation with cheap grains from keepers does occur. Furthermore, the chicken sheds, if provided are made of local materials (FAO, 2010). FAO (2007) presents the sector classification of smallholder poultry production as follows:

a) The scavenging system – a form of production characterized by low input with birds allowed to wander freely and scavenge for all or most of their feed;
b) The free-range system – in which poultry are provided with some supplementary feed, night time housing and occasionally get water;
c) The semi-commercial system in which poultry are provided with feed and water and kept in fenced-in areas.

2.6.1 The importance of food of animal origin in human development

The contribution of food of animal origin to the nutritional status of the world population is well documented (Ndlovu, 2010). The expected demand for animal products due to the ever increasing human population especially in marginal rural areas of sub-Saharan Africa poses serious challenges with respect to how to reduce food insecurity and combat poverty in

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environments that are extremely vulnerable to climate change. Ndlovu (2010) explains that lack of food of animal origin to human health causes the condition called malnutrition, which is common in children who are not well nourished. He further asserts that malnutrition is caused by a deficiency in micronutrients that leads to poor growth, impaired mental development and ill health, which can contribute to poor economic growth of the nation (Ndlovu, 2010). This view is also emphasized by the World Bank (2008), that malnutrition leads to individual productivity losses equivalent to 10 % lifetime earnings, and gross domestic product (GDP) losses of 2-3 % in the worst affected countries. In this regard, Neumann, Harris and Rogers (2002) insist that children and women of reproductive age are most vulnerable to malnutrition. For this reason, poultry-based PAPs should be effective and sustainable to contribute to the prevention of humanity against malnutrition, a condition referred to as kwashiorkor, in children.

The view that animal-sourced foods is important to the human population corresponds with the National Research Council (NRC 1994) that eggs also supply an array of vitamins such as Vitamin A, Vitamin B12, and Vitamin K, a bone-boosting nutrient. This viewpoint corroborates with Tshikosi (2009) that eggs in particular offer a great nutritional bargain as they contain approximately 315 kilojoules, and are the best quality protein. In addition, Neumann *et al.* (2002), asserts that intake of food of animal origin by pregnant women and young children has been associated with improved cognitive function, predicted developmental outcomes, behaviour, verbal ability and involvement in classroom activities in school age children. This supports the fact that both poultry eggs and meat are important to human development.

2.6.2 The relationship between poultry-based PAPs and women empowerment

Low-cost investment in small-scale livestock keeping, particularly poultry, offers opportunities for women to increase household income and also to control a large portion of it, thereby reducing gender inequality (Waters-Bayer and Letty, 2010). Increased poultry production for home consumption and the market, diversification in income and women's stronger positions as livestock owners helps reduce vulnerability of families to the impacts of HIV/AIDS and other diseases (Waters-Bayer *et al.*, 2010). However, despite years of intense sensitization on gender issues in many institutions, the role of women in livestock production and marketing animals, as well as their products, continue to be underestimated (Waters-Bayer *et al.*, 2010). What is of concern is that women continue to carry out fundamental roles in poultry production. Women handle the entire operation of poultry production from supplementary

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feeding, disease control to marketing (Swatson *et al.*, 2004). This suggests that women continue to be marginalized and perform poorly in growing their poultry businesses. For this and other reasons, women should be empowered so that they spearhead efforts to eradicate poverty. This claim draws parallels with the International Livestock Research Institute (ILRI, 2008), in Waters-Bayer *et al.* (2010:37); "Poverty has a woman's face. Women do two-thirds of the world's work and produce half the world's food...Of the 600 million poor livestock keepers in the world, around two-thirds are women". In other words, poultry-based PAPs, as introduced by government departments, should consider increasing economic assets and their capacities to let women have power to get involved and be self-sufficient and sustain such interventions. In the words of Sparr and Moser (2007), reducing poverty with a 'woman's face' entails increasing economic assets and their capacities, power to act and change the rules governing control over resources. This means that the spotlight should be on women in terms of empowerment and capacity building for poultry production interventions to become viable, effective and sustainable.

The other worrying factor is the involvement of women in what Moyo *et al.*, (2010:4) coin as the 'livestock revolution'. This study claims that there is a gap in terms of capacitating rural women to deal with the high demand and production of chickens, so as to grow their income generation capacity. This claim is in line with Makombe *et al.*, (1999), who caution that many women could succeed in economic activities for poverty alleviation if they were given resources. In South Africa, women suffer poverty on a more widespread basis than men, and their experience of poverty is quite different from that of men, as a result of expectations of their multiple roles of being mothers, spouses and managers of their households and gender inequality (Okoroafor and Nwadiaro, 2011; Dube, 2001). There is slow progress in empowering women to be self-reliant through income-generating activities such as poultry-based PAPs. Kongolo (2009) alludes that most female-headed households (FHHs) are poor. He further reports that many of them live without any sources of income, and survive on less than US$10 (R156.00 at the time of this study) per month. This statement illustrates that there is a need for effective and sustainable poultry-based PAPs so as to improve the economic stands of rural areas, and to graduate people out of the poverty trap.

The situation presented above shows that there is a gap in women empowerment and capacity building in poultry-based PAPs. Any intervention in this sector should consider the concerns that most women involved in poultry production lack training in poultry management,

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veterinary control, and feeding practices to ensure sustainability of the PAPs (Swatson *et al.*, 2004). Swatson *et al.*, (2004) are of the view that such an approach would boost productivity and reduce work time, workload and strain, in addition to promoting the transfer of appropriate technology, knowledge, tools and skills.

2.6.3 Demand and supply of poultry-based products

The fact that poultry is an inexpensive meat in times of economic recession and has a more efficient conversion than pig and cattle are well documented (van der Zijpp *et al.*, 2010). Thus the poultry sector has grown rapidly recently. This claim is in agreement with FAO's (2007), statement that growth in livestock production in both developed and developing countries have been led by poultry. Therefore, the growth of the poultry sector has been both demand and supply driven. This claim is in agreement with FAO (2007), that point out that increases in income, in the price of poultry substitutes such as pork or beef, and in the preference for poultry, and a decrease in the price of poultry, all contribute to the outward shift in the demand curve for poultry. According to the FAO (2007), growth in population, urbanization and income elasticity of demand are influential factors to this shift.

According to Narrod and Fuglie (2000), the increased demands for livestock products that have led to the livestock revolutions, entail changing production systems through expansion and intensification in poultry-based PAPs. Narrod *et al.*, (2000), extend the argument that technology changes in the poultry industry led by advances in breeding that improved animal size, growth rate and uniformity has led farmers to increase output per unit of feed, produce more birds per year, improve animal disease control and decrease mortality rate.

Poultry-based PAPs should be improved through interventions that evaluate their performance so as to cope with the new trends and drivers of change to prepare them to meet the international standards. The success stories in terms of the new trends and drivers of change can be seen in Brazil and the United States of America that dominate in terms of broiler exports. For example, Narrod *et al.*, (2007), state that Brazil has overtaken the United States in terms of chicken meat exports, expanding to 21 % from 2000 to 2005, as a result of an increase in production and demand from foreign markets. Rodrigues (2008) also notes that Brazil is the world's largest exporter of chicken meat, supplying roughly 40 % of the global

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markets. For this reason, poultry-based PAPs should be investigated and the barriers to their development addressed so as to become relevant, sustainable and effective.

Mosenene, (2009) contends that in South Africa, the broiler industry produces about 13.8 million broilers per week. The domestic demand is growing at approximately 10 % to 20 % of the consumption, which demonstrates a substantial undersupply (United States Department of Agriculture, USDA, 2007). USDA argues that the current performance of poultry-based PAPs contribute to the undersupply as presented earlier. As a result of unsatisfactory performance of poultry-based PAPs, Moyo *et al.*, (2010) insist that community-based organizations in developing communities need support in strengthening their capacities to face the demands of evolving opportunities and challenges. Given this, poultry-based PAPS should perform effectively so as to become sustainable and reach the commercial level and also contribute to exporting their products.

Whilst there is an increase in the demand of poultry, there are factors and hindrances that retard growth and development of poultry-based PAPs so as to be able meet the supply. Also there are certain cases where there is high production with no demand, as in the case of Vukani Poultry and Vegetable project in the Capricorn District in Limpopo Province that experienced a decreased demand of chicken due to competition (Masipa, 2010). This shows that poultry-based PAPs encounter a serious challenge in terms of accessing markets for their produce. Apart from the challenge of marketing, the development of poultry-based PAPs appears to be retarded by a number of constraints (Wynne and Lyne, 2003; Makhalane, 2009). In the next section, such constraints will be discussed.

2.7 The Constraints Facing Poultry-Based PAPs

The poultry production is one of the most promising sector that can ease the enormous amount of pressure on the rural poor who are trapped in the cycle of poverty. The notion that poultry-based PAPs are an effective entry point to poverty alleviation is gaining widespread acceptance (Mack *et al.*, 2005; Ndlovu, 2010). However, (Sengolo, *et al.*, 2009) caution that poultry-based PAPs face a number of constraints which increase the risk and uncertainty and act as disincentives for increased production and consequently prevent them from accessing markets. This is in line with this study because while poultry-based PAPs are a practical and

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viable option for poverty alleviation, they have a number of constraints (Mack *et al.,* 2005). According to Development bank of South Africa (DBSA, 2009) constraints can be classified into two categories which are endogenous and exogenous. Endogenous are constraints that affect the farmers' ability to operate efficiently despite having allocated resources in an economically effective way. On the other hand exogenous constraints are those that affect the PAPs ability to operate efficiently despite having the potential to allocate resources in an economically efficient way. The farmer has control over endogenous constraints (shortage of labour, cultural factors, knowledge and education etc). This section will deal with such constraints as highlighted by literature.

2.7.1 Lack of extension services

Government agricultural extension workers have the task of bringing scientific knowledge to rural people. Extension services are found inevitable for the sustainability of poultry be it village chickens or broilers. This statement is consistent with Nyoni and Masika (2012), who report that extension services improve the efficiency of chicken production. However, there continues to be a lack of extension services provided to poultry-based PAPs. This challenge is not unique to South Africa. For example, Parveen (2008) reports that in the three villages of Bangladesh, 44 % of female-headed households had no access to livestock extension services. He adds that this challenge is worsened by the fact that most extension agents are men, who women may have difficulties in dealing with (Parveen, 2008). Furthermore, Islam *et al.* (2010) claim that extension services in Bangladesh are inadequate, ineffective and infrequent. This highlights the fact that the issue of extension services is crucial if poultry-based PAPs are to improve and impact on the socio-economic development of rural areas.

2.7.2 Limited access to finance and credit

The success of any business venture depends on the availability of funds. Lack of access to finance presents a serious constraint on the development and sustainability of poultry-based PAPs. Due to a lack of finance to operate once external funding ceases, the poultry project becomes dysfunctional. This means that in poultry-base PAPs, there is lack of independent, self-sustainable and financially viable production units that also enhance participation of women in the sector. Lack of finance was revealed in several studies in South Africa countries (Makhalane; 2009; Masipa, 2010, Ntuli and Oladele 2013), Studies from other countries in Ethiopia (Endale, 2011) and Ghana (Asare-Boadu, 2010) revealed same trends.

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The challenge with lack of access to credit is that in most cases, poultry-based PAPs are not able to increase their output and make them more price-elastic while sustainable. Makhura (2001) argues that lack of credit facilities is detrimental to the acquisition of capital goods, such as a vehicle to access markets. Makhura (2001) extends the argument by stating that increased transaction costs of information may deter project members from competing in competitive markets. The failure to compete in markets creates a bottleneck in terms of sustainability and also fails to contribute to economic growth in rural areas. Thus, there is lack of economic growth which is expected to increase employment levels in rural areas, raise income levels and, in the words of Wynne *et al.* (2003), provide an avenue to exit the poverty cycle. Given this, the need to access markets is crucial for the success of poultry-based PAPs.

2.7.3 Lack of training

The success of poultry-based PAPs is determined by the kind of training offered to project members. In so doing, there will be sustainability and development of projects that radiate to economic growth. According to Makhalane (2009), the majority of project members do not have the necessary skills and knowledge to ensure effective implementation of projects. This statement draws parallels with Pote (2008) that poultry project beneficiaries lack good agricultural practices and entrepreneurial skills, among other factors.

Training in project management, financial management, business management and conflict management, is crucial. Makhalane (2009) emphasizes the need for training in monitoring and evaluation techniques for evaluating the success of projects. Similarly, Wynne *et al.,* (2003), insist on the importance of improving education, physical infrastructure and technology transfer through training. They extend the argument further to say training would also facilitate the establishment of rural enterprises that produce an abundance of tradable products such as chickens (Wynne *et al.,* 2003). Kirui (2014) explain farmers in Kenya were found to have not received training in managing broiler production. Badubi (2001) writes about small-scale poultry producers' in Botswana lack skills in poultry management. Given this, the necessary training as mentioned will empower project beneficiaries to have business acumen and entrepreneurial skills.

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2.7.4 Lack of access to the markets

A further challenge is that project members in poultry production face a lot of obstacles in accessing markets. The substantial evidence is mentioned by Patrick (2004), who comments that smallholders in poultry-based PAPs are unable to capture new market share, face increased competitors as a result of increasing efficiency in broiler chicken production and marketing. In addition, the Ministry for Agriculture and Land Affairs, in 1998, insisted that the inadequate market information on the part of smallholder producers often put them in a poor bargaining position when marketing.

In South Africa, agriculture encounters a challenge to market access at both domestic and international levels (Pote, 2008). Groenewald *et al.*, (2003), caution that for the agricultural markets to be in a better bargaining position, output must be high enough to cater for economies of scales. In this vein, Pote (2008) comments that as a result of institutional constraints, the majority of farmers within the poultry sector are likely to be subjected to market imperfections. According to Ahmed *et al.,* (2005), market imperfection is a type of market, which is missing, thin, incomplete, shallow, local, interlocked and distorted.

This view seems to differ with that of the National Directorate of Marketing (2005) that claim the South African environment presents lucrative opportunities for different farming enterprises. Due to market liberalization and its associated benefits, such as great market efficiencies, there is no doubt that the South African marketing environment presents lucrative opportunities for different farming enterprises. However, it is undeniable that if markets are not explored and the requirements met, such opportunities remain elusive to most beneficiaries of poultry-based PAPs. As Maginxa and Kamara (2003) claim, when there is information asymmetry, lack of infrastructure, credit facilities and high transaction costs then smallholders in poultry production is limited to markets. Consequently, a lack of access to markets is most likely to render poultry-based PAPs ineffective and unsustainable.

2.7.5 Disease as a major constraint to poultry production

Disease continues to play the major central role in hampering the development of poultry (FAO, 1998). This is evident in the following examples.

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In a study conducted in Mymensingh, Bangladesh on poultry-based projects, Sil *et al.*, (2002) indicated a number of constraints. Apart from predation, one of the major constraints revealed by the study was high mortality rate of chickens as a result of Infectious Bursal Disease (IBD), which causes birds to produce a watery diarrhea and have kidney failure at the ages of 31-35 days (Sil *et al.,* 2002). Another study by Moges *et al.,* (2010), in Ethopia, showed a lack of sustainability of poultry-based projects. The results of the study revealed that chicken owners experienced chicken disease problems; mainly New Castle (ND), which affects the respiratory, nervous and digestive system of birds, at 98.2 %, followed by predation, at 11.4 %. The results also indicated lack of access to extension services, such as advisory services, as the major contributor to high mortality rates of chickens.

In their study, Mwale and Masika (2009), found that chickens are susceptible to parasite infestation. The study involved 62 chicken farmers of Centane District in the Eastern Cape Province of South Africa. The results revealed that of the 62 chicken farmers interviewed, 86 % reported gastro-intestinal parasite problems. They also found out that 83 % of the respondents used medical plants to control internal parasites in chickens. Ocholla (2014) found that poultry-based PAPs of Mtubatuba District uses the traditional medication of rearing chicken. This means that generally, veterinary support is lacking as poultry continues to have a high mortality rate. Thus, poultry-based PAPs interventions are not sustainable and effective due to diseases, which may also be ascribed to lack of extension services to provide veterinary assistance.

2.7.6 Lack of management skills

The sustainability of poultry based PAPs is determined by effective management. Masipa (2010) claims that the Bohlabankwe poultry project in Capricorn District, in Limpopo Province was not successful due to quarrels and disputes amongst project members. Masipa (2010) attributes this to an indication of lack of management experience by project beneficiaries. Effective and efficient management techniques in poultry-based PAPs are necessary to increase the productivity of the project and consequently increase income (Tshikosi, 2009). Furthermore, lack of management skills is related to lack of business acumen. Hence, there is a need to empower beneficiaries of poultry-based PAPs so as to have improved management skills.

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Apart from lack of management skills, the planning and implementation of sustainable poultry-based PAPs is a challenging task. According to Sathe (2004) there is a need to support services for rural poultry projects. The type of support should include inputs like supply of chicks, feed, health cover, management training and output (for example, marketing of poultry eggs and meat). Sathe (2004) adds that lack of monitoring and evaluation of projects is the major impediment of sustainable rural poultry-based projects. For this reason, there is a need for further research in terms of assessment of poultry-based PAPs.

The evaluation research of livestock including poultry projects conducted by Investment Centre of FAO in (Sathe, 2004) in developing countries, Asia, European and Middle East Africa, Latin America and Caribbean has revealed seven problems identified in different categories as indicated in Table 1. These results indicate the need to ensure better designing and proper implementation of the projects. Given this, it is clear that the implementation of poultry projects is a global challenge that needs urgent attention for them to become effective and sustainable.

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Table 2. 1 Results of Investec Centre of FAO ...icating the problems in livestock project implementation (Sathe, 2004)

Problem Category	Problem Type
1. Conceptual	a) too many unbalanced components
	b) project too big
	c) schedule too tight
	d) non-sustainable
	e) inflexible
2. Technical	a) production technology deficiency
	b) poor engineering
3. Financial/Economic	a) under-estimated costs
	b) counterpart and recurrent budget shortage
	c) low output price or market problems
4. Social	a) inequitable benefit distribution
	b) slow adoption
5. Institutional	a) bad management or staffing
	b) unsuitable organizational structure
	c) ineffective technical assistance
	d) procurement difficulties
	e) land acquisition difficulties
	f) poor monitoring and evaluation
6. Environmental	a) natural disaster
	b) resources degradation
7. Political	a) turmoil or war
	b) insufficient government commitment

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2.8 Relationship between Poultry Production and Poverty Alleviation

The overall aim of poultry-based PAPs as the focus of this study should be to reduce or alleviate poverty so as to improve income and nutrition. Machete (2004), argues that since the majority of rural people are engaged in agricultural production, improvement in the small scale poultry production sector should increase the chances of poverty alleviation. According to Machete (2004), smallholder agriculture is capable of alleviating poverty in three ways, viz: increased food supply, employment creation, and increased farm income. Pote (2008) extends this argument when he writes that increased food supply provides producers with greater possibilities and affords consumers more choices at reasonable prices.

Muhiye (2007) cautions that although poultry production has been neglected in the development themes, currently many researchers and development agents are coming to a consensus that the smallholder poultry-based PAPs play a major role in poverty alleviation and food security at household level. In this vein, Gueye (2000), heralds that the role of poultry in poverty alleviation, food security and the promotion of gender equality in developing countries are well documented. This indicates that poultry-based PAPs have the potential to alleviate poverty. What is lacking is evidence that such projects impact positively on the lives of rural communities in terms of the reduction of poverty. Another important aspect is to explain what rural areas means from the South African Government perspective.

2.8.1 The description of a rural area from the perspective of the South African government

Poverty seems to be more pervasive in rural areas, particularly in the former homelands (Maminza, 2009). In this study, poultry-based PAPs are regarded as one of the strategies that, if sustained, can lead to the alleviation of poverty in the rural areas.

Literature shows that there is no clearly accepted definition of a *rural area* within the South African government context (Maminza, 2009). As an interim measure, the South African government, through its Rural Development Strategy Document (South Africa, 1995c), refers to rural areas as those areas that have the lowest level of services, and the greatest average distance to the nearest service points. These include large-scale farming areas, many but not all of the ex-Bantustan (homeland) areas, and small municipalities with little potential to raise their own taxes which would be sufficient to meet the costs of services (Maminza, 2009). This

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understanding of rural communities by government shows that most of the poor people are found in rural communities. The Anti-Poverty Strategy for South Africa, a Discussion Document (South Africa, 2008), refers to people living in poor areas, such as rural areas, townships and farms as the people who are most vulnerable to poverty. Castle (2001) defines rural areas in terms of the sparse human population, thereby focusing on space that translates into distance, and states that such areas are challenged to overcome the distance that requires time and other resources.

The Integrated Sustainable Rural Development Strategy Document (South Africa, 2000b) provides the following facts about the status of rural areas in South Africa:

a) In South Africa 75 % of the poor live in rural areas.

b) Farm workers are among the poorest and most vulnerable households in rural areas.

c) Women-headed households are mostly found in rural areas and are particularly disadvantaged.

d) The majority of children in rural areas live in households with incomes below the minimum subsistence levels.

e) Forty-five percent of South Africa's population lives in rural areas. Of this group, 85 % live in former homelands.

f) Only 11 % of rural households have access to adequate housing, piped water and acceptable sanitation.

g) 20 % of the rural population lives in abject poverty.

These above facts about the status of rural areas in South Africa show that the high levels of poverty. This also supports the fact that the majority of South Africans live in underdeveloped areas where they experience abject poverty, and where there is absence of resources that the society deems as necessities, such as sanitation and running water. Hence, Maminza (2009) argues that most rural people are dependent on urban-sourced incomes, a fact that has the potential to cause the disintegration of most rural families. This statement draws a parallel with the World Bank (1990) report that on average, in Africa and Asia, about 80 % of all target poverty groups are found in rural areas and for Latin America the estimated percentage was 50 %. For this reason, since poverty is concentrated in rural area, poultry-based PAPs are needed to improve the standard of living in the rural context.

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2.8.2 The contribution of poultry to rural development

Rural development is understood to be multi-dimensional, encompassing provision of services, enhanced opportunities for income generation and local economic development, improved physical infrastructure, social cohesion and physical security within rural communities, active representation in local political process, and effective provision for the vulnerable (Makhalane, 2009). The South African government's Integrated Sustainable Rural Development Strategy (2000b) states that poverty in South Africa is concentrated in rural areas.

The information propounded regarding the state of rural areas calls for the development of such areas through sustainable poultry-based PAPs. This argument draws parallels with the views of Maminza (2009), who laments that the rural environments should change so as to enable poor people to earn more and to invest in themselves and their communities. Maminza (2009) adds that changing rural areas also contributes towards making rural people less poor, rather than being comfortable in their current poverty.

Despite the rapid development of commercial poultry systems worldwide, it has been estimated that still a reasonable number of poultry population occurs in traditional family-based production systems that contribute to the total poultry products in many countries (Mack *et al.,* 2005). However the commercial sector with its wealth of human, technical and financial resources could play a major catalytic role in promoting poultry as a practical and viable option for poverty alleviation (Mack *et al.,* 2005). Livestock, especially poultry species have shown to provide a practical first step in alleviating rural poverty (Mack *et al.,* 2005). However, what is lacking is the provision of an enabling environment that allows vulnerable and disadvantaged people particularly women, to access credit, improve husbandry practices, goods and services, improve genotypes, and better market opportunities that can make a difference (Mack *et al.,* 2005).

2.9 Summary of Review of Literature

The literature review disclosed the challenges faced by the international arena in addressing the issue of poverty and food insecurity. The commitment to indicate that poverty is a global challenge could be seen in the establishment of the 17 SDGs in 2015 that aimed to build on the successes of the MDGs of 2000. As a sign that poverty alleviation and hunger are pertinent issues the three building blocks of sustainable development, namely economic

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growth, environmental sustainability and social inclusion are high on the African Union Agenda 2063.

The declaration by former South African Presidents Mandela and Mbeki that all government departments must develop and strengthen poverty alleviation projects (PAPs), demonstrated the government's commitment to fight poverty, inequality and unemployment. The South African government aimed to accelerate economic growth through the adoption of a more interventionist and developmental approach. The South African government's commitment to poverty alleviation is marked by the proliferation of pro-poor and poverty reduction policies that were put in place since 1994 starting from the country's laudable Constitution, Reconstruction and Development Programme, Rural Development Strategy of 1997, Government of National Unity Rural Development Framework of 1997 and Integrated Sustainable Rural Development Strategy of 2001. The most recent one is the 2013 NDP Vision 2030 that identified agriculture as key driver of economic development. All these strategic initiatives are an indication that poverty, hunger and food insecurity poses a major threat to the South Africa as a nation. However literature showed that despite all these efforts in terms of policy development, poverty remains a major challenge faced by the majority of people, particularly in the rural areas of the South Africa.

It is evident as revealed by literature that despite the existence of policy frame works with enabling legislation which are pro-poor the rates of poverty in South Africa remain high. Thus it was revealed that poultry-based PAPs is a popular intervention that the government introduced in rural and peri-urban areas. The importance of poultry was highlighted for its need to supply food of animal origin in human development. This is needed to prevent malnutrition. The literature uncovered that both eggs and meat supply of Vitamin A, Vitamin B12 and Vitamin K.

The review provided knowledge that the majority of beneficiaries in poultry-based PAPs women. Contrary to their numbers they continue to be marginalised and perform poorly in growing their PAPs. It was revealed that despite their multiple roles they enact, their involvement in PAPs is limited as they fail to contribute and benefit from what the experts referred to as the "*livestock revolution*".

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The literature disclosed the high demand of poultry in the world. It is an inexpensive meat and this demand contributed to a rapid growth in the sector. Brazil and United States of America dominates in terms of broiler exports. The expansion of white meat in South Africa has increased far more rapidly than that of red meat and this pattern is expected to expand by 34 per cent 2023. In South Africa broiler industry produce about 13.8 million per week and this number is far below the demand as the population rely on chicken imports of low cost frozen portions.

Literature showed that there is no clearly accepted definition of a *rural area* within the South African government. As an interim measure, the South African government, through its Rural Development Strategy, refers to rural areas as those areas that have the lowest level of services, and the greatest average distance to the nearest service points. These include large-scale farming areas, many but not all of the ex-Bantustan (homeland) areas, and small municipalities with little potential to raise their own taxes which would be sufficient to meet the costs of services. This understanding of rural communities by government shows that most of the poor people are found in rural communities and are the most vulnerable to poverty. The information propounded regarding the reviewed literature justifies the importance of poultry-based PAPs as a viable option for rural development to fight against poverty, inequality, food insecurity and unemployment.

The literature revealed that poultry small-scale farmers including poultry-based PAPs face a number of constraints that hampered growth and development. These constraints were as a result of social, economic and environmental factors. The most studies conducted on the constraints of poultry projects were conducted in Botswana, Nigeria, Ethiopia, Kenya and Bangladesh. In South Africa there are some few studies on the topic in North West, Limpopo and Kwa-Zulu Natal Provinces.

The identified gaps in the literature review

The literature review for this study was intensive and covered the following fields, economics, agricultural economics, rural development, community development and agriculture. The secondary sources included books, newspapers, periodicals, conference proceedings and journal articles. Within these fields various scholars touched on the issue of poultry production as a means to alleviate poverty and to improve the livelihoods of the rural communities.

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Research conducted in Bangladesh, Brazil, Nigeria, Ghana, Kenya, Malawi, Ethiopia, India, Zambia, and Botswana, Lesotho and Zimbabwe characterized small-scale poultry production from different angles with more focus on the constraints and challenges

The literature review has a serious gap which needs to be filled with regard to constraints or challenges faced by poultry-based PAPs in Ehlanzeni District Municipality of Mpumalanga Province. The study of this nature was never conducted in the area. While several studies examined this subject, they overlooked how to take the constraints to another level by identifying the coping strategies used by the poultry-based projects for survival. Also the most important gap identified was the interventions strategies to the improvement of such projects. The current study will make a significant contribution to the body of knowledge on poultry-based poverty alleviation projects by developing intervention strategies to strengthen their performance. This comes at a critical time when in 2015 world leaders have made a commitment by establishing the 17 Sustainable Development Goals, and for purposes of this study the two worth mentioning are: (a) End poverty in all its forms everywhere (SDG 1); and (b) End hunger, achieve food security and improved nutrition and promote sustainable agriculture (SDG 2). The African Union Agenda 2063 has reviewed its plans and inspire that: (a) African people have a high standard of living and quality of life, sound health and well-being, (b) Economies structurally transformed to create shared growth and decent jobs for all, with modern agriculture for increased production, productivity and value addition contribute to farmer and national prosperity.

In South Africa, the 2013 National Development Plan Vision 2030 has identified agriculture as area of potential for growth. This contribution comes at a time when in South Africa the consumption of white meat has increased more rapidly than that of red meat and at a time when there are many poultry-based PAPs in rural and peri-urban areas of South Africa. This investigation might help influence high level decisions of policy planners, development officers and public development managers to use the information gathered for substantial and effective implementation of poultry-based PAPs. The efficiency of poultry-based PAPs could lead to their expansion to have a faster rate of raising the income of rural communities and reducing food expenditure, and thus reduces income inequality that impact on rural development.

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CHAPTER 3: CONSTRAINTS FACING POULTRY-BASED POVERTY ALLEVIATION PROJECTS IN A RURAL-BASED BUSHBUCKRIDGE LOCAL MUNICIPALITY IN SOUTH AFRICA: A QUALITATIVE STUDY

ABSTRACT

Since 1994, successive South African governments have been introducing a plethora of policies, legislations and associated empowerment programmes geared towards poverty alleviation. Among these policies the most remarkable one has been the "Anti-Poverty War Room Policy" aimed to enhance the rural economy through poultry-based poverty alleviation projects (PAPs). However, in Ehlanzeni District of Mpumalanga Province, poultry-based poverty alleviation projects are not sustainable. This study was conducted to examine the underlying constraints to the survival of poultry projects in Bushbuckridge Local Municipality of Ehlanzeni District. A qualitative research approach that entailed interviewing 10 Chairpersons, 20 ordinary members and 5 government officials involved with poultry-based was conducted. Purposive sampling was used to select the respondents. A semi-structured interview was used. The data collected were analyzed using Atlas ti7.0.81. The perceived major constraints were: Limited access to finance and credit, lack of lucrative markets, poor state of infrastructure, inadequate management skills and inability to form secondary cooperatives were cited as the major constraints to sustainable growth and development of PAPs. These results are crucial to help make more informed decisions on the nature and form of interventions that might lead to successful poultry-based PAPs.

3.1 Introduction

In many developing countries, the rural population is heavily dependent on agriculture to improve its livelihoods and to map a way out of poverty. According to Steinfeld *et al.* (2006: 507) each year the population in developing countries grows by about 72 million people. In this regard also, it is worth noting that the consumption of animal-sourced food is important for populations in most developing countries that are growing rapidly (Hererro *et al.* 2010). As the size of the population increases so does the demand for animal-source food products. Worldwide, the demand for livestock products is soaring at a time when food preferences are also changing. This high demand has resulted in livestock production becoming the fastest growing subsector of agriculture in many developing countries (Moyo *et al.* 2010). Throughout the world, livestock contribute about 40 % to the agricultural gross domestic (GDP) and almost 30 % of the agricultural GDP in the developing world (Moyo *et al.* 2010: 1). In South Africa,

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crop and livestock farming are common. As is the case in other developing countries, poultry farming is an integral component of the agricultural economy, with the industry having expanded much faster than ruminant livestock and pig-based industries (Mosenene, 2009: 16; Moyo *et al.,* 2010: 4).

For this reason, Moyo *et al.* (2010: 4) coin the increase in demand and production of animal protein as the "livestock revolution." This means that the demand for livestock products has increased so rapidly that meeting the demand associated with the growing human population is a huge challenge. Ntuli and Oladele (2014: 2990) reveal that broiler chicken meat is increasingly becoming an important component of diets for most people in South Africa.Furthermore, eggs supply Vitamin A, Vitamin B12 and Vitamin K, which is a bone-boosting nutrient and contain approximately 315 KJ, apart from being the best quality protein (Tshikosi, 2009: 43). Children and pregnant women's intake of food of animal origin is associated with improved cognitive function, predicted developmental outcomes, positive behaviour, verbal ability and participation in classroom activities in school-going children (Neumann *et al.*, 2002: 167). Ndlovu (2010: 81) explains that lack of food of animal origin results in malnutrition, which is common in poorly nourished children. It is estimated that the production and consumption of poultry meat in developing countries will increase by 3.6 % per annum from 2005 to 2030, because of increasing incomes, diversification of diets and expanding markets, in particular in Brazil, China and India (FAO 2007). Given this background, there is an urgent need for improved performance of poultry-based PAPs so as to contribute to the country's dream of addressing its numerous socio-economic challenges as a developmental state.

South Africa is a developmental state that emphasizes commitment to speeding up economic transformation, growth and development. Ayee (2013) clarifies the objective of developmental states as shouldering the burden of socio-economic development. This view finds support from Mkandariwe (2012), who argues that the South African government's adoption of the developmental state strategy is an attempt to achieve economic growth. In order to achieve the objective of social and economic transformation, successive governments in the democratic era spanning from 1994 have been crafting various legislations, frameworks and strategies geared to fight poverty, unemployment and inequality. Examples of policies and strategies that have been adopted are the Reconstruction and Development Programme (RDP) of 1994, the Growth, Development and Redistribution (GEAR) of 1996 and the National Development Plan (NDP) Vision 2030 that was launched in 2013.

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Virtually all of the development policies adapted to date recognize agriculture as a key driver of rural economic development and job creation. One of the major pillars of this drive has been the introduction of poultry-based poverty alleviation projects (PAPs), with a special focus on previously disadvantaged people such as women, youth and residents of rural communities. The relative affordability of poultry makes it an important source of protein for millions of low-income South Africans. This contributes to what Urban-Economists Report (2013) terms the 'zero hunger' ambition of the government. However, large-scale broiler producers continue to contribute about 72 % of production (Department of Agriculture Forestry and Fisheries: DAFF, 2011). The dominance is an important challenge that the transformation agenda of the country should tackle. Besides this, there is also a need for proper co-ordination and adoption of a common vision among government departments on issues such as poultry-based PAPs.

Lessons drawn from rural and agricultural development interventions implemented in other parts of the world, for example East Asia Routley (2014) indicate that the developmental state model can yield remarkable success. This is possible if pro-poor rural and agricultural policies are appropriately applied. When they were introduced in East Asia, the policies led to an increase in rural incomes and levels of well-being (Routley, 2014). Moreover, there was massive reduction in poverty. In addition, a suitable climate for industrial development was created. Although, Andani (2012) argues that the South-East Asian policy lessons are not a panacea to the South African challenges, they highlight the potential contribution of poultry to economic development and improving the livelihoods of the rural poor and marginalized groups.

Since 1994, poultry-based PAPs have been gaining popularity as strategy for combating poverty in South Africa. The projects continue to be introduced in order to improve food security, particularly with respect quality protein and generating income for improved rural household economy. For many provincial and local government institutions the PAPs are help improve the living standards of people (Makhalane, 2009: 9). However, concerns are consistently raised about the lack of viability of most PAPs. Numerous constraints have been cited to explain the lack of viability of the PAPs.

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In Ehlanzeni District of Mpumalanga Province, senior officials and extension workers of the Department of Agriculture, Rural Development and Land Administration have often pointed out that poultry-based PAPs usually collapse soon after government funding ceases. However, because of inadequate scientific research on this issue, there is a dearth of understanding of the underlying constraints that lead to the mortality of the PAPs. This issue is addressed in this paper, which provides empirical evidence from a qualitative study of poultry-based PAPs conducted in Bushbuckridge Local Municipality. The latter is the poorest and most rural local Municipality in Ehlanzeni District of Mpumalanga Province.

3.2 Research Methodology

3.2.1 Introduction

As already alluded to in chapter one, the aim of the study was to characterize poultry-based poverty alleviation projects in order to strengthen their performance. In order to achieve this, an appropriate research design was chosen. In this chapter, the aspects of research process and design employed for this study are discussed. This includes the research design adopted, sample and sampling method, data collection method and instrument and data analysis.

3.2.2 Description of the Study area

The study was carried out focusing on the poultry-based PAPs located in northern and southern regions of Bushbuckridge Local Municipality located in Ehlanzeni District (Figure 1). Ehlanzeni, Gert Sibande and Nkangala District Municipalities make up Mpumalanga Province of South Africa. This Province is found to the northeast of the country. The GPS coordinates of Ehlanzeni District are 28°57'25"S 18°06'18'E or 28.957°S 18.105°E. Thaba Chweu, Mbombela, Umjindi, Nkomazi and Bushbuckridge local Municipalities make up the District. Its total geographical area is 27 896 km^2 (Ehlanzeni District Municipality, 2013) There are about 1 688 615 people who reside in the 445 087 households found in the District (Ehlanzeni District Municipality, 2013). The Province's main economic drivers include mining, agriculture, textile production, and tourism and hospitality industries. According to Ehlanzeni District Municipality (2013), the unemployment rate in the District is about 34 %.

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Bushbuckridge local Municipality is home to 541 [illegible]0 people, with 99.5 % of them being Black Africans (Ehlanzeni District Municipality, 2013). The government Departments of Agriculture, Health, Education and Social Development as well as municipal Local Economic Development Offices introduced poultry-based PAPs mainly to fight poverty and food insecurity as well as to create jobs.

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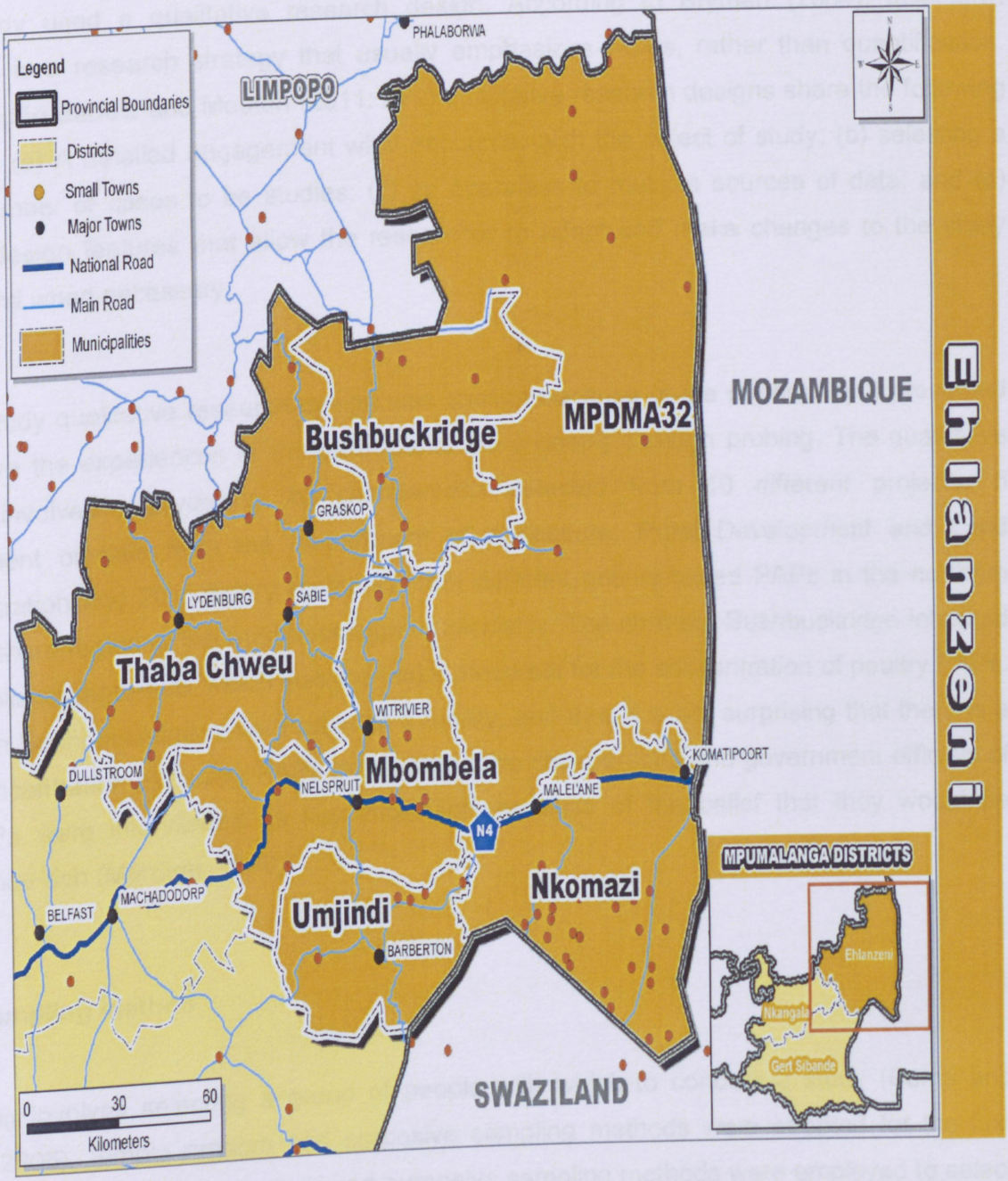

Figure 3. 1: Map of Ehlanzeni showing the countries [Swaziland & Mozambique] bordering the Ehlanzeni District Area: Ehlanzeni District Municipality GIS Unit (2010)

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3.2.3 Research Design

This study used a qualitative research design. According to Bryman (2004), qualitative research is a research strategy that usually emphasizes words, rather than quantification. According to Babbie and Mouton (2011: 279) qualitative research designs share the following features: (a) A detailed engagement with/ encounter with the object of study; (b) selecting a small number of cases to be studies; (c) an openness to multiple sources of data; and (d) flexible design features that allow the researcher to adapt and make changes to the study where and when necessary.

In this study qualitative research design was chosen because of the opportunity it presented to explore the experiences of the participants more deeply through probing. The qualitative survey involved interviewing 10 chairpersons selected from 10 different projects, 5 government officials from the Department of Agriculture, Rural Development and Land Administration and 20 ordinary members from different poultry-based PAPs in the northern and southern region of the Bushbuckridge municipality. The northern Bushbuckridge inherited an established agro-hub, which was the major precursor for the concentration of poultry PAPs. Southern Bushbuckridge never had such a facility, and thus it is not surprising that there is a poor concentration of poultry PAPs in the area. The chairpersons and government officials of the PAPs were interviewed as key informants because of the belief that they would be information-rich (Merriam, 1998).

3.2.4 Sampling method

Sampling involves selecting a group of people with which to conduct a study (Burns and Grove, 2005). Simple random and purposive sampling methods were adopted for the first phase of the study. Simple random and purposive sampling methods were employed to select respondents for this study. Criterion purposive sampling method was used to purposefully select a total of 10 chairpersons and 5 government officials as key informants from Bushbuckridge north and south regions. This was followed by 20 ordinary members from both regions. To achieve this nonprobability sample was used through purposive sampling to select respondents in all three groupings. The sample units from each selected project were chosen because they had particular characteristics that enabled detailed exploration and understanding of the central themes the researcher wished to explore (Ritchie, Lewis and

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Elam, 2003). The chairpersons varied in terms of age (ranging between 48-68 years). The qualifying criterion for the selection of the government officials was that each must have worked closely with poultry-based PAPs within their respective local municipalities. The qualifying criterion for chairpersons was those who have been involved in the projects in the Executive for more than two years. The selection criteria for the 20 ordinary members were those who have participated in projects for two years. The qualitative approach was chosen because of the opportunity it presented to explore the experiences of the participants more deeply, through probing that encouraged the respondents to elaborate on their answers.

3.3 Ethical Considerations

Ethical clearance was secured from the University of Venda's Health, Safety and Research Ethics Committee. The latter committee issued a certificate, which served as proof of approval to conduct the study involving human subjects. Permission to conduct the study was obtained from the District Director of the Department of Agriculture, Rural Development and Land Administration in the Ehlanzeni District Municipality. After getting the permission, a meeting was held with the government officials responsible for livestock especially poultry in Bushbuckridge North and South. During the meeting, the goals and implementation imperatives of the project were discussed. Contentious issues were cleared. This paved way to sample poultry-based project activities. The government officials provided a list of poultry-based projects that could participate in the study.

The purpose of the research was discussed with the chairpersons, government officials and ordinary members of sampled projects before any data were collected. This was designed to ensure that participation was voluntary. Thus prior to the personal interviews, written informed consent was obtained from each respondent.

3.4 Data Collection Strategy: Interviews

This study used interviews to collect data. Although some of the researchers regard it as the most expensive strategy it was regarded as the most effective one for collecting information about peoples' thoughts, knowledge, beliefs, attitudes, likes and dislikes (Swart, 1998). Moreover, Bless and Higson-Smith (2000) recommended interview as the most suitable technique for poor sectors of population in less industrialised countries.

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3.4.1 Face-to-face interviews to collect data

Face-to-face semi-structured interviews were conducted with 10 chairpersons, 20 ordinary members and 5 government officials involved with poultry-based PAPs in Bushbuckridge north and south. Semi-structured interview guides made up of open-ended questions were used to manage the focus of the qualitative study. The use of semi-structured interviews allowed the researcher to understand the respondents' constructions of reality regarding experiences in running poultry-based PAPs. The researcher used probing to get more information as recommended by Merriam (1998); through probing, deeper and richer responses are obtained. Interviewees were requested to identify a suitable place on the project site for the interviews. An interview guide was used to direct the conversation. Interviews were conducted in one of these languages, Northern Sotho, Xitsonga and English, taking into account each respondent's preferred language. The written consent of each interviewee to use a tape-recorder was secured prior to the interviews. Interviewees were assured that the interview information would be treated as confidential. Each interview took 35-45 minutes to complete. All the respondents were eager to share their experiences openly. Figure 2 shows the chairpersons interviewed in Bushbuckridge North and South (photographs printed with the consent of the interviewees). The interviews were tape-recorded with the permission of the respondents.

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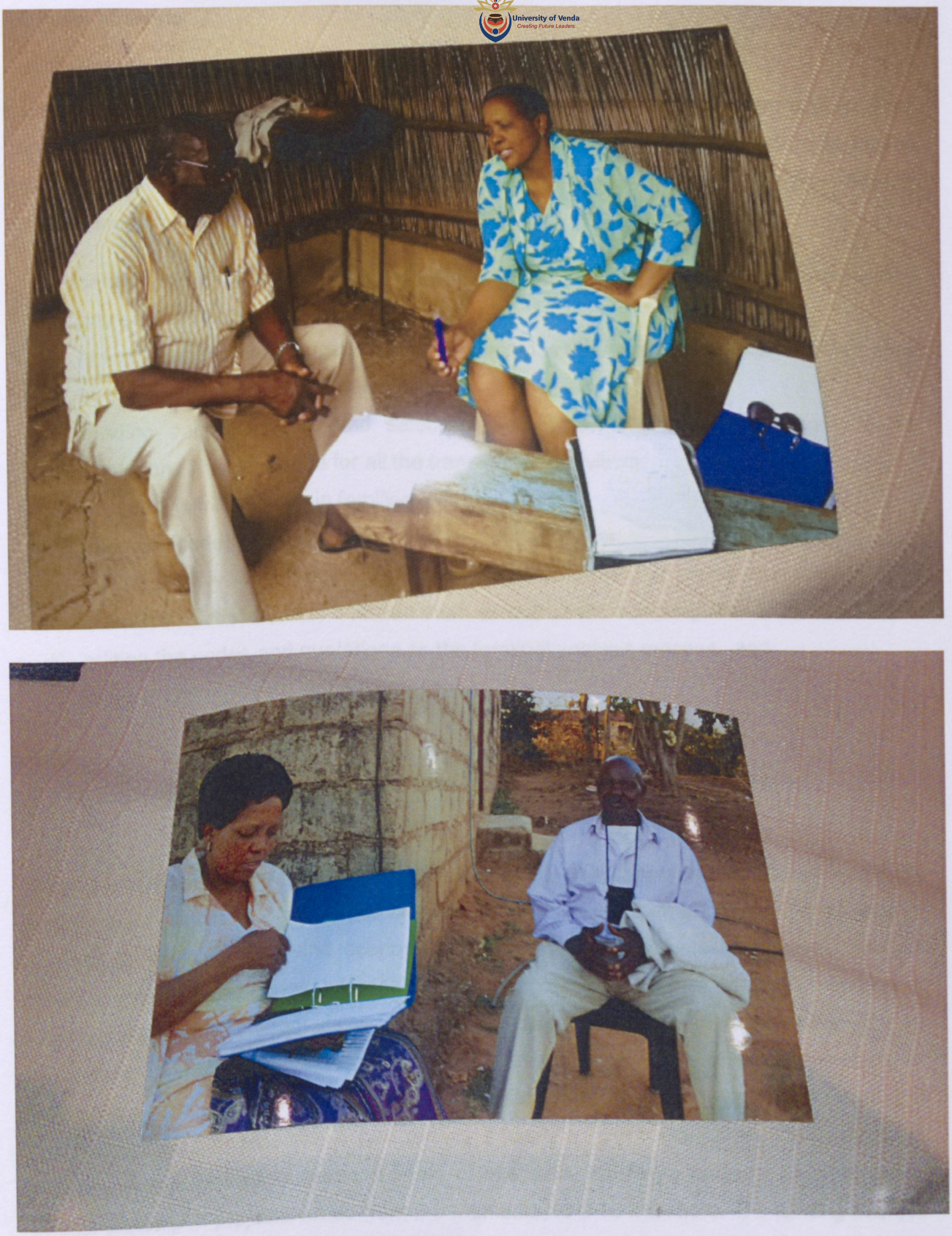

Figure 3. 2 The chairpersons of poultry-based PAPs being interviewed in Bushbuckridge north and south (Dube, 2016)

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3.5 Data Analysis

Data analysis is described as "a process of bringing order, structure and interpretation to the mass of collected data (Marshall and Rossman, 1999: 150). The first step was to transcribe the interviews verbatim. The study used Atlas ti7.0.81 software to analyse data. The following were the steps followed to formulate codes and families (van der Wath, 2015):

a) carefully reading through all the transcripts to get a sense of the whole and correcting any editing mistakes;
b) saving all the interview documents (transcripts) in the Atlas programme. This was done by saving them as hermeneutic units;
c) reading each transcript and selecting a quotation and assigning a code to the quotation. This was done for all the transcribed interviews;
d) grouping similar codes in families (themes);
e) choosing codes to design a network view with relations;
f) the network view provided a visual representation of the codes and families, and indicated relations (links) between them as well as the subcategories of the families;
g) editing the codes and quotations as the terminal analysis process, and
h) listing quotations with codes generated.

3.5.1 Results of the qualitative study of chairpersons of poultry-based PAPs

Figure 3 and Table 2 show that poultry-based projects in the Bushbuckridge municipality of the Ehlanzeni District face numerous constraints that hamper their success. The constraints were social, environmental and economic in nature. The constraints have been classified under the following categories: internal institutional bottlenecks (that is, within the Department of Agriculture), farmer characteristics, inputs, production, marketing and sustainability. The 10 chairpersons comprised of 6 females and 4 males. The number of family members of chairpersons ranged from 4-7. Three chairpersons had a primary education, 4 had a secondary education, whereas 3 had tertiary education. Eight chairpersons were married, while two were widowed. In terms of years of operation, the PAPs ranged from 5-22 years. The membership in projects varied from 2-5 members, to 9-15 members. The funding sources of the PAPS differed. Six projects were self-funded, whereas four projects were externally funded. Table 3 indicates the descriptive characteristics of chairpersons and of projects.

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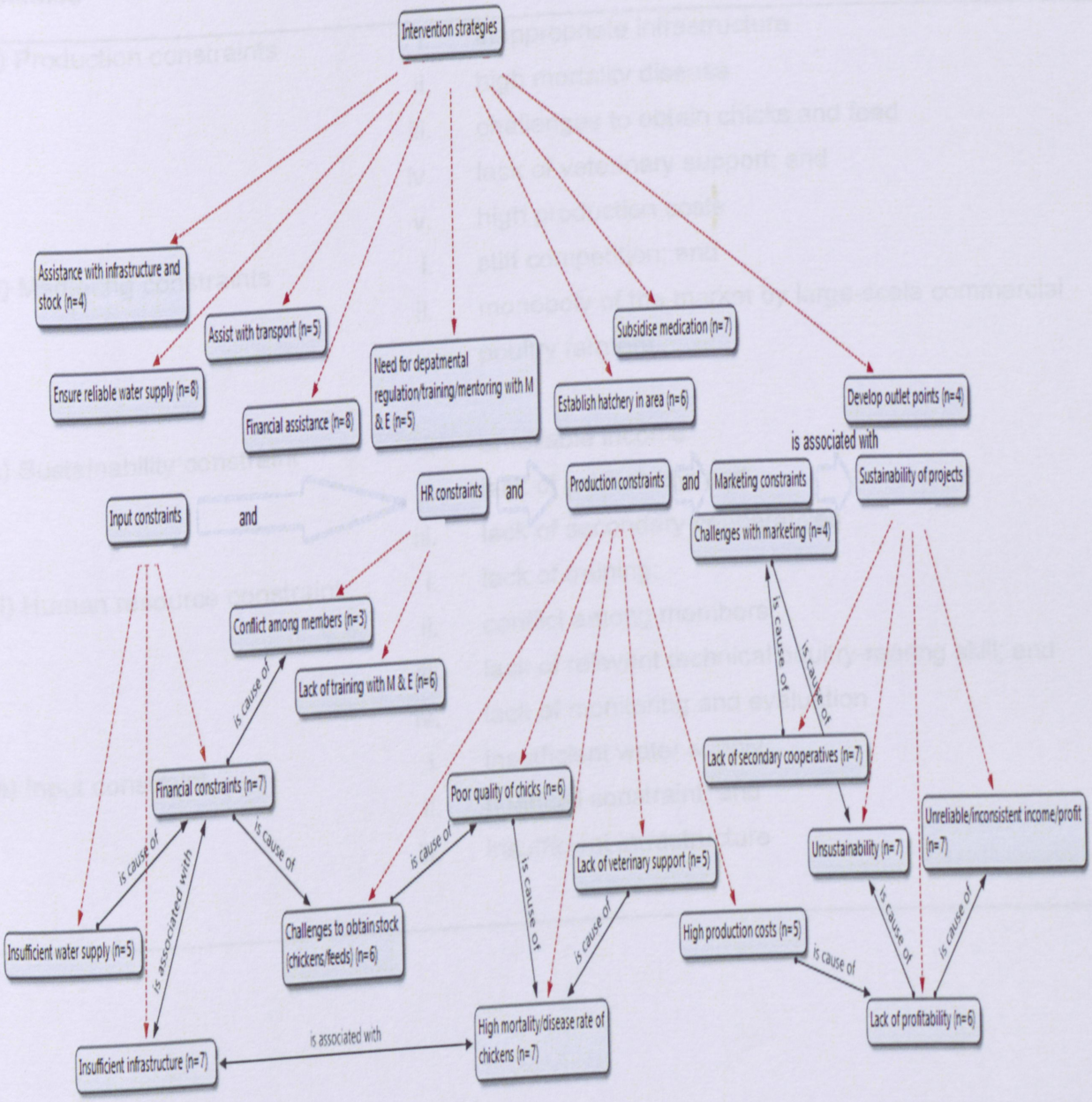

Figure 3. 3: Visual representation of the results of chairpersons (Atlas ti7.0.81)

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Table 3. 1: Chairpersons major themes and categories of challenges hampering successful running of poultry-based poverty alleviation projects in the Bushbuckridge municipality of the Mpumalanga Province (Dube, 2016)

Themes	Subthemes	
a) Production constraints	i.	inappropriate infrastructure
	ii.	high mortality disease
	iii.	challenges to obtain chicks and feed
	iv.	lack of veterinary support; and
	v.	high production costs
b) Marketing constraints	i.	stiff competition; and
	ii.	monopoly of the market by large-scale commercial poultry farmers.
c) Sustainability constraint	i.	unreliable income
	ii.	lack of profitability; and
	iii.	lack of secondary cooperatives
d) Human resource constraint	i.	lack of training;
	ii.	conflict among members
	iii.	lack of relevant technical poultry-rearing skill; and
	iv.	lack of monitoring and evaluation
e) Input constraint	i.	insufficient water supply
	ii.	financial constraint; and
	iii.	insufficient infrastructure

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Table 3. 2: Descriptive characteristics of Chairpersons of poultry-based poverty alleviation projects in the Bushbuckridge municipality (Dube, 2016)

Descriptor	Characteristics of chairpersons of poultry-based projects									
a) Gender	Female	Female	Female	Female	Male	Female	Male	Male	Female	Female
b) Age, years	53	57	50	48	68	54	62	66	57	55
c) Marital status	Widowed	Married	Married	Married	Widowed	Married	Married	Married	Married	Married
d) Family size	6	5	6	4	7	5	5	5	6	7
e) Highest level of education	Primary	Secondary	Tertiary	Primary	Tertiary	Tertiary	Primary	Secondary	Secondary	Secondary
f) Number of years of operation of the project	20	7	12	5	20	6	16	22	16	16
g) Source of funding	Self-funded	Externally funded	Externally funded	Self-funded	Self-funded	Externally funded	Self-funded	Self-funded	Externally funded	Self-funded

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3.5.2 Results of qualitative study ordinary members of poultry-based PAPs

As reported in earlier in section 3.2.3, 20 ordinary members partipated in this qualitative study. The ordinary members comprised of 14 females and 6 males. Their family size ranged from 4-10. Three ordinary members had never attended schooling, 10 had a primary education, 7 had a secondary education without a matric qualification. In terms of marital status 12 were married, 3 were single, 4 were widowed and 1 divorced. In terms of years of existence, the PAPs ranged from 2-25 years old. Their size of membership ranged from 2-5 members to 9-15 members. 6 projects were self-funded, whereas 4 projects were externally funded. The members' age ranged between 38-68 years. The results are presented in Figure 4, and the themes and categories are highlighted in Table 4.

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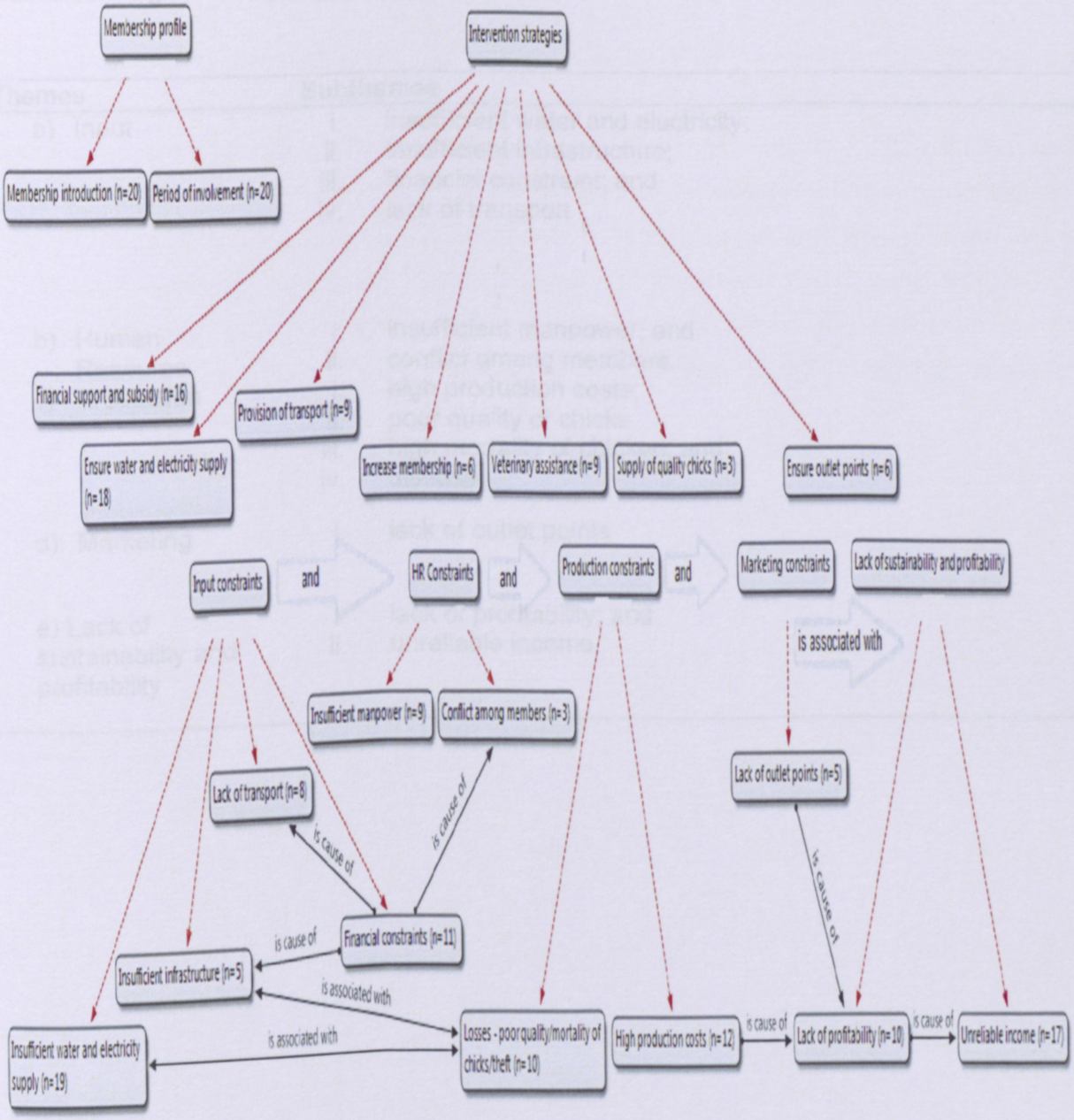

Figure 3. 4: Visual representation of the results of ordinary members of poultry-based PAPs in Bushbuckridge North and South (Atlas.ti7.0.81).

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Table 3. 3: Ordinary members' major themes and subthemes of challenges hampering the successful running of poultry-based poverty alleviation projects in the Bushbuckridge Municipality (Dube, 2016)

Themes	Subthemes	
a) Input	i.	insufficient water and electricity;
	ii.	insufficient infrastructure;
	iii.	financial constraint; and
	iv.	lack of transport
b) Human Resource	i.	insufficient manpower; and
	ii.	conflict among members.
c) Production	i.	high production costs;
	ii.	poor quality of chicks
	iii.	high mortality of chicken; and
	iv.	disease
d) Marketing	i.	lack of outlet points
e) Lack of sustainability and profitability	i.	lack of profitability; and
	ii.	unreliable income

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3.5.3 Results of the qualitative study of government officials involved in poultry-based PAPs

In 3.2.3 it was highlighted that this qualitative study had five government officials who participated. All the government officials were males, ranging between 36-56 years of age. Each one of them had a tertiary qualification relevant to the demands of his work. Their families were made up of 2-6 members. Four of the government officials were married. They had worked with the PAPs for a period of 4-15 years. Four officials were assigned to work in each of the regions of the Bushbuckridge municipality. The remaining one supervised the on-going work in both northern and southern regions of the Municipality. Table 5 shows the profiles of the five government officials. The results are presented in Figure 5, and Table 6 unveils the themes and subthemes.

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Table 3. 4: Descriptive characteristics of Government Officials working with poultry-based poverty alleviation projects in the Bushbuckridge Municipality of the Mpumalanga Province in South Africa (Dube, 2016)

Descriptor	Descriptive characteristics of government officials				
	Official 1	Official 2	Official 3	Official 4	Official 5
a) Gender	Male	Male	Male	Male	Male
b) Age	36	48	47	54	56
c) Marital status	Single	Married	Married	Married	Married
d) Family size	2	4	6	5	4
e) Level of education	Tertiary	Tertiary	Tertiary	Tertiary	Tertiary
f) Years working with PAPs	4	10	9	12	15
g) Bushbuckridge Region	South	South	North	North	North/ South

Key:

Official: Government official

South: Bushbuckridge South

North: Bushbuckridge North

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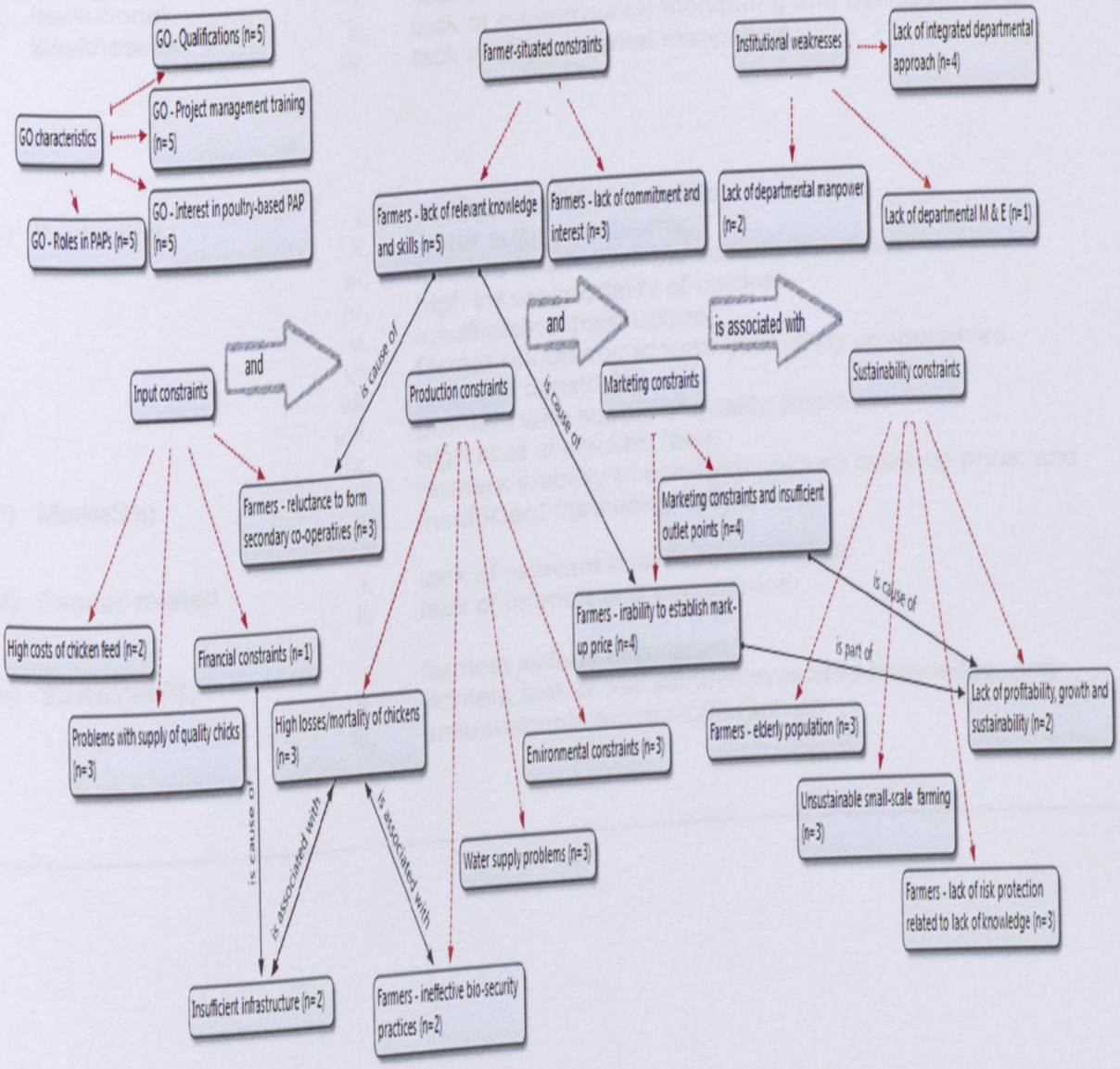

Figure 3. 5: Visual representation of the results of interviews with the participating government officials (Atlas. ti7.0.81)

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Table 3. 5: Government officials' major themes and subthemes of challenges hampering successful running of poultry-based poverty alleviation projects in the Bushbuckridge Municipality (Dube, 2016)

Themes	Subthemes	
a) Institutional weaknesses	i.	lack of integrated-departmental approach;
	ii.	lack of departmental monitoring and evaluation and
	iii.	lack of departmental manpower
b) Production	i.	environmental constraints;
	ii.	water supply problems;
	iii.	farmers in-effective bio-security practices;
	iv.	high losses/mortality of chicken;
	v.	insufficient infrastructure;
	vi.	farmer reluctance to form secondary cooperatives
	vii.	financial constraint;
	viii.	problem with supply of quality chicks;
	ix.	high cost of chicken feed;
c) Marketing	i.	farmers inability to establish chicken mark-up price; and
	ii.	insufficient marketing outlets
d) Farmer-related	i.	lack of relevant knowledge and skills
	ii.	lack of interest and commitment
e) Sustainability	i.	farmers elderly population;
	ii.	farmers lack of risk protection related knowledge; and
	iii.	unsustainable small-scale farming

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3.6 Summary of the Constraints Faced by Poultry-Based PAPs of Ehlanzeni District

In this section a summary of the constraints from the perspective chairpersons, government officials and ordinary members is presented in Table 7. The respective themes are explained and interpreted in detail below.

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Table 3. 6: Summary of major themes and subthemes of challenges hampering the successful running of poultry-based poverty alleviation projects in the Bushbuckridge municipality of the Mpumalanga Provinces (Dube, 2016)

Constraint	Perceived by		
	Leaders of projects (n= 10)	Ordinary members (n=20)	Government officials (n=5)
a) Institutional weaknesses	How many indicated this?	How many indicated this?	How many indicated this?
i. lack of government subsidy	6	0	1
ii. lack of regulation of feed	7	0	4
iii. lack of monitoring and evaluation	3	10	4
b) Production			
i. environmental constraint	0	0	3
ii. water supply problems	5	19	3
iii. ineffective bio-security practices	0	0	2
iv. high losses/mortality of chicken	7	10	3
v. insufficient infrastructure	7	5	2
vi. quality of day old chicks	6	10	3
vii. high cost of chicken feed	5	12	2
viii. financial constraint	7	11	1
c) Marketing			
i. insufficient outlet points as a result of stiff competition	4	5	4
d) Farmer-related			
i. lack of relevant knowledge and skills	6	0	5
ii. inability to form secondary cooperatives	7	0	3
e) Sustainability			
i. lack of profitability	6	10	2
ii. conflict among members	3	3	0

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3.6.1 Institutional weaknesses

The respondents reported that operating with insufficient government manpower was a major constraint to the survival of poultry-based PAPs. The seriousness of this constraint could be attested in what one of the government official said:

> *"The workload is too high as I cover 18 wards. I am responsible for small stock cattle and small stock goats. I don't get time to visit projects so there is no monitoring and evaluation. Also giving projects money and …you don't come and check if the funds are used for the right purpose is a problem. So… other members end up demanding a share of the money before the project starts generating profit. This happens because there is no communication with the funders, no monitoring and no evaluation. So other projects end up collapsing".*

One of the respondents mentioned that PAPs were not properly monitored and evaluated. The severity of the constraint could be seen in the following excerpt:

> *"In some cases funds are given to the projects and there is no monitoring and evaluation. As a result there funds are mismanaged. I think the projects don't have to be left to themselves after receiving funds. They need to be monitored either by the funding organization or by the local municipality so that we can ensure that funds are used for the purposes for which they have been given. So this constraint contributes to the projects becoming white elephants and dysfunctional"*

The results presented show a lack of monitoring and evaluation of PAPs. The respondents highlighted that due to the heavy workload the government officials were unable to provide adequate time to visit poultry-based PAPs. For example, money was deposited in the projects' accounts without any prior capacity building of the implementer plus monitoring and evaluation to support the PAPs. Based on the results a gap has emerged in terms of proper monitoring and

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evaluation mechanisms that would ensure that the poultry-based PAPs are accountable for funds. Besides, the ability to measure whether the existing financial support is adequate or an additional operation fund is required remains a mirage. It was also revealed that most of these projects have collapsed not only due to poor financial monitoring infrastructures but also cases of groups' instability and internal challenges. Once funding ceases to exist, in-fights and quarrels emerge that complicates the groups' financial predicaments. In similar projects that have collapsed, some beneficiaries insist on sharing the money before a profit is generated. The results also revealed that funding was provided to projects without any follow-up to monitor and evaluate. The results indicated that when the projects were introduced, the Government Departments or NGO's used a top- down approach where the projects were imposed on the community without a proper feasibility study. It seems when the projects were conceived, the focus of the funding organizations' was on the number of PAPs established, without considering the issue of sustainability, and as a result, they end up collapsing and become dysfunctional.

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3.6.2 Production constraints

The respondents revealed that poultry-based PAPs are faced with environment constraint because the climatic condition of Bushbuckridge is extremely hot. The participants voiced concerns about heat waves that threatened the wellbeing and health of chickens. The respondents associated the high mortality rates for chickens with heat waves, with the poor state of infrastructure worsening the situation. The gravity of this constraint could be seen in the following quotation:

> *"Bushbuckridge is extremely hot in summer. The area encounters heat waves, which are very challenging to growing chickens. The houses do not have ventilation and thermometers to measure and control the heat. The side walls are not well constructed and there is no enough water to cool the roof so chickens find it difficult to grow. So… projects go through a lot like when it comes to the selection of a site they just grab anything regardless of the soil type like clay soil which is not well drained. The houses encounter problems when it is raining because water builds up*

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and accumulates on top and all the chicken diseases from other villages come and they tend to have problems".

The participants voiced concerns about heat waves that threatened the wellbeing and health of chicken. The respondents associated the high mortality rates for chickens with heat waves, with the poor state of infrastructure worsening the situation. As a result chicken encountered heat stress that contributed to high mortalities. The findings indicates there was no soil profiling when the project site were selected for building broiler houses because the soil that is not well drained get water logged when it is raining and the houses crack easily while disease also spread very quickly.

The respondents highlighted water supply problems in Bushbuckridge. In their opinion, the lack of water hampered productivity and the survival of PAPs. Although the PAP owners wanted to drill boreholes, they could not afford the costs involved. This predicament was evident in the following excerpt:

"Projects encounter a serious challenge with the shortage of water because our area has got poor supply of water. So…unless you have a borehole then you don't have reliable source of water. Chickens need water just like human beings need water. And if you don't have water you are guaranteed to lose your chickens. Hmm…some of the projects close down because of water".

Lack of water is a major challenge that hampers growth and development of the PAPs. The officials highlighted the fact that according to good poultry practice, every broiler house was supposed to have a pressurized washer to clean the house and even the roof. In this case the funding organisations failed to address the water supply prior the implementation phase of projects. This displays lack of feasibility study before the projects were initiated because chicken production needs a lot of water. It is recommended that the government assist projects through drilling boreholes with Jojo tanks that could store about 5000 litters of water since the majority could not afford the costs.

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The findings uncovered that bio-security practices were ineffective. This is evident by what one of the government officials mentioned about this observation:

> *"It seems the issue of bio-security is not taken seriously. A foot bath is a requirement and you cannot operate without it especially with day-old chicks. Also putting chicken of different ages in one house is suicidal. The houses need to rest for an average of two weeks before the new stock is brought in. The houses have to be far apart but due to lack of space the PAPs keep chicken of different ages together. Really projects need to make sure that the hygiene aspect and bio-security measures are first class to prevent diseases".*

The results uncovered inadequate knowledge of bio-security practices by the PAPs. This might have originated from ignorance from the project beneficiaries. It could have emanated from lack of knowledge about chicken and hygiene issues which should be provided by the extension officers. The seriousness of this challenge could be depicted from projects operating without footbaths at the entrance of the broiler houses. This finding emphasizes the fact that the PAPs were not hygiene-compliant. It is recommended that the poultry-based PAPs be educated on bio-security practices of broiler production.

Respondents mentioned the predicament they faced regarding high mortalities of chickens resulting from disease. The gravity of the constraint could be seen in the following excerpt:

> *"Chicken disease is a serious problem in this project. When we try to give medication is like we give them poison they die like flies…especially if the disease is New Castle or Bronchitis. We end up using aloe Vera and potassium permanganate. We really need help from government because vaccination and medication is very expensive".*

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A high chicken mortality rate is a major challenge threatening the success of poultry-based PAPs. Participants related a lack of veterinary support, and the fact that the vaccination and medication are expensive, as some of the factors contributing to high chicken mortality. These are some of the reasons why poultry-based PAPs are more vulnerable to chicken disease outbreaks, such as New Castle Disease and Bronchitis. Although it was revealed that medication is expensive, the participants improvised by using traditional medications such as aloe vera and potassium permanganate that are crushed and mixed with water and given to chicken to drink..

Respondents also revealed that poor quality of day old chicks was a serious hindrance to development of the PAPs. The severity of the challenge could be seen in the following views:

> *"The day old chicks we buy are rejects and we only see them when they grow. The chickens are low grades and they take a long time to grow."*

> *"In terms of chick supply, projects complain about the quality of day-old chicks because it affects the production cycle. It is difficult for them to access chicks because we don't have a hatchery around here…so they rely on hatcheries from Pretoria or Delmas to get chicks. In most cases they get poorer quality chicks. Instead of 1st grade, they get 2nd or 3rd grade and such chicks don't grow as expected regardless of how appropriate management and good practice. Thus, the farmers tend to lose profit".*

The respondents identified problem with supply of quality chicks. This challenge happens in the absence of a hatchery in the area that could supply quality day-old chicks. Also, farmers purchased in small quantities through middlemen, most of whom were so dishonest that they mixed first, second and third grades of day-old chicks in one batch.

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The results revealed that high cost of chicken feed had a negative impact on the survival of PAPs. This challenge was serious and one of the respondents had the following to say:

> *"Another thing is projects encounter high production costs...you know chicken feed is expensive, day-olds are expensive, electricity is expensive, transport to carry stock is expensive. That is why projects keep on farming but they don't generate money and there is no profit".*

High production costs especially of chicken feed emerged prominently from these results. The situation was worsened by expensive chicken feed that was purchased from middlemen who escalated prices. This presented a serious predicament in terms of growing the PAPs who lack joint input purchasing as they were not registered as secondary cooperatives. These findings call for the regulation of chicken feed. It was reiterated that farmers' inability to form secondary cooperatives prevented the PAPs from enjoying the economies of scale, through buying in bulk, at a discounted price directly from supplier. It is also recommended that government should provide a subsidy to support the PAPs.

The respondents disclosed financial constraint as a major challenge that most PAPs faced. This challenge puts a serious strain on the production of projects as attested to in the following comments:

> *"Projects have a serious financial constraint. So the issue of funding especially for emerging farmers is crucial for the success of poultry projects and projects encounter some red tape from financial institutions where they end up failing to get credit".*

> *"Financial institutions don't give credit to people of my age (over 55 years) with no pay slips and also no security for their loans because they want to know if the project collapses what they will get to recover the money. So we don't have*

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security and audited statements they need. We are operating on a communal land. We cannot avail it to the bank for security. If the government can have a budget for emerging farmers who are striving to become commercial farmers it can assist as these projects contribute to food security. Another problem is that we are told that poultry is a high risk type of business. So we don't qualify for a loan."

Poverty alleviation projects faced a serious financial challenge that calls for a start-up capital or government subsidy. However, the PAPs that failed to access external start-up capital were self-funded. This entailed members contributing R100.00 per person to purchase day-old chicks. Such projects were said to be struggling to meet the high costs associated with the poultry business. The fact that potential funders regarded poultry-based PAPs as a high risk business made it difficult to access credit. It was not easy to meet the lending requirements of banks, for example, due to red tape. For instance, it was not easy to produce audited financial statements and avail collateral which financial institutions demanded as conditions for lending.

Similar financial constraints described above were observed even in poultry-based PAPs that government departments or NGOs funded. The respondents highlighted the view that they were unable to indicate whether the existing financial support was adequate or not. Most projects collapsed due to poor financial management systems and within project dynamics that often triggered or fuelled instability. Some beneficiaries insisted on sharing whatever money was available before profit was generated. Such a 'quick cash' mentality compromised sustainability of the poultry-based PAPs. Funders commonly provided funding for infrastructure development but rarely supported the purchase of stock. Thus, some PAPs had well-constructed broiler houses and yet were under-stocked. The affected projects failed to maximize profit as they operated below capacity.

The study uncovered that poultry-based PAPs operate in poorly constructed infrastructure that lack of electricity, lack of water, lack ventilation, lack automatic drinkers, lack air conditioners thermometers to control the temperature. The gravity of the constraint could be seen in the following excerpts:

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"The broiler house is very small…no ventilation, no air conditioner, no thermometer to control the heat. Sometimes we keep chicken of various ages together. We use paraffin as there is no electricity…there is no running water…so this is a serious problem."

The study uncovered that poultry-based PAPs operate in poorly constructed infrastructures with a lack of electricity, water, ventilation, automatic drinkers, air conditioners, and thermometers to control the temperature. Certainly without support to improve the infrastructure, there is no way that these projects could reach a level of large poultry commercial producers who already enjoy economies of scales by occupying big poultry farms with proper infrastructure, with running water and electricity, ventilation, automatic drinkers automatic brooders, air conditioners and thermometers to control the temperature. What becomes even more disheartening is that the poultry-based PAPs understudies struggle to afford buying water from those having boreholes, they cannot afford curtains and instead they use empty bags of chicken feeds for curtains of the broiler houses, they cannot afford to buy generators, and cannot afford to drill a borehole. The size of broiler houses poses a serious challenge, as in some cases, chickens of different ages, from a day old, two weeks, four weeks and six weeks are kept together. The challenge in so doing is that diseases spread very easily and the houses never get a chance to rest before the new stock comes in. Certainly this calls for the government intervention through the revamping of houses introduction of solar or generators to assist the poultry-based PAPs.

3.6.3 Marketing constraints

The PAPs also found it difficult to sell their produce, mainly due to insufficient marketing outlets. Although they targeted the informal market, the PAPs members faced stiff competition from bigger, better known brands (commercial farmers). The gravity of the challenge can be seen in the following excerpts:

"Projects face a serious challenge in terms of selling their produce. The market is monopolized by the big companies so there is stiff competition in this area. The market is a challenge because PAPs rely on the local

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community. Sometimes we sell chicken on credit just to get something. They don't have joint advertising in the new papers or community radio station due to lack of funding".

"The market is dominated by white farmers. They come with big trucks from White River, Hazyview, Nelspruit and Barberton areas to sell this side. In our case, we sell to the community who buy one at a time most of the time. We also sell at pension pay points…people who have got functions like weddings and funerals we depend on them. But also the business is good in winter when the initiates come home from the circumcision schools and in April and December the demand is high…if only we can be contracted to big retail shops like Spar or Shoprite to buy from us with a reasonable price. So I think the market of commercial poultry producers should be regulated and stop them from selling in this area".

The respondents reported that they found it difficult to access lucrative markets and thus could not achieve the objectives for which their initiatives were established. This means that the poultry market is monopolised by big commercial poultry producers. As a result they rely on the local community when marketing their chickens. They also highlighted that the demand for chickens and poultry products is often high when there are family or community functions such as weddings, celebrations and funerals. Peak sales are also experienced during the days when grant pay-outs are made. Grant payment centres often became opportune mini-markets for foodstuffs and other accessories, including chickens. In June, some young people return from traditional initiation schools. Furthermore, Christmas and New Year holidays are associated with feasting, which increases the demand for poultry products considerably. It was noted that these periods compensate for the lean market seasons. Another major challenge is the stiff competition that large-scale commercial poultry farmers pose mainly due to their ability to offer much lower prices than the PAPs. Thus the participants are lamenting for the government's intervention to regulate the market of large commercial producers to stop selling in their area. The need for empowering poultry-based PAPs for collective buying, collective advertising and collective marketing comes in handy for the intervention programmes to be successful and contribute to rural economy. In most cases, poultry-based PAPs produce more chickens than

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what the market demands and end up selling on credit. This means the PAPs do not practice collective marketing of chicken products. The results show a need for government intervention in terms of assisting the PAPs to secure contracts with big retail shops such as Spar and Shoprite.

3.6.4 Farmer-related constraints

Lack of knowledge and skills to run profitable PAPs was reported as a serious bottleneck. The seriousness of the constraint can be seen in the following statements:

> *"Farmers lack management skills needed for day-to-day running of projects and it is very critical for all businesses to have that. Projects don't know how to plan, how to co-ordinate, how to manage labourers and how to control stock. In this regard, I am talking about general management, financial management, production management as well as record keeping. These are crucial aspects that most projects are lacking".*

> *"We really need training in financial management and general management of day to day running of the project. Also training in record keeping skills is needed because without them there is a problem here. So the project ends up struggling to survive. We also need technical skills in poultry production. They send us for training but they don't follow up to check if we are doing the right thing so…it really doesn't make sense you know".*

The respondents revealed lack of skills as one of the hindrances to growth and development of poultry-based PAPs. Of major concern is when they are funded without any training offered is worrying. The question arises as to whether some of the funders provide funding as a nice newspaper article, as a public relations stunt, as a grand standing for there is no training before the fund is transferred to the recipients. The release of funding prior training as the respondents

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alleged sometimes leads to embezzlement of funds as others demand a share before profit was generated. Especially training in management skills, financial management, record keeping and production management skills underpins the ability of poultry-based PAPs to grow and become effective and sustainable and thus contribute to job creation and to the rural economy.

The findings reveal lack knowledge about how to form secondary co-operatives. The respondents mentioned a need to have a thorough understanding of what the concept entails. This is what one of the respondents said in support of this observation:

> *"The government wants us to register as secondary co-operatives. In co-operatives people in projects come with different intentions. Our intention is to work and grow. Others just want quick money. So if we form secondary co-operatives with other projects we will end up fighting among ourselves. The issue of co-operatives is forced on us…they say if you are not registered as a co-operative you will not be funded. As Blacks we come from poor backgrounds, we don't know thousands …we don't know millions of Rand. So we cannot belong to co-operatives where we share. There will be lot of problems, I think".*

The respondents reported the PAPs were unable to form secondary cooperatives. This means that poultry-based PAPs did not take advantage of joint input purchase as a strategy towards the achievement of economies of scale. The respondents reported that they lacked knowledge about the benefits and spin-offs of registering, so as to be able to purchase stock and inputs such as chicken feeds in large quantities while enjoying a discount, and not buying through middlemen who worsened the plight of the PAPs through charging high prices for feed. Most respondents mentioned that they feared that more knowledgeable people would cheat them, resulting in a loss of PAP assets. It is recommended that the government departments and NGOs should support the PAPs by encouraging and educating them about the advantages of registering as secondary cooperatives.

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3.6.5 Sustainability constraints

The respondents reported that unsustainable small scale farming as another of the major challenges to growth and development of the PAPs. They seemed unable and unwilling to buy adequate stock. The seriousness of challenge is attested in the following excerpt by one of the officials who said:

> *"Projects don't achieve their objectives. It seems they use a hand-to-mouth approach to survive. Actually, they lack what is called business acumen. I think a lot still needs to be done to empower them to be effective and self-sustainable through the income generated. They failed to supply the abattoir with 40 000 chicken a week and it ended up closed".*

> *"Our project does not cater for our needs really…I earn R500 when there is profit. With this little money I should cater for my family of six…food is expensive; clothes are expensive so if I was not earning grants the children would die of hunger. At least if I can earn R1 000 every month it could be better".*

The respondents highlighted that PAPs lack sustainability and profitability. This was revealed by the majority of the respondents who felt the PAPs were unable to stock in full capacity as they lacked control over their production cycle. This challenge was caused by the challenge of accessing day old chicks that happens in the absence of a hatchery in the area that could supply quality. It was reiterated that farmers' inability to form secondary cooperatives prevented the PAPs from enjoying the economies of scale, through buying in bulk, at a discounted price directly from suppliers. The results also revealed that unreliable income as they earn salaries that were below the salary datum line. The members are discouraged as the salaries they receive when profit is generated do not meet their needs. The respondents' mention of little money about R500 showed members of their households did not benefit much from the PAPs. The findings revealed lack of sustainability and inability to generate profit as a serious hindrance to growth and development of PAPs.

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3.7 Discussion

3.7.1 Lack of monitoring and evaluation systems

This study revealed that one of the constraints that hampered growth and development of PAPs was lack of monitoring and evaluation systems. The results are in agreement with Ntuli *et al.,* (2013) who made similar observations in their study in the Capricorn District. Although Mashiane (2009) reported that PAPs members indicated that they wanted their projects to be funded until they were able to generate enough income to cover salaries for the beneficiaries, this was not possible in the absence of functional monitoring and evaluation systems. The respondents' responses indicated that in the absence of such systems it becomes tricky to generate reliable information that could be used to draw conclusions on the PAPs' effectiveness and sustainability.

3.7.2 Unsuitable climatic conditions to grow chicken

The government officials revealed that the climatic condition of Bushbuckridge was not suitable to grow chickens. They highlighted that in summer the area experienced heat waves that caused production losses due to heat stress from the broiler houses. This observation was made by St-Pierre *et al.,* (2003) that chicken losses were caused by heat waves, which increased mortality and reduced the broilers' productive performance. The respondents reported the heat waves were worsened by lack of ventilation and air conditioners inside the broiler houses. These results corroborate Vale *et al.,* (2010) in their study entitled, "Characterization of heat waves affecting broilers in Brazil", that noted that a heat shock day when maximum temperature humidity index (THI) was above 30.6 degrees Celsius, caused mortality at between 31 and 40 days. This observation was also made in the Cahaner (2011) study in Brazil that when the ambient temperature (AT) is higher than the broiler chicken body temperature (BT) heat was emitted from the bird to the environment. The same study revealed at AT the chicken body heat could not be emitted quickly to the environment; instead the body temperature raised and as the birds were susceptible to acute heat stress (HS) high mortality occurred. Bhandauria

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et al., (2014) made similar observations in their study entitled, "The Impact of Hot Climate on Poultry Production System in India"; that heat stress is one of the major environmental stressors challenging poultry production.

3.7.3 Insufficient water supply

The African Union AU (2008) cautions that water is an inadequate resource in Africa. Thus it was not surprising that the respondents highlighted that poor water supply negatively affected the performance of poultry-based PAPs in the study area. Similar results were observed in various studies in South Africa (Masipa, 2010; Ntuli *et al.,* 2013). In Botswana, studies by Badubi (2001) and Moreki (2011) observed water as a major challenge that hindered success of poultry production. The respondents in this study singled out the need for borehole drilling as crucial for the survival of PAPs in the Bushbuckridge area.

3.7.4 Inadequate knowledge of bio-security

The government officials singled out hygiene as the main challenge that contributed to high mortality of chicken in PAPs. Their concern about the PAP's lack of knowledge of bio-security practises were based on the absence of footbaths at the entrances of broiler houses. In their own view the broiler houses were not hygiene compliant. These findings comply with those of Anderson (2014) who claimed that to get in the broiler chicken area everyone had to go through a footbath containing the disinfectant. The results are consistent with a study by Ntuli *et al.* (2013) which revealed lack of bio-security practices on small-scale poultry producers of the Capricorn District. The importance of the hygiene aspect could be seen in Anon (2004) who observed that supermarkets in Botswana did not buy products from small-scale broiler producers, as they claimed that birds were not slaughtered hygienically in accordance with the halaal standards. The author went further to say that compliance with hygiene standards was a major challenge to poultry slaughtering facilities in Botswana. These findings support the Zeberga (2010) study in Ethiopia that made a similar observation and warned small-scale producers to keep broiler houses disease free because a 'healthy flock is a profitable flock'.

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3.7.5 Challenges to obtain chicken feed

The respondents highlighted high cost of chicken feed as a serious challenge that deterred the survival of PAPs. The high costs of feed coupled with long chicken rearing periods due to inadequate markets impacted negatively on income generation capabilities and self-reliance of projects. The situation was worsened by middlemen who monopolised the feed market by high fluctuating prices. These results draw parallels with Ntuli *et al.* (2013) study in the Capricorn District Municipality, and with Ampofo (2010) study in Ghana, which revealed that the availability of feed is key factor that limits poultry production. He mentioned that while cost of chicken feed is a challenge in many countries, in Ethiopia it is not only its price and availability but also their low quality (Ampofo, 2010). Similarly, Endale (2011) in Addis Ababa, Asare-Boadu (2010) in Ghana reported that high feed cost was the main constraint faced by smallholder poultry farmers. Thus Moreki (2011) insists the Botswana Government should consider subsidizing chicken feed for small-scale producers. In the current study it was not surprising when respondents suggested feed regulation as an intervention strategy.

3.7.6 Lack of finance and credit

Lack of access to finance and credit was cited as the major constraint. In this case, the respondents felt lack of funding made PAPs unable to purchase adequate stock and thus never realized maximum profit. Linked to this challenge was the inability to access credit facilities due to lack of collateral. Ntuli *et al.* (2013) made similar observations in their analysis of constraints that small-scale broiler farmers in Capricorn District of Limpopo Province faced. These results are also consistent with the earlier study in Ejigbo area in Nigeria Adebayo *et al.* (2005) who observed that lack of funding was the major challenge that poultry projects faced. All these studies corroborated the findings of Makhura (2001), who stated that lack of credit facilities was detrimental to poultry-based PAPs ability to acquire capital goods and assets such as vehicles needed to enhance access to markets. The findings contrasted with Ekunwe *et al.*, (2014) study that observed finance was a minor constraint to broiler producers of Bernin City Metropolis, in the Edo State of Nigeria.

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The respondents in the current study singled out the need for start-up capital in self-funded projects as crucial to their survival, growth and development. Chairpersons of externally-funded PAPs pointed out that the grants they received were inadequate, with the lack of assessment by funders to establish if there was a need for additional financial support being a major concern. Badubi (2001) made similar observations in his study on the small-scale poultry producers of Botswana who encountered insufficient capital to run their projects that often failed once government funding ceases. These findings confirm those obtained in Kirui (2014) study examining factors influencing performance of poultry projects in Bureti Sub-county of Kenya. Furthermore, the results draw parallels with Tshitangoni *et al.* (2010) study in Vhembe District of Limpopo Province. In the latter study, PAP beneficiaries complained that the once-off grant they received from the government did not adequately help them effectively run their enterprises.

3.7.7 Lack of veterinary support

The majority of the respondents highlighted chicken mortalities as a result of disease as a major constraint in poultry-based PAPs. The high chicken mortalities are increase by lack of veterinary support. The finding corroborates with those of Sil *et al.,* (2002) which revealed that apart from predation, one of the major constraints faced by poultry projects was high mortality rate of chicken as a result of Infectious Bursal Disease (IBD) which causes birds to produce a watery diarrhea and have kidney failure at the ages of 31-35 days. The challenge of IBV in chicken was also observed in Poorbaghi *et al.*, (2012) study on Molecular Detection of Avian Infection Bronchitis Virus Serotypes in Fars Province of Iraq. Also the findings find credence in Anderson (2014) study that revealed NCD, IBV, Avian Influenza, Gumboro and Coccidiosis as diseases that hampered growth and development of broiler production in Zambia. The latter study also revealed Sudden Death Syndrome (SDS) or Acute Death Syndrome (ADS) which affected 2 to 3 weeks old broiler chicken as a major threat. Ovwigho *et al.,* (2009) in Delta State, Nigeria observed inability to diagnose sick birds and disease outbreak as major constraints.

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3.7.8 The challenge of accessibility to quality day-old chicks

The results revealed PAPs did not have control over their production cycle due to the challenges in terms of accessibility of day old chicks. Apart from accessibility the respondents mentioned poor quality of chicks as a major deterrent to the survival of PAPs. The constraint was worsened by the absence of a hatchery in the area. These results draw parallels with Tuffour and Sedegah (2013) study on the constraints among broiler producers in Ghana who observed access to credit and input costs as important determinants of production performance of broilers. These findings are in agreement with observation by several studies (Badubi, 2001; Adeyabo *et al*., 2005; Tshitangoni *et al.,* 2010; Ntuli *et al.,* 2013; Kirui, 2014).

3.7.9 Insufficient infrastructure

The findings unravelled that poor state of infrastructure was a major barrier to growth and development of poultry-based PAPs. This finding is consistent with th The respondents linked the environmental constraint to poor state of infrastructure. It was evident that while PAPs were established in a hot climate, most broiler houses had no ventilation and thermometers to control the temperature. Thus the government officials advocated for poultry house ventilation so as to maintain high air velocity or a low temperature for the birds to maintain BT through sensible heat loss. These findings corroborate (Avigdor and Cahaner, 2012) that hot conditions in broiler houses hinder the dissipation of excessive internal heat that resulted in elevating chicken BT and depressed appetite that lead to high rates of morbidity and mortality

3.7.10 Lack of lucrative markets

The results unveiled a challenge with regard to PAPs scarcity of marketing outlets for selling their produce. The government officials revealed the PAPs failed to supply the abattoir that ended up collapsing as they could not handle capacity to supply 40 000 chickens a month. Also linked to lack of marketing outlets the respondents unravelled PAPs struggled to arrive at a

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mark-up price of fully grown chicken. Badubi *et al.* (2004) study with similar observation that small-scale producers in Botswana had difficulties in gaining access to big retail outlets because they could not offer regular supply of broiler meat. Also linked to lack of marketing outlets the respondents unravelled PAPs struggled to arrive at a mark-up price of fully grown chicken. Similar results were obtained by Ntuli *et al.* (2013) in Capricorn District of Limpopo Province.

The findings discussed above contrasted the view of the National Directorate of Marketing in the Department of Agriculture (2005). It argued that due to liberalization and associated benefits such as great market efficiencies, the South African marketing environment presented lucrative opportunities for different farming enterprises. It further claimed that if the markets were not explored and its requirements not met, such opportunities would remain elusive to most beneficiaries of agricultural projects. Maginxa and Kamara (2003) supported this view and stated that when information asymmetry, lack of infrastructure, inadequate credit facilities and high transaction costs existed then poultry businesses would have limited access to markets. Taking these arguments into account, lack of access to markets was most likely to render the running of poultry-based PAPs ineffective and ultimately, unsustainable.

It was found that the PAPs faced stiff competition in the poultry meat market. Large-scale commercial producers were reported to have virtually monopolized the poultry market. The latter were said to be selling their products in Bushbuckridge at prices that were so low that if the PAPs followed suit, the latter would collapse. Also, even though the PAPs sold theirs at prices that suited them, large-scale producers out-competed them. The PAPs chairpersons linked the inability to maximise profit to lack of markets and high production costs. It was evident from the interviews that most of the PAPs had developed a dependency syndrome and tended to blame their predicament on lack of government support. Yet, poor record keeping and selling their produce on credit were likely to be contributing to poor income generation and the little profit they realized. The respondents reported that even though the PAPs sold theirs at prices that suited them, large-scale producers out-competed them. Several studies (Patrick, 2004; Makhalane 2009; Masipa, 2010; Ntuli *et al.* 2013) revealed that PAPs were unable to capture any new market share and faced increased competition from established large-scale poultry producers. Moreki (2011) also identified lack of visible and constant markets as the main threat to the survival of poultry-based PAPs in Gaborone area of Botswana. Badubi *et al.* (2004)

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contend that the marketing strategy of gaining access to supply chickens to big retail outlets was adopted but failed in Botswana because poultry producers could not offer regular supply of broiler.

3.7.11 Lack of management skills

The findings uncovered that lack of management, financial management and record keeping skills of PAPs required serious attention. In the current study in the Bushbuckridge Municipality, a lack of skills in all aspects of running businesses negatively affected the performance of poultry-based PAPs. Because of poor record keeping, the possibility of some customers who bought chickens on credit defaulting without being detected was quite high. Also, because of the poor record keeping, fraudulent activities were likely to go undetected. Thus, the need for introducing more effective record keeping systems cannot be over-emphasized.These findings were consistent with (Makhalane, 2009; Masipa, 2010; Ntuli *et al.*, 2013). These findings also confirmed the observation of Groenewald and Jooste (2012) that management skills of small-scale poultry producers were underdeveloped.

Tshikosi (2009) also called for the introduction of effective and efficient management techniques in poultry-based PAPs. He argued that this was necessary because of the need to increase the productivity of projects and consequently, increase income generation. These views were in agreement with those of Wynne *et al.* (2003). The authors stated that poor record keeping and lack of management skills could be attributed to lack of training to improve education, physical infrastructure and technology transfer prior to the implementation phase of PAPs. Also, Pote (2008) expressed doubts over the effectiveness and sustainability of poultry-based projects given the fact that beneficiaries lacked good technical practice and entrepreneurial skills.

The observation that lack of financial management and other skills posed a challenge was also made in the Masipa (2010) study on sustainability of PAPs in Capricorn District. She found that quarrels and disputes among project members militated against the success of projects and argued that this was an indication of lack of members' experience in managing projects. The

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findings were consistent with Kirui (2014) study in Bureti Sub-county in Kenya that found training of farmers in broiler production management was nonexistent. Also the findings corroborate Badubi (2001) study in Botswana that highlighted small-scale poultry producers' lack of skills in poultry management. In addition to lack of training in financial management, skills for day to day running of projects and skills for production management, poor record keeping was cited as a major hindrance to their success.

These results are in agreement with numerous studies (Kaw, 2006; Makhalane, 2009; Tshikosi 2009; Ntuli *et al.,* 2013) that observed the same trend. In the current study in Bushbuckridge municipality, lack of skills in all aspects of running businesses negatively affected the performance of poultry-based PAPs. Because of poor record keeping, the possibility of some customers who bought chickens on credit defaulting without being detected was quite high. Also, because of the poor record keeping, fraudulent activities were likely to go undetected. Badubi (2001) study in Botswana showed similar observation as it cautioned that poor record keeping among poultry farmers hampers the success of projects as it affects control and monitoring of projects. Thus, the need for introducing more effective record keeping systems cannot be over-emphasized.

3.7.12 Inability to form secondary cooperatives

The respondents singled out the inability to form secondary cooperatives as a major drawback that retards sustainability of PAPs. They highlighted lack of understanding the strategy and its benefits as a serious challenge. The findings are consistent with those of Ntuli and *et al.* (2013) who found that the majority of small-scale broiler farmers in Capricorn District were not registered as secondary co-operatives due to lack of knowledge of how cooperatives' should function. The respondents agreed that the government should create awareness campaigns about the secondary cooperatives.

3.7.13 Lack of sustainability

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The results revealed that poultry-based PAPs were not effective and sustainable as they did not maximize profit. Thus, it was not surprising to hear most chairpersons and ordinary members mentioning that the PAP members were not receiving any remuneration each month, but rather only when profit was generated. This situation should also be considered in tandem with disunity among members. The findings uncovered that there were in fights and conflicts among members as a result of the workload. The PAPs operated with few members who were dissatisfied with the meager salaries they received. For this reason others discontinued to participate in the PAPs. The 'quick cash' mentality of demanding salaries before profit was generated showed lack of commitment and interest in the growth and development of the PAPs. These findings are in agreement with Masipa (2010) study in Capricorn District.

Conclusion

It is encouraging to realize that the government departments and the NGOs are committed to funding the poultry-based PAPs in rural communities with the intention to fight poverty and unemployment. However, some of the projects were self-funded while others were externally funded. The self-funded PAPs faced a challenge in terms of lack of access to finance and credit as the banks could not grant loans without collateral. The funding provided to the externally funded projects was limited as funders commonly provided funding for infrastructure development but rarely supported the purchase of stock. This means some poultry-based PAPs had well-constructed broiler houses and yet were under-stocked and also never realized maximized profit as they operated below capacity. Moreover, there was resistance to register the poultry-based PAPs as secondary co-operatives, meaning that they did not enjoy the benefits of economies of scale through getting discount and buying in bulk. It is disappointing that the poultry-based PAPs of Bushbuckridge Municipality are not effective and sustainable as they lack income generation capabilities. The performance of most projects is relatively poor. The sustainability of poultry-based PAPs also requires appropriate training of the project beneficiaries in financial management, marketing skills, bio-security practices and broiler production management. The lack of regulation of feed threatens growth and development of poultry-based PAPs. Linked to the constraint of expensive chicken feed is the accessibility of quality day old chicks that end up exceeding their rearing period. All this happens in the absence of a hatchery in the area. It also happens in the absence of quality assurance unit in the area as first, second and third grades day old chicks are mixed in one batch sold at the

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same price. These were the predicaments that prohibited PAPs from having control over their production cycle. It is evident that poultry-based PAPs of Bushbuckridge faces a number of challenges that contribute to their failure. There is an urgent need for government; NGOs and beneficiaries to address the burning issues as highlighted so as to improve the performance of poultry-based PAPs in rural areas.

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CHAPTER 4: BENEFICIARIES' STRATEGIES FOR COPING WITH EXTENSION CHALLENGES IN POULTRY- BASED POVERTY ALLEVIATION PROJECTS IN A RURAL LOCAL MUNICIPALITY OF SOUTH AFRICA: A QUALITATIVE STUDY

ABSTRACT

The advent of democracy in South Africa in 1994 necessitated socio-economic transformation for rural poverty reduction and development. For example, all spheres of government, non-governmental organizations, business and residents of rural areas have been introducing poultry-based poverty alleviation projects (PAPs). Despite the benefits associated with the poultry-based PAPs such as improved food security and job creation, there is a growing concern that the support from the extension service is inadequate. Taking this issue into account, a qualitative study was carried out to identify and explain the institutional, production, marketing and sustainability coping strategies that the poultry-based PAPs in Bushbuckridge local Municipality of Mpumalanga Province relied on. Purposive sampling was used to select 10 Chairpersons, 20 ordinary members and 5 government officials involved with poultry-based PAPs.. A semi-structured interview was used to collect data that were analyzed using the Atlas ti7.0.81 software. The study revealed the coping strategies that the PAPs relied on were: few extension officers supporting the PAPs, procurement of stock in small quantities, buying water from people with boreholes, buy poor quality day-old chicks, selling produce to local community and selling chicken on credit. It was concluded that due to inadequate extension support the PAPs used various coping strategies. The need for more effective strategies that would enhance their sustainability was evident.

4.1 Introduction

The contribution of food of animal origin to the nutritional status of the world population is well documented (Radolph *et al.*, 2007; Ndlovu, 2010). The expected demand for animal products due to the ever increasing human population especially in marginal rural areas of sub-Saharan Africa poses serious challenges with respect to how to reduce food insecurity and combat poverty in environments that are extremely vulnerable to climate change.

In South Africa, the need for an effective and efficient extension service that assists poultry-based PAPs to improve productivity and competitiveness has been highlighted in past studies.

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For example, Oladele and Mabe (2010) contend that improvement in South Africa's agriculture especially in rural areas demands considerable efforts aiming to enhance the quality of the government extension service. Ngomane and Zwane (2006) are of the view that the main focus of the extension service should be to increase food production and spread the benefits of improved farming techniques more widely. This is crucial because of the need for increased production and liberating the residents of rural areas from poverty.

Agricultural extension and advisory services encompass systems and mechanisms designed to build and strengthen the capacity of farmers to perform better. This is accomplished through improved provision and access to relevant information and technologies. In addition, farming skills and practices, capacity to innovate and address varied rural development challenges are enhanced through training programmes and improved management (Birner *et al.* 2009; Christopolos, 2010). Magoro *et al.* (2014) believe that one of the factors that often hamper the extension system to have significant impact is the tendency to apply top down approaches, which disempower farmers. Yet, the most appealing extension service in the 21st century is likely to be that of practitioners who value sustainability. Achieving the latter goal demands that extension officers transform their way of doing business and become catalysts and agents of empowerment, with special emphasis on developing human capital. An effective extension service should help yield sustainable agriculture and improved well-being of the rural population (Meinzen-Dick *et al.,* 2012). It is argued (Odongo, 2000) that extension officers in sub-Saharan Africa view smallholder farmers in rural areas as empty vessels to be filled with knowledge and expertise.

In most parts of South Africa, the generally inadequate and ineffective extension service available to poultry-based PAPs forces them to adopt some survival strategies. Prior to this study, not much was known about the nature of institutional, production, marketing and sustainability coping strategies applied in poultry-based PAPs in Bushbuckridge Municipality of Mpumalanga Province. Apparently, this was due to inadequate research undertaken in this most rural and poverty-stricken area of Ehlanzeni District.

The introduction of poultry-based PAPs as one of the strategies to fight poverty in Bushbuckridge Municipality is well received and popular. However, the majority of such initiatives bear minimal results in terms of sustainability and effect. This means that there is a gap between policy intent and practice that could present such projects as a lip service tactic

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because there is little impact on the lives of the beneficiaries for which they were established. The claim is in line with Gwanya (2010) who insists that despite the rural stakeholders' efforts to implement poverty alleviation initiatives, there appears to be lack of capacity, expertise, and infrastructure and finance. He further points out that rural development and poverty alleviation policies, regardless of them being well planned and implemented geared to improve the lives of the rural dwellers and regenerate rural economies, there continue to be limited success (Gwanya; 2010). It is particularly with regard to poultry-based PAPs that the success is questionable because majority of them collapse once funding ceases to exist.

This study investigated the coping strategies as perceived by chairpersons, ordinary members and government officials involved with poultry-based PAPs. This investigation of coping strategies was informed by the need for an effective and efficient extension service that assists poultry-based PAPs to improve productivity and competitiveness as highlighted in past studies. For example, Oladele and Mabe (2010) contend that improvement in South Africa's agriculture especially in rural areas demands considerable efforts aiming to enhance the quality of the government extension service. Ngomane and Zwane (2006) are of the view that the main focus of the extension service should be to increase food production and spread the benefits of improved farming techniques more widely. This is crucial because of the need for increased production and liberating the residents of rural areas from poverty.

4.2 Research Methodology

4.3 Study Area

This study was conducted in Bushbuckridge Municipality of Ehlanzeni District Municipality, Mpumalanga Province chapter 3 Figure 1.

4.3.1 Research Design

This study used a qualitative research design. According to Bryman (2004), qualitative research is a research strategy that usually emphasizes words, rather than quantification. According to Babbie and Mouton (2011: 279) qualitative research designs share the following

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features: (a) A detailed engagement with/ encounter with the object of study; (b) selecting a small number of cases to be studies; (c) an openness to multiple sources of data; and (d) flexible design features that allow the researcher to adapt and make changes to the study where and when necessary.

In this study a qualitative design was chosen because of the opportunity it presented to explore the experiences of the participants more deeply through probing. The qualitative survey involved interviewing 10 chairpersons selected from 10 different projects, 5 government officials from the Department of Agriculture, Rural Development and Land Administration and 20 ordinary members from different poultry-based PAPs in the northern and southern region of the Bushbuckridge municipality. The northern Bushbuckridge inherited an established agro-hub, which was the major precursor for the concentration of poultry PAPs. Southern Bushbuckridge never had such a facility, and thus it is not surprising that there is a poor concentration of poultry PAPs in the area. The chairpersons and government officials of the PAPs were interviewed as key informants because of the belief that they would be information-rich (Merriam, 1998).

4.3.2 Sampling method

Sampling involves selecting a group of people with which to conduct a study (Burns and Grove, 2005). Simple random and purposive sampling methods were adopted for the first phase of the study. Simple random and purposive sampling methods were employed to select respondents for this study. Criterion purposive sampling method was used to purposefully select a total of 10 chairpersons and 5 government officials as key informants from Bushbuckridge north and south regions. This was followed by 20 ordinary members from both regions. To achieve this nonprobability sample was used though purposive sampling to select respondents in all three groupings. The sample units from each selected project were chosen because they had particular characteristics that enabled detailed exploration and understanding of the central themes the researcher wished to explore (Ritchie, Lewis and Elam, 2003). The chairpersons varied in terms of age (ranging between 48-68 years). The qualifying criterion for the selection of the government officials was that each must have worked closely with poultry-based PAPs within their respective local municipalities. The qualifying criterion for chairpersons was those who have been involved in the projects in the Executive for more than two years. The selection criteria for the 20 ordinary members were

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those who have participated in projects for two years. The qualitative approach was chosen because of the opportunity it presented to explore the experiences of the participants more deeply, through probing that encouraged the respondents to elaborate on their answers.

4.4 Ethical Considerations

Ethical clearance was secured from the University of Venda's Health, Safety and Research Ethics Committee. The latter committee issued a certificate, which served as proof of approval to conduct the study involving human subjects. Permission to conduct the study was obtained from the District Director of the Department of Agriculture, Rural Development and Land Administration in the Ehlanzeni District Municipality. After getting the permission, a meeting was held with the government officials responsible for livestock especially poultry in Bushbuckridge North and South. During the meeting, the goals and implementation imperatives of the project were discussed. Contentious issues were cleared. This paved way to sample poultry-based project activities. The government officials provided a list of poultry-based projects that could participate in the study.

The purpose of the research was discussed with the chairpersons, government officials and ordinary members of sampled projects before any data were collected. This was designed to ensure that participation was voluntary. Thus prior to the personal interviews, written informed consent was obtained from each respondent.

4.5 Data Collection Strategy: Interviews

This study used interviews to collect data. Although some of the researchers regard it as the most expensive strategy it was regarded as the most effective one for collecting information about peoples' thoughts, knowledge, beliefs, attitudes, likes and dislikes (Swart, 1998). Moreover, Bless and Higson-Smith (2000) recommended interview as the most suitable technique for poor sectors of population in less industrialised countries.

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4.5.1 Face-to-face interviews to collect data

Face-to-face semi-structured interviews were conducted with 10 chairpersons, 20 ordinary members and 5 government officials involved with poultry-based PAPs in Bushbuckridge north and south. Semi-structured interview guides made up of open-ended questions were used to manage the focus of the qualitative study. The use of semi-structured interviews allowed the researcher to understand the respondents' constructions of reality regarding experiences in running poultry-based PAPs. The researcher used probing to get more information as recommended by Merriam (1998); through probing, deeper and richer responses are obtained. Interviewees were requested to identify a suitable place on the project site for the interviews. An interview guide was used to direct the conversation. Interviews were conducted in one of these languages, Northern Sotho, Xitsonga and English, taking into account each respondent's preferred language. The written consent of each interviewee to use a tape-recorder was secured prior to the interviews. Interviewees were assured that the interview information would be treated as confidential. Each interview took 35-45 minutes to complete. The interviews were tape-recorded with the permission of the respondents. All the respondents were eager to share their experiences openly. Figure 6 shows the chairpersons interviewed in Bushbuckridge North and South (photographs printed with the consent of the interviewees).

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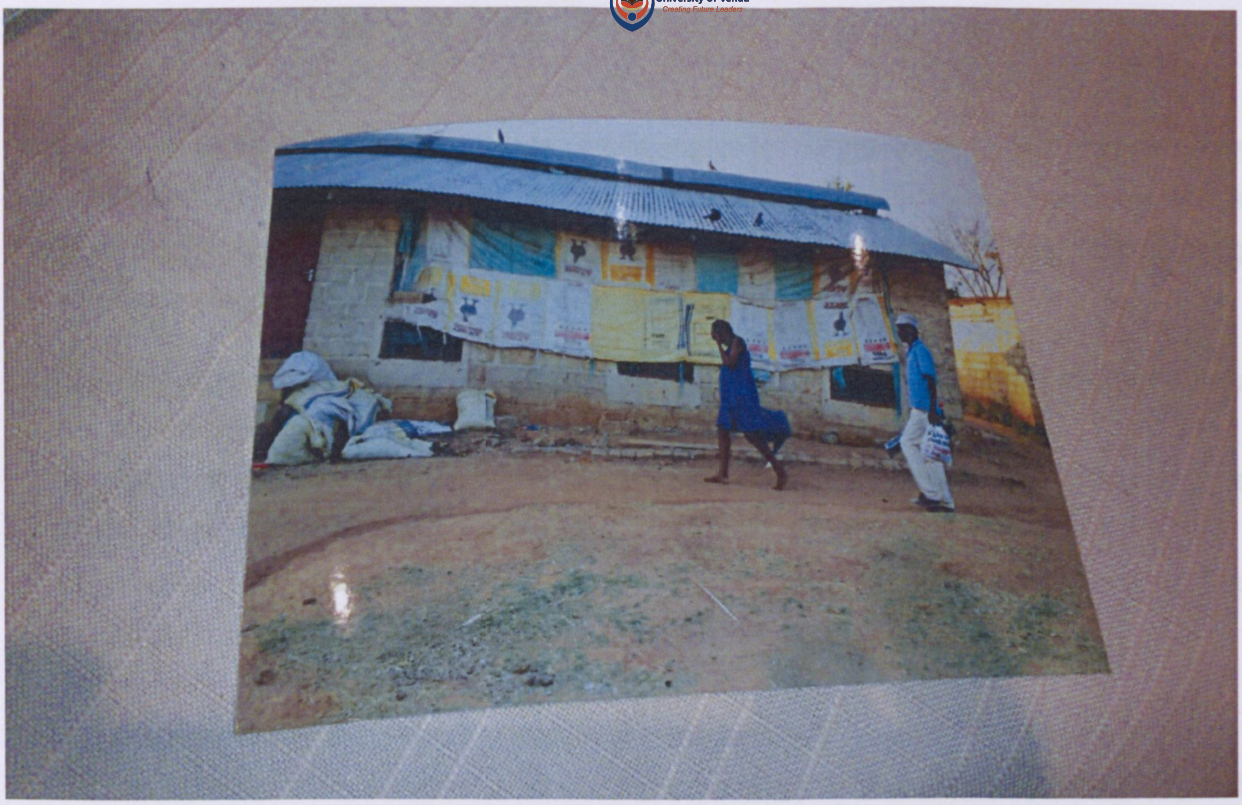



Figure 4. 1: Poultry-based PAPs use empty bags of chicken feed as curtains and keep chicken of various ages in the same house as coping strategies (Dube, 2016)

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4.5.2 Data analysis

Data analysis is described as "a process of bringing order, structure and interpretation to the mass of collected data (Marshall and Rossman, 1999: 150). The first step was to transcribe the interviews verbatim. The study used Atlas ti7.0.81 software to analyse data. The following were the steps followed to formulate codes and families (van der Wath, 2015):

a) carefully reading through all the transcripts to get a sense of the whole and correcting any editing mistakes;
b) saving all the interview documents (transcripts) in the Atlas programme. This was done by saving them as hermeneutic units;
c) reading each transcript and selecting a quotation and assigning a code to the quotation. This was done for all the transcribed interviews;
d) grouping similar codes in families (themes);
e) choosing codes to design a network view with relations;
f) the network view provided a visual representation of the codes and families, and indicated relations (links) between them as well as the subcategories of the families;
g) editing the codes and quotations as the terminal analysis process, and
h) listing quotations with codes generated.

4.5.3 Results of Qualitative Study about Coping Strategies: Chairpersons of Poultry-Based PAPs

It is shown in Tables, 8 that poultry-based PAPs had a number of coping strategies that they used so as to survive. The coping strategies were of social, environmental and economic nature. These coping strategies varied as they were grouped according to this framework: institutional, production, marketing and sustainability.

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Table 4. 1: Chairpersons major themes and subthemes of coping strategies used by poultry-based poverty alleviation projects in Bushbuckridge Municipality of Ehlanzeni District (Dube, 2016)

Themes	Subthemes
f) Institutional coping strategies	i. operate with few extension officer; ii. lack of quality assurance to check quality of day old chicks; iii. chicken feed is not regulated so prices are escalate by middlemen; and iv. operate without registered as secondary cooperatives
g) Production coping strategies	i. buy substandard (often second and third grade) day-old chicks; ii. buy water from people with boreholes; iii. keep chicken of different ages in the same house; iv. use empty bags of chicken feed as curtains; and v. use traditional medication such as aloe vera and permanganate potassium
h) Marketing coping strategies	i. sell produce to local community members, institutions and at pension points; ii. have poor signage and poor marketing and advertising strategies; and iii. under price chicken to avoid long rearing period iv. sell on credit
i) Sustainability coping strategies	i. use a hand to mouth approach to survive; ii. the elderly population run the projects; iii. the PAPs are not effective, self-reliant and self- sustainable they collapse; and iv. some members stop participating in the projects due to in fights

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4.5.4 Results of qualitative study about coping strategies: Ordinary members of poultry-based PAPs

The ordinary members highlighted production, marketing and sustainability coping strategies as illustrated in Table 9.

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Table 4. 2: Ordinary members' major themes and subthemes of coping strategies used by poultry-based poverty alleviation projects in Bushbuckridge Municipality of Ehlanzeni District (Dube, 2016)

Themes	Subthemes
a) Production coping strategies	i. contribute money from their pockets
	ii. buy water from people with boreholes
	iii. keep chicken of different ages in the same house;
	iv. use empty bags of chicken feed as curtains;
b) Marketing coping strategies	i. sell produce to local community members, institutions and at pension points;
	ii. under price chicken to avoid long rearing period
c) Sustainability coping strategies	i. some members stop participating in the projects due to in fights
	ii. earn little salaries

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4.5.5 Results of qualitative study about coping strategies: Government officials of poultry-based PAPs

Government officials mentioned institutional, production, marketing and sustainability coping strategies used by poultry-based PAPs to survive as in Table 10.

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Table 4. 3: Government officials' major themes and subthemes of coping strategies used by poultry-based poverty alleviation projects in Bushbuckridge Municipality of Ehlanzeni District (Dube, 2016)

Themes	Subthemes
a) Institutional coping strategies	i. operate with few extension officer; and ii. chicken feed is not regulated so prices are escalate by middlemen
b) Production coping strategies	i. operate without start-up capital ii. buy substandard (often second and third grade) day-old chicks; iii. buy water from people with boreholes iv. keep chicken of different ages in the same house; and v. use traditional medication such as aloe Vera and permanganate potassium to avoid expensive medication
c) Marketing coping strategies	i. sell produce to local community members, institutions and at pension points; ii. have poor signage and poor marketing and advertising strategies; and iii. under price chicken to avoid long rearing period
d) Sustainability coping strategies	i. use a hand to mouth approach to survive; ii. the elderly population run the projects; iii. the PAPs are not effective, self-reliant and self- sustainable they collapse; and iv. some members stop participating in the projects due to in fights

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4.6 Results of qualitative study: Summary of themes and subthemes

This section presents a summary of themes and subthemes of chairpersons, ordinary members and government officials in Table 11. The themes are explained in details below.

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Table 4. 4: Summary of themes and categories of coping strategies used by poultry-based poverty alleviation projects in Bushbuckridge Municipality of Ehlanzeni District (Dube, 2016)

Coping strategies	Perceived by		
	Leaders of projects (n= 10) How many indicated this?	Ordinary members (n=20) How many indicated this?	Government officials (n=5) How many indicated this?
a) Institutional coping strategies			
i. operate with few extension officers	4	5	4
ii. chicken feed is not regulated so prices escalate	6	7	1
b) Production coping strategies			
i. operate without any start-up capital	8	15	5
ii. buy substandard (often second and third grade) day-old-chicks	7	15	3
iii. poor state of broiler houses that keep chicken of all age together	9	10	4
c) Marketing coping strategies			
i. have poor signage and poor marketing and advertising strategies	5	9	3
ii. under price chicken to avoid long rearing period	5	0	4
e) Sustainability coping strategies			
i. some members stop participating in the projects due to in fights	8	12	0

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4.6.1 Institutional coping strategies

Government officials reported that they do not cope with the workload as they provide service to poultry-based PAPs, small stock cattle and small stock goats. As a result they take long time to visit all the wards. The implantation of the coping strategy could be seen as follows:

> *"It is difficult I am responsible for 18 wards and don't have enough time to visit all poultry projects as I said I am not only responsible for poultry. So I think the government should employ more labour force to assist because I don't even have time to monitor these projects. As long as the work load is so heavy on us the issue of poultry-based projects failing will remain like that for a very long time.*

The results unveiled a predicament faced by poultry-based PAPs created by expensive chicken feed. As a result the PAPs buy stock in small quantities as a coping strategy. This is what one of the chairpersons had to say:

> *"There is no progress in our project because we usually work at a loss. Chicken feed is expensive; transport is expensive, electricity expensive. So we buy stock in small quantities...make little profit because the feed prices keep changing all the time, while we keep chicken for longer period due to the stiff competition"*

4.6.2 Production coping strategies

The study revealed that poultry-based PAPs contributed money from their pockets to buy stock. For this reason unable to stock in full capacity. This coping strategy was adopted because there was lack of start-up capital to support projects. The use of this coping strategy could be seen in the words of one of the chairpersons who said:

> *"Sometimes we get stressed because main cause of our challenges is lack of funding. Since we don't have any choice we contribute money from our own pockets to keep the project running. So we are asking for help from the*

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government as we don't qualify for a loan from the bank"

It was reported that the PAPs purchased stock in small quantities. This coping strategy was used because they were purchasing from middlemen who escalated the price of feed. The use of the coping strategy could be seen in the following statement from one of the chairpersons:

> *"We are unable to buy stock in large quantities because as day old chicks are expensive, transport to carry stock is also expensive…chicken feed is expensive. We survive by buying stock in small quantities from the middle men with high prices not directly from the supplier because we are not registered as a secondary cooperative".*

The findings unraveled that the PAPs survived by buying day old chicks of poor quality. The results revealed lack of hatcher in the Bushbuckridge area. This is what one of the ordinary members said:

> *"There is no hatchery in Bushbuckridge area…so the day old chicks we buy are rejects…the 1st, 2nd and 3rd grades are mixed in one batch and sold at the same price. They all look the same when you buy them, but when they grow up you can see that they are weak and take time to grow up. We buy because we don't have any choice"*

The results uncovered some of the PAPs were keeping chicken of different ages in the same house due to the small size of the broiler houses. It was also reported that the empty bags of chicken feed were used as curtains. The seriousness of the coping strategy could be seen in the following excerpt:

> *"We need renovation of the broiler house because it is leaking…last time about 400 chickens drowned. We keep day old chicks in the same house with day 3 weeks and 6 weeks old chickens. There are no curtains…and so we sew empty bags of chicken feeds to make the curtain"*

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It was indicated in Chapter 3 that the PAPs faced the challenge of poor water supply intercepted. As a coping strategy it was unveiled that PAPs survived by buying water from people with boreholes or rain water harvesting in summer. This challenge hampered growth and development of the PAPs in the area. One of the respondents aptly said:

> *"Water is expensive and it eats on the profit...transport to carry stock is expensive as we hire it. We survive by buying water from people with boreholes because drilling a borehole is very expensive. In summer when is raining we keep rain water in big container for our chicken"*

The PAPs lacked veterinary support during chicken disease outbreaks like New Castle and Bronchitis. The coping strategy adopted as revealed by the findings was the use of traditional medication such as snuff, aloe vera and potassium permanganate. The use of strategy could be seen in the following excerpt:

> *"When chicken are sick I get frustrated...in this case we resort to the use of traditional medicine like snuff, aloe vera and potassium permanganate during the chicken disease outbreaks like New Castle and Bronchitis.* Sometimes we lose a lot of chicken due to disease"

4.6.3 Marketing coping strategies

It was reported that as a result of lack of marketing outlet points poultry-based PAPs sell their produce to the local community. The results revealed the use of a word of mouth to advertise the projects. The use of the coping strategy could be seen in the following quotations:

> *"The market is problematic there is strong competition from commercial poultry producers. We need a signage with the name of the project. We want to advertise in the community radio station but don't have money. We survive by selling chicken to local community"*

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"The feeds are expensive…so to avoid keeping chicken for a long time while feeding them we end up selling on credit. The challenge is sometimes we lose our money as some customers are bad payers".

4.6.4 Sustainability coping strategies

Three ordinary members revealed conflict among members as a hindrance towards growth and development of the PAPs. This emanated from the workload and the meager salary earned by members. The severity of the constrained could be attested as follows:

"We are few in this project so the work load is too much feeding chicken, washing the feeding dishes…cleaning the broiler house is really too much. The work load and the salary we get when there is profit makes us to end up having quarrels among ourselves. But the little money I get R500 a month cater for my family of four but, if I was not earning grants the children would die of hunger. At least if I can earn R1 000 every month could be better".

4.7 Discussion

4.7.1 Operate with few extension officers

The poultry-based PAPs operate with few extension officers who took a long time to visit projects. These finding is consistent with Nyoni and Masika (2012), who report that extension services improve the efficiency of chicken production. However, there continue to be lack of extension services provided to poultry-based PAPs. In this case the PAPs relied on their own experience of rearing chicken. It was also revealed that the chicken feed was not regulated as the PAPs were buying stock from middlemen who escalate prices for their own benefit. This coping strategy was implemented as there was no alternative way of buying directly from the supply. These findings lend credence from (Birner, *et al.*, 2009; Christopholos, 2010; Ntuli *et al.*, 2013) studies that made similar observation.

4.7.2 Operate without start-up capital

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The results revealed that the PAPs were contributing money from their own pockets to run projects. In this regard the projects had no choice as they lacked start-up capital for emerging farmers. For this reason they purchased stock in small quantities as they could not afford to stock in full capacity. These findings confirm those obtained in Kirui (2014) study examining factors influencing performance of poultry projects in Bureti Sub-county of Kenya.

4.7.3 Purchase substandard day-old chicks

It was reported that the PAPs were purchasing poor quality day old chicks that comprised of first, second and third grades mixed in one batch sold at the same price. The PAPs had no choice as the area did not have a hatcher. The situation was worsened buy lack of joint input purchasing as the PAPs did not get discount. The findings are in agreement with those of Endale (2011) in Ethiopia that mad similar observation, These results draw parallels with Badubi (2001) and Adeyabo *et al.,* (2005) who observed that small-scale poultry farmers experience poor quality of day old chicks.

4.7.4 Operate in poorly constructed broiler houses

The findings unravelled that due to poor state of infrastructure the PAPs kept chicken of same age in the same house. This coping strategy was risky as it allowed the spread of disease such as Ne Castle and Bronchitis. These findings were consistent with Badubi (2001) study on the challenges of small-scale poultry producers in Botswana. Similar observations were made by Ntuli *et al.*, (2013) in their study in Capricorn District of Limpopo Province.

4.7.5 Purchase water from people with boreholes

The results uncovered that the PAPs purchased water from people with boreholes. Although this was an added cost they had no choice as chicken need water to grow. These findings are consistent with (Moreki, 2011 and Ntuli *et al.*, 2013) and) studies that observed water as a major challenge that hindered success of poultry production.

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4.7.6 Use medical plants to avoid expensive medication and vaccination

The findings unveiled that the PAPs used medical plants to avoid the high costs of chicken medication and vaccination. This happens as a result of lack of veterinary support. It also happens in a situation where bio-security practices were not observed. These findings are in agreement with Ocholla (2014) in Mtubatuba Municipality of KwaZulu Natal. These findings also confirm those of Mwale and Masika (2009) in Centane District in the Eastern Cape out of the 62 chicken farmers interviewed, 83 % of the respondents used ethno-veterinary medicine (EVM).

4.7.7 Sell chicken to the local community

It was reported that the PAPs rely on the local community to sell their produce. This emanate from lack of marketing outlet points as the market is saturated by stiff competition of the poultry commercial producers. This situation compels the PAPs to under-price chicken as they fight for the market share with commercial farmers. Moreki (2011) also identified lack of visible and constant markets as the main threat to the survival of poultry-based PAPs, in Gaborone area of Botswana. Furthermore, the findings lend credence in Ekunwe *et al.*, (2014) study who observed lack of marketing efficiency of full grown chicken in Bernin City Metropolis, Nigeria.

The results unraveled that the PAPs were selling chicken on credit. As they explained there was a challenge of expensive feed that compelled the use of this strategy and the challenge of over-stocking and when the supply is more than the demand as in Masipa (2010). The findings revealed that in order to avoid the long rearing period due to expensive feed, the PAPs had no choice but to sell their produce on credit. In some cases they worked at a loss due to customers who were bad payers. These results corroborate Ntuli *et al.,* (2013) study that made similar observation in Capricorn District. .

4.7.9 Work in an environment having tension

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The findings uncovered that the PAPs members lacked job satisfaction due to the meager salaries earned. The situation is worsened by the decrease in membership while the workload remains high. The PAPs encounter conflicts and in fights among the members. These results find agreement with those of Masipa (2010) study in Capricorn District.

4.8 Conclusion

This study revealed that the poultry-based PAPs use various coping strategies to survive. This is an indication that they use a 'hand to mouth approach'. This means that if proper interventions from government or NGOs are not put in place the PAPs will continue to perform poorly. The revelation about operating with a limited number of extension officers is discouraging and defeats the purpose. The poultry-based PAPs are unable to grow their own feed and solely rely on agents to buy chicken feed rely on purchasing the feed in small quantities from middlemen who escalate prices. The report that poultry-based PAPs buy poor quality of day old chicks is frustrating. The revelation of keeping chicken of different age in the same house is worrying. The buying of water from people with boreholes shows the gravity of challenge regarding poor water supply in the area. The report that PAPs sell their produce to the local community and fight for the market share with the commercial poultry farmers who sell large stock at a cheaper price poses a serious threat. These results present an urgent need for government intervention on the burning issues addressed in this study.

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CHAPTER 5: APPROPRIATE INTERVENTIONS FOR IMPROVED PERFORMANCE OF POULTRY-BASED POVERTY ALLEVIATION PROJECTS IN LOCAL RURAL MUNICIPALITY OF SOUTH AFRICA: "A BURNING ISSUE": A QUALITATIVE STUDY

ABSTRACT

The post-apartheid government in South Africa seeks to reduce poverty and inequality. In an attempt to address poverty, food insecurity and to accelerate economic growth, government made attempts to adopt a more interventionist and developmental approach by implementing poultry-based PAPs. However, the PAPs contribution for improving the rural economy is minimal due to a gap in terms of intervention strategies. Thus a study was conducted in Bushbuckridge Municipality of Ehlanzeni District to suggest and explain the proposed institutional, production, marketing and sustainability interventions for improved performance of PAPs. A qualitative research approach that entailed interviewing 10 Chairpersons, 20 Ordinary members and 5 Government officials involved with PAPs was adopted. Purposive sampling was used to select the respondents. A semi-structured interview was used to collect data that were analyzed using Atlas ti7.0.81. The proposed intervention strategies were: assess feasibility, develop a funding strategy, regulate prices of chicken feed, upgrade infrastructure, develop marketing outlet points, offer tailor-made training, establish a hatchery in the area, revitalize extension service, enhance veterinary care, establish monitoring and evaluation system and ensure sufficient water supply. It was concluded that the proposed interventions would eliminate the possibility of running 'hand to mouth' PAPs.

5.1. Introduction

Livestock systems occupy 45 percent of the global surface area Reid *et al.,* (2008) and are a significant global asset with the value of at least US$1.4 trillion. Globally livestock industries are also a significant source of livelihoods. They are organized in long markets chains that employ at least 1.3 billion people globally and directly support the livelihoods of 600 million poor smallholders' men and women in the developing countries (Herrero *et al,* 2010). Keeping livestock is an important risk reduction strategy for poor communities as animal can act as insurance in times of need. Livestock products provide 17 percent of the global kilocalories consumption and 33 percent of protein consumption globally, but there are large differences between rich and poor countries (Rosegrant *et al*, 2009). According to Ali (2007) the livestock sector is the world most important agricultural subsector in terms of value- added products

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and land use. Delgado (2003) cautions that the consumption of meat in developing countries increased by a factor of five from the early 197s to mid-1990s. Given this there is an need for intervention strategies to strengthen the production and productivity of poultry-based PAPs in rural areas of South Africa so as to contribute to the demand of food of animal origin.

The introduction of poultry-based PAPs as one of the strategies to fight poverty in Bushbuckridge Municipality is well received and popular. However, the majority of such initiatives bear minimal results in terms of sustainability and effect. This means that there is a gap between policy intent and practice that could present such projects as a lip service tactic because there is little impact on the lives of the beneficiaries for which they were established. This issue of suggesting proposed intervention strategies is addressed in this study, which provides evidence from a study conducted in Bushbuckridge Municipality as perceived by chairpersons, ordinary members and government officials involved with poultry-based PAPs.

The intervention strategies discussed in this chapter respond to the institutional, production, marketing and sustainability constraints that hamper their efficiency in chapter 3. The interventions are critical to improve the low levels of productivity for the PAPs of the Bushbuckridge municipality north and south regions. If these interventions could be addressed, the performance of poultry-based PAPs could contribute to the rural economy of the entire Ehlanzeni District Municipality.

5.2 Research Methodology

5.2.1 Study area

As already indicated in sections 3.2.2 and 4.2 this study was conducted in Bushbuckridge municipality of Ehlanzeni District Municipality, Mpumalanga Province.

5.3 Research Design and Sampling

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This study used a qualitative research design. According to Bryman (2004), qualitative research is a research strategy that usually emphasizes words, rather than quantification. According to Babbie and Mouton (2011: 279) qualitative research designs share the following features: (a) A detailed engagement with/ encounter with the object of study; (b) selecting a small number of cases to be studies;(c) an openness to multiple sources of data; and (d) flexible design features that allow the researcher to adapt and make changes to the study where and when necessary.

In this study a qualitative design was chosen because of the opportunity it presented to explore the experiences of the participants more deeply through probing. The qualitative survey involved interviewing 10 chairpersons selected from 10 different projects, 5 government officials from the Department of Agriculture, Rural Development and Land Administration and 20 ordinary members from different poultry-based PAPs in the northern and southern region of the Bushbuckridge municipality. The northern Bushbuckridge inherited an established agro-hub, which was the major precursor for the concentration of poultry PAPs. Southern Bushbuckridge never had such a facility, and thus it is not surprising that there is a poor concentration of poultry PAPs in the area. The chairpersons and government officials of the PAPs were interviewed as key informants because of the belief that they would be information-rich (Merriam, 1998).

5.3.1 Sampling method

Sampling involves selecting a group of people with which to conduct a study (Burns and Grove, 2005). Simple random and purposive sampling methods were adopted for the first phase of the study. Simple random and purposive sampling methods were employed to select respondents for this study. Criterion purposive sampling method was used to purposefully select a total of 10 chairpersons and 5 government officials as key informants from Bushbuckridge north and south regions. This was followed by 20 ordinary members from both regions. To achieve this nonprobability sample was used though purposive sampling to select respondents in all three groupings. The sample units from each selected project were chosen because they had particular characteristics that enabled detailed exploration and understanding of the central themes the researcher wished to explore (Ritchie, Lewis and Elam, 2003). The chairpersons varied in terms of age (ranging between 48-68 years). The qualifying criterion for the selection of the government officials was that each must have

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Face-to-face semi-structured interviews were conducted with 10 chairpersons, 20 ordinary members and 5 government officials involved with poultry-based PAPs in Bushbuckridge north and south. Semi-structured interview guides made up of open-ended questions were used to manage the focus of the qualitative study. The use of semi-structured interviews allowed the researcher to understand the respondents' constructions of reality regarding experiences in running poultry-based PAPs. The researcher used probing to get more information as recommended by Merriam (1998); through probing, deeper and richer responses are obtained. Interviewees were requested to identify a suitable place on the project site for the interviews. An interview guide was used to direct the conversation. Interviews were conducted in one of these languages, Northern Sotho, Xitsonga and English, taking into account each respondent's preferred language. The written consent of each interviewee to use a tape-recorder was secured prior to the interviews. Interviewees were assured that the interview information would be treated as confidential. Each interview took 35-45 minutes to complete. All the respondents were eager to share their experiences openly. Figure 2 shows the chairpersons interviewed in Bushbuckridge North and South (photographs printed with the consent of the interviewees). The interviews were tape-recorded with the permission of the respondents.

5.6 Data Analysis

Data analysis is described as a process of bringing order, structure and interpretation to the mass of collected data (Marshall and Rossman, 1999: 150). The first step was to transcribe the interviews verbatim. The study used Atlas ti7.0.81 software to analyse data. The following were the steps followed to formulate codes and families (van der Wath, 2015):

a) carefully reading through all the transcripts to get a sense of the whole and correcting any editing mistakes;
b) saving all the interview documents (transcripts) in the Atlas programme. This was done by saving them as hermeneutic units;
c) reading each transcript and selecting a quotation and assigning a code to the quotation. This was done for all the transcribed interviews;
d) grouping similar codes in families (themes);
e) choosing codes to design a network view with relations;

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f) the network view provided a visual representation of the codes and families, and indicated relations (links) between them as well as the subcategories of the families;
g) editing the codes and quotations as the terminal analysis process, and
h) listing quotations with codes generated.

5.7 Results

Interventions presented here are derived from what the chairpersons, government officials and ordinary members identified to help strengthen the good practice on poultry project. Over ten intervention strategies have been presented in Figure 7. The highly pronounced intervention strategies as enumerated by the chairpersons, government officials and ordinary members are: departmental financial support/subsidy, the need for capacity building, empower projects to cooperate, government to establish a hatchery, ensure sufficient water supply, upgrade infrastructure, establish monitoring and evaluation systems, develop marketing and outlet points, ensure sufficient government official manpower, provide veterinary assistance, departmental regulation. The themes and subthemes are presented in Table 12 with their summary in Table 13, followed by their discussions below.

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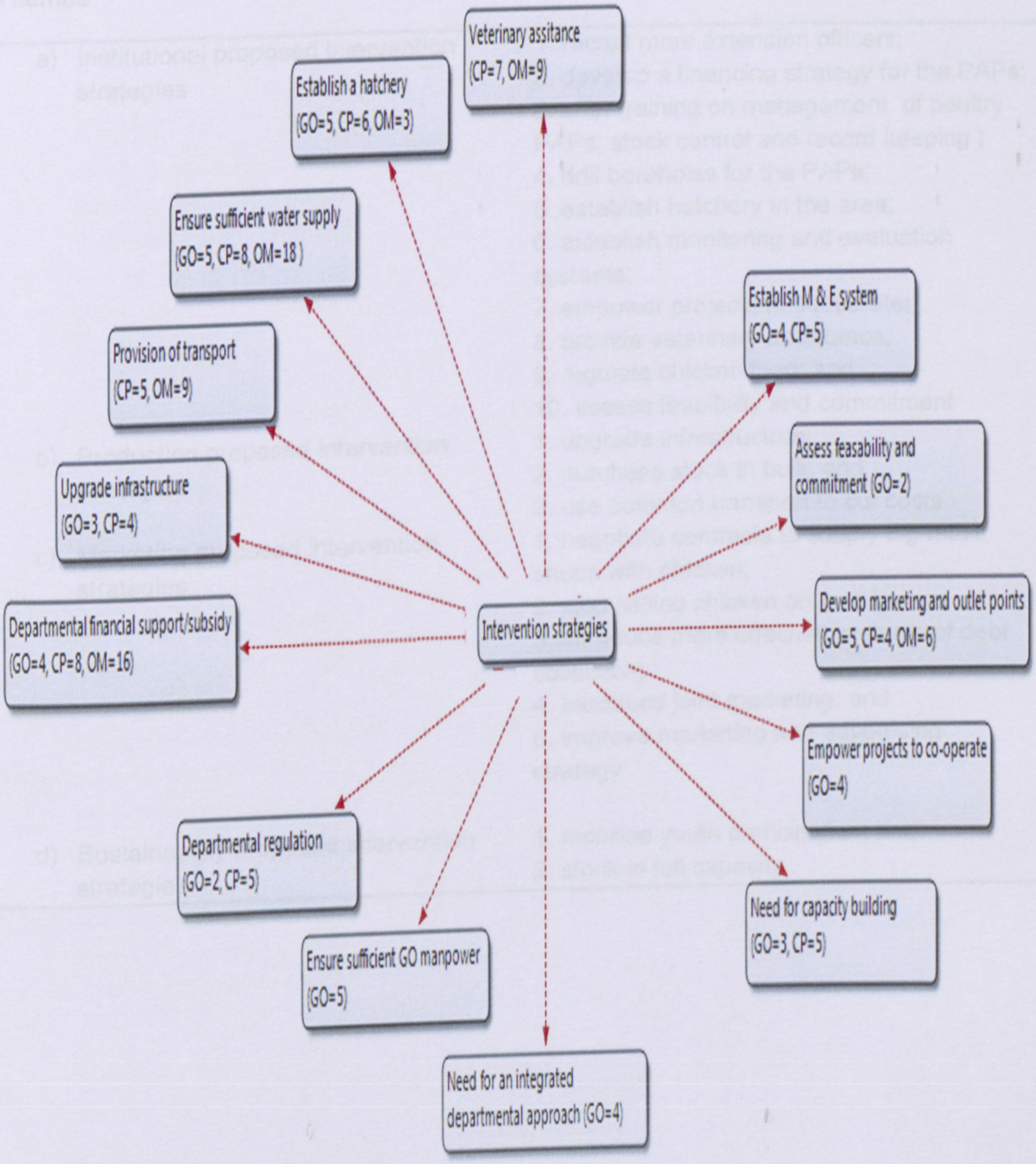

Figure 5. 1: Visual representation of the proposed intervention strategies (Atlas.ti7.0.81)

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Table 5. 1: Chairpersons, ordinary members and government officials' major themes and subthemes of the proposed intervention strategies of poultry-based poverty alleviation projects in the Bushbuckridge Municipality of the Ehlanzeni District (Dube, 2016)

Themes	Subthemes
a) Institutional proposed intervention strategies	1. recruit more extension officers; 2. develop a financing strategy for the PAPs; 3. offer training on management of poultry PAPs, stock control and record keeping ; 4. drill boreholes for the PAPs; 5. establish hatchery in the area; 6. establish monitoring and evaluation systems; 7. empower projects to cooperate; 8. provide veterinary assistance; 9. regulate chicken feed; and 10. assess feasibility and commitment
b) Production proposed intervention strategies	1. upgrade infrastructure; 2. purchase stock in bulk; and 3. use common transport to cut costs
c) Marketing proposed intervention strategies	1. negotiate contracts to supply big retail shops with chicken; 2. stop selling chicken on credit; 3. introduce more effective systems of debt collection; 4. Introduce joint marketing; and 5. improve marketing and advertising strategy
d) Sustainability proposed intervention strategies	1. mobilise youth participation; and 2. stock in full capacity

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Table 5. 2: Summary of themes and subthemes of proposed intervention strategies of poultry-based poverty alleviation projects in the Bushbuckridge municipality of the Ehlanzeni District (Dube, 2016)

Proposed intervention strategies	Perceived by		
	Leaders of projects (n=10) How many indicated this?	Ordinary members (n=20) How many indicated this?	Government officials (n=5) How many indicated this?
a) Institutional intervention strategies			
i. feasibility study of the project	0	0	2
ii. recruit more extension officers	0	0	5
iii. develop a financing strategy for the PAPs	8	16	4
iv. offer tailor-made training to poultry PAPs, stock control and record keeping	5	0	3
v. drill boreholes for the PAPs	8	18	5
vi. establish hatchery in the area	6	3	5
vii. veterinary assistance	7	9	0
viii. establish monitoring and evaluation systems	5	0	4
ix. empower projects to cooperate	0	0	4
x. departmental regulation	5	0	2
b) Production intervention strategies			
i. upgrade infrastructure	4	0	3
ii. arrange joint transport to cut costs	5	9	0
c) Marketing intervention strategies			
i. develop marketing outlet points	4	6	5
d) Sustainability intervention strategies			
i. stock in full capacity	5	13	4
ii. mobilise youth participation	3	0	4

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5.7.1 Institutional intervention strategies

The results show assessment of feasibility and commitment as a good intervention strategy for the success of poultry-based PAPs. The respondents felt some of the members joined the projects without any commitment to their growth and development because they had a quick cash mentality. This is what one of the respondents said:

> *"At the moment we are not doing enough. Every department do their own thing on the issue of poultry. There is a need for feasibility study and this will help to assess the members' commitment. It will also help to see whether the project will make business in the area…with the involvement of the community"*

The results revealed a need for a feasibility study to be conducted with the involvement of community. This process will prevent people to be hand-picked without assessing the level of passion, interest and commitment the participants have in these projects. In other words proper feasibility study will contribute to getting a by-in from the larger stakeholders of the community. This would also help in assessing the level of commitment of the members who should be involved in PAPs. The importance of a feasibility study is to determine if the PAPs are a viable business that could generate income in a sustainable manner.

The issue of ensuring sufficient official government manpower within the Department of Agriculture, Rural Development and Land Administration, emerged as a powerful intervention. The value of this intervention can be seen in the following excerpts:

> *"The government should be on point on the issue of poultry projects. It is only through the increase of the work force that projects can show a sign of improvement in their performance".*

> *"Increase in a number of agricultural officers is the only solution. I only visit projects when they call me …as I service 16 Wards in the area. So the workload is too much I cannot cope because I also service small stock cattle and small stock goats."*

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The findings revealed a need for an increase in the number of extension officers to add to the existing. On the other hand, the poultry-based the barrier lies where the extension officer cannot cope in terms of workload as he caters for many wards in the area.

The majority of the respondents revealed that the government should provide start-up capital/subsidy. In their view, the stocking rate has got an influence on income generation capabilities. The need for the intervention can be seen in the following quotation:

> *"If there can be a budget of emerging farmers who are striving to become commercial farmers one day. So the government should assist as these projects contribute to food security. Even if they can give us funds to kick-start us only for 12 months is ok"*

It was reported that government subsidy or a start-up capital is an important intervention that could have an impact on the performance of the PAPs.

The respondents highlighted a need to empower poultry-based PAPs to register as secondary cooperatives. The seriousness of this intervention strategy can be detected from these utterances:

> *"Secondary cooperatives could help farmers to speak in one voice and be united to buy in bulk, get a discount and have a bargaining power and be able to buy day old chicks and feeds directly from the suppliers and avoid the agents as middlemen."*

> *"Honestly poultry-based PAPs could only survive through registering as cooperatives. But there is a gap in terms of understanding the cooperative strategy which is the responsibility of government".*

The results unraveled a need for registering the PAPs as secondary cooperatives as a means to enjoy the economies of scale by getting discount through purchasing in bulk, joint transport for carrying day old chicks and feed. They also uncovered that this intervention would prevent

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the PAPs from being exploited by middlemen who charge high prices of day old chicks and feed as it will allow them to purchase stock in bulk and get a discount.

The establishment of a hatcher in Bushbuckridge was unveiled as a powerful intervention strategy for improving the performance of PAPs. The importance of this strategy could be seen in the following excerpt:

> *"All we need is a hatchery in the Bushbuckridge area. The price of day old chicks is very high, the agents are charging different prices and we buy because we don't have a choice. Another problem is the quality of chicks as the low quality leads to high mortalities".*

The findings revealed a need for the establishing a hatchery in the area as the only intervention to resolve the challenge of accessibility of quality day old chicks. The respondents felt a hatchery would benefit them to purchase at an affordable price that could lead to increasing their stocking rate so as to be able to generate profit.

The findings uncovered that the poultry-based PAPs need capacity building. The need for this intervention strategy is attested in the following quotation:

> *"Most of us need the necessary skills…especially training in management skills and in production management. There is a challenge because our performance in production is not satisfactory. This will improve the way our houses are handled. Some of the committee members are lacking skills. So we need management skills, financial management and record keeping".*

The respondents mentioned a need for training as an intervention strategy. The respondents felt that projects are run by beneficiaries who have poor management skills, production management skills, financial management and record keeping skills. The results show that the PAPs were dissatisfied in the manner in which broiler houses were handled as it affects production.

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The results revealed veterinary assistance as one of the intervention strategies to decrease high chicken mortality. The importance of the intervention strategy could be detected from the following quotation:

> *"We are encountering high mortality of chicken. So I think the government should provide us with veterinary assistance as vaccine and drugs are expensive. This is a big problem sometimes we lose about 200 chickens a day…when you check them you find that they are green in colour. Especially 3 weeks old chicken and this causes a draw back as there is no progress.*

It was reported in these results that the PAPs experienced high chicken mortalities. The respondents felt that the provision of veterinary support would have an impact on the high loss of chicken as a result of diseases. This intervention would be of help because they cannot afford to buy expensive vaccination and medication. Some of the projects lost about 200 three weeks old chickens a day as a result of disease. .

The results indicate that drilling borehole is one of the intervention strategies to the success of poultry-based PAPs. The gravity of the intervention could be seen following excerpt:

> *"Government assistance in the form of borehole drilling is important as we cannot afford it ourselves. Chicken just like human beings need water. We also need water to keep the houses clean. At the moment is really difficult because we buy water from people with boreholes."*

It was reported that the challenge of water could be tackled through the drilling of boreholes to support the poultry-based PAPs. The respondents felt the government should intervene in this issue since they cannot afford drilling boreholes themselves. They emphasized that chickens need to drink water to survive. The intervention of drilling boreholes would also contribute to supplying water for keeping the broiler houses clean. The results also highlighted that the PAPs coped through buying water from people with boreholes which is an added cost that hamper progress of poultry-based PAPs.

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It was unveiled that the government should regulate chicken feed to prevent the agents from monopolising the market in terms of pricing. The gravity of this intervention strategy is seen in this utterance:

> *"One other thing is that government should regulate animal feed to prevent price monopoly by middlemen. This would benefit us in terms of generating more income because currently every cent goes to buying chicken feed."*

The respondents revealed that government should regulate animal feed. The situation was worsened by buying from middlemen who monopolized the market because poultry-based PAPs were unable to grow their own feed and solely relied on agents to buy chicken feed. The members felt that regulation of feed would be advantageous for them to generate income so as to be sustainable.

5.7.2 Production intervention strategies

The results highlighted a need to upgrade infrastructure as one of the interventions that could have an impact on the performance of PAPs. The importance of proposed intervention can be seen in the following excerpt:

> *"We want the broiler house to be renovated…when is raining a lot of water gets inside the house because it is leaking. We also need feeders, drinkers, air conditioners to cool the chicken house and…thermometers to control the temperature. This will prevent loss of chicken because of the heat and the rain water from the leaking roof".*

The respondents raised an important concern with regard to upgrading the infrastructure. It was indicated that some of the PAPs lost chicken because of the state of the broiler houses that were leaking. Also the lack of ventilations, air conditioners and thermometers posed a serious challenge as the chicken mortalities increased due to the heat. The majority of houses operated without feeders and drinkers to make production management run smoothly.

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5.7.3 Marketing intervention strategies

The results revealed a need for the establishment of marketing outlet points. This is informed by inadequate markets and stiff competition posed by the large commercial poultry producers. The seriousness of the intervention can be depicted as follows:

> *"The government should intervene through the establishment of reliable marketing sites. If we can get contracts to supply big retail shops, schools and hospitals we can survive. Now we rely on the community to buy our chicken".*

> *"The solution is to assist the projects with centres to sell their produce …resuscitation of the abattoir could solve the challenge of saturated market. Also projects should advertise themselves in radio stations and local newspapers."*

Establishment of marketing outlet points emerged as a powerful intervention for the poultry-based PAPs. The respondents mentioned a need to be contracted to big retail shops, schools and hospital to supply chicken. This would contribute to a reliable market for the PAPs because they only relied on the local community to sell their produce. Other respondents felt that the abattoir should be resuscitated.

5.7.4 Sustainability intervention strategies

It was reported that the PAPs increase stocking rate so as to be able to produce more chicken that can generate enough income to provide for salaries. The results also highlighted mobilization of the youth to participate in PAPs, as a crucial intervention strategy. The value of the intervention strategies could be seen in the following excerpts:

> *"The projects should stock in full capacity so they fail to make profit to pay for salaries…So the members get discouraged and some stop to participate"*

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"The majority of the members of PAPs are old and this is a challenge. The youth should be encouraged to participate in poultry-based PAPs for the sake of continuity upon the death of members. Also the youth could bring new ideas and energy for the betterment of PAPs."

The increase of the stock size of poultry-based PAPs was highlighted as an important intervention. Also youth mobilization to participate in poultry-based PAPs came out strongly as a proposed intervention for the success of PAPs. The respondents felt the interventions would contribute to high level income and PAPs continuity upon the death of the beneficiaries of PAPs.

5.8 Discussion

This section discusses the institutional, production, marketing and sustainability intervention strategies.

5.8.1 Assess feasibility of the PAPs and members' commitment

The results highlighted a need to conduct proper feasibility study to determine the project viability and its potential for sustainability. In so doing a bottom-up approach would be used to get a by-in among the larger stakeholders of the community prior to implementation of poultry-based PAPs. The involvement of the community will minimize hand-picking beneficiaries without assessing the level of passion, interest and commitment in poultry-based PAPs. The results revealed that the projects were established as if they were imposed to the community that would have chosen another preference than poultry-based PAPs. It becomes even more worrying because many of the respondents come from poverty stricken backgrounds that the first thing on their mind as revealed by the study is money, thus the majority lack passion, commitment and interest to see the project growing because they lack business acumen. These findings draw parallel with the observation of Tshikotshi (2012) who caution that a feasibility study and market research should be used with intended beneficiaries being allowed to actively participate in deciding the nature and form of the project they are earmarked to be involved in. It becomes even more worrying because many of the

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respondents come from poverty stricken backgrounds that the first thing on their mind as revealed by the study is money, thus the majority lack passion, commitment and interest to see the project growing because they lack business acumen. These findings are in agreement with Tshitangoni *et al.,* (2010) study that contends that a bottom-up approach builds a sense of ownership in the project beneficiaries, which is a key ingredient of successful implementation.

5.8.2 Recruit more extension officers

The study revealed an increase in a number of extension officers as crucial for the performance of poultry-based PAPs. The barrier lies where the extension officer cannot cope in terms of workload as he caters for many wards in the area. On the other hand the participants in poultry-based PAPs depend on the services of the extension officer who only visit after a long time and as the respondents put it, the services provide only theory and not practice on issues of hygiene aspect. These findings are consistent with Kirui (2009) study that argues that the availability of extension service implies a better control of disease.

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5.8.3 Develop a finance strategy for the PAPs

With respect to provision for start-up capital or subsidy; the respondents highlighted the intervention as a turnaround strategy for the growth and development of poultry-based PAPs. This statement is linked to the view that broiler poultry production is a capital intensive type of business. The need for a capital layout is based on the challenge faced by projects in accessing credit where they are unable to qualify as poultry is regarded as a high risk type of a business. As already reported in chapter 3 projects usually do not meet the lending requirements due to lack of audited financial statements and collaterals as attachments needed by financial institutions. The respondents felt when they compare the PAPs with commercial poultry producers the former are struggling to kick-start because they lack capital. Ntuli *et al.,* (2013) in their study entitled, "Analysis of Constraints Faced by Small Scale Broiler Farmers in Capricorn District in Limpopo Province" also identified a need for government subsidy as an important intervention that could have an impact. Gyau (2011) made similar observation in his study entitled, "The Challenges and Prospects of Marketing Poultry and

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Poultry Products in Kumasi: A Case Study of Akate Farms Trading Company Limited". The respondents felt when they compare the PAPs with commercial poultry producers the former are struggling to kick-start because they lack capital.

5.8.4 Regulate chicken feed

The respondents agreed that the government should regulate chicken feed to prevent the suppliers from monopolising the market in terms of pricing. Urban Development Economists Report (2013) explains that feed generally contributes around 70 % of the total costs of broiler production. The respondents mentioned the dilemma faced by poultry-based PAPs because they are unable to grow their own feed and solely rely on agents to buy chicken feed. As a result the PAPs are unable to maximize profit and fail to pay salaries. Hence, the respondents felt government support in terms of regulating chicken feed is a solution to their problems. These findings corroborate Kirui (2014) findings in his study entitled, "Factors Influencing Performance of Poultry Farming Projects in Bureti Sub Couty Kericho, Kenya". The study revealed high cost of inputs, particularly feeds curtails the income and benefits that the farmers could accrue. Tshikotshi (2012) in her study entitled, "Determinants of Success of Women-Run Poverty Alleviation Projects in Thulamela Municipality of South Africa" revealed that poultry-based PAPs spent the bulk of their profit buying chicken feed and that calls for government regulation.

5.8.5 Empower projects to cooperate

It was reported that government should empower projects to cooperate. The results revealed that there is a strong resistance with regard to development of functional secondary co-operatives. The respondents felt there is limited knowledge on the benefits and spin-offs of registering as secondary cooperatives. They mention that the PAPs are resistant and fear to work with others who are more educated. The respondents highlighted that the resistance to register for cooperatives is due to lack of understanding the cooperative strategy. These results are consistent with Ntuli *et al.,* (2013) findings that show 30 % of the respondents are members of cooperatives while 70 % of the respondents are not members of a cooperative in Capricorn District. Emaikwu *et al.,* (2011) study entitled, "Determinants of Flock Size in Broiler

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Production in Kaduna State of Nigeria" revealed that majority 57 % of the poultry producers were not members of poultry-cooperative society while 43 % poultry producers were members. The results are in agreement with the findings of Urban Development Economists (2013) argue that the majority of small scale poultry producers in South Africa should be empowered to register as secondary cooperatives.

5.8.6 Offer training on management of PAPs, stock control and record keeping

The respondents revealed the significance of capacity building as an intervention to manage poultry-based PAPs appropriately. They link poor performance of projects to beneficiaries who lack management skills. Moreover, most beneficiaries were hand-picked to participate in the project without proper training. This is complicated by the inadequate support from extension officers who could compliment their lack of skills. The fact that there is no evidence of short courses attended, in either record keeping or financial management worsen the situation. The findings of this study confirm the argument by Tshitangoni *et al.,* (2010) that for the PAPs to make meaningful and long-term impact in beneficiaries' lives, it is vital that in addition to funding the projects, the government should also invest in training beneficiaries in financial management throughout the project life cycle.

The significance of capacity building initiatives in empowering PAPs beneficiaries is also evident in Sarahaweera (2010) findings. Through an investigation of the economic and social assessment of PAPs in Sri Lanka, Sarahaweera (2010) observed that rural communities were empowered through providing knowledge and skills. Also Tshikotshi (2012) cautions that one of the reasons for introducing PAPs is to build the capacity of beneficiaries so that they attain self-reliance and project sustainability. Nziane, (2009) insists through capacity building project beneficiaries are empowered to manage their projects and that include the financial aspect.

5.8.7 Drill boreholes for the PAPs

The study uncovered that the poultry-based PAPs face a challenge of water supply which could be resolved through the drilling of boreholes. It is worth noting that the poultry-based PAPs understudy is situated in the Bushbuckridge municipality. The area is underdeveloped with shortage of water, some villages are not electrified. The respondents revealed that while

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water is an added cost, during rainy days projects supplement buying it with high roof catchment water harvesting. The respondents revealed without running water and pressure washers they are not able to keep broiler houses in high standards in terms of cleanliness. Moreki (2011) observed water as a major challenge that hindered success of poultry production in Botswana. The variation in source of water and its significance in the digestion and metabolism of chicken are also evident in Muhiye (2007) study findings in Dale, Wonsho and Loko Abaya Weredas of Southern Ethiopia. Through an investigation entitled, "Characterization of Smallholder poultry production and marketing systems in Ethiopia", Muhiye (2007) observed that despite variation in source of water and frequency of watering, almost all respondents provided water to chicken drawn from rivers 37 %, pond 35 % and boreholes 28 %.

5.8.8 Establish a hatchery in the Bushbuckridge area

The respondents echoed the same sentiments in terms of the establishment of a hatchery in the area. They felt a hatchery will provide access to quality of day old chicks. In their view purchasing first, second and third grades day old chicks mixed in one batch sold for the same price causes a drawback. They also revealed that good quality of day old child has a potential to decrease high mortalities. For this reason in the current study the respondents' position was to fight poor quality of day old chicks through the establishment of a hatchery in the study area. Badubi (2001) observed poor quality of chicks as a result of the scarcity of hatcheries in Botswana. This supports the observation of Ntuli *et al.,* (2014), who suggest small-scale poultry farmers of Capricorn District encounter a challenge of poor quality of chicks as one of the constraint to their success.

5.8.9 Provide veterinary assistance

The respondents agreed that veterinary assistance as a burning issue that calls for urgent government intervention. The respondents also highlighted that they cannot afford the vaccine and medication as they make little profit. Moreover, the PAPs depend on the services and advise of agricultural extension officers while the commercial poultry producers can afford veterinary services and have knowledge of poultry diseases and their prevention. Due to lack

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of veterinary support from government, the issue of basic training in chicken disease is also crucial as the respondents revealed chicken mortalities amounting to 200 without knowing the name of the disease because to say "chickens were green in colour" is not sufficient and convincing enough to solve the problem. Generally all the participants speak in one voice about veterinary assistance because chicken mortality is a serious dilemma that retards progress in the growth and development of projects. This assertion endorses that of Al-Mamun Rana *et al.,* (2012) who observed government should increase veterinary services by supplying necessary medication and vaccine at lower prices to poultry farmers in Mymensingh, Bangladesh.

5.8.10 Establish monitoring and evaluation systems

In the current study, beneficiaries singled out the fact that the success of PAPs is dependent on proper monitoring and evaluation systems. In this study it is worrying that sometimes funding is provided to poultry-based PAPs before training is offered. The respondents highlighted that in such a case monitoring and evaluation are crucial to ensure that the poultry-based PAPs are accountable for funds. Besides, the ability to measure whether the existing financial support is adequate or an additional operation fund is required remains a mirage. It was also revealed that most of these projects have collapsed not only due to poor financial monitoring infrastructures but also cases of groups' instability and internal challenges. These findings support Muhiye (2007) who observed the need for systematic efforts to monitor and evaluate the performance of poultry projects in Southern Ethiopia.

5.8.11 Upgrade infrastructure

The respondents spoke in one voice with regard to upgrading infrastructure. They attributed loosing chickens to the poor state of the broiler houses that are leaking. Also the lack of ventilators, air conditioners and thermometers poses a serious challenge as the chicken mortalities goes high as a result of heat. The respondents echoed same sentiments that without support to improve the infrastructure, there is no way that these projects could reach a level of large poultry commercial producers who already enjoy economies of scales by occupying big poultry farms with proper infrastructure, with running water and electricity,

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ventilation, automatic drinkers automatic brooders, air conditioners and thermometers to control the temperature.

5.8.12 Negotiate contracts to supply retail shops

The respondents echoed the same sentiments on the issue of establishing marketing outlet points. They mentioned that they rely on the local community to sell their produce. This supports Kganyago (2008) observation that the PAPs rely mostly on local communities as customers, which limits the market base. Dlamini (2001) also identify lack of visible and constant markets as the main threat to the survival of PAPs. The respondents in the current study highlighted their readiness to link with big retail shops. These findings corroborate Kirui (2014) observation in Kenya that small scale poultry producers should consider contractual selling in institutions that binds and stabilize the market. Ntuli *et al.,* (2013) findings that revealed about 88 % of the respondents in Capricorn District indicated establishing marketing outlet points as crucial matter.

5.8.13 Mobilize youth participation and stock in full capacity

The respondents echoed the same sentiments on the need to increase the stocking rate of projects. The respondents agreed that the income they generate is unreliable as it is determined by the stocking rate. The respondents felt as long as they fail to stock in full capacity they may not realize maximized profit and that they will continue to earn little salaries. These results support Ntuli *et al.,* (2013) observation on low level income of small scale poultry producers of Capricorn District. Mobilization of the youth to participate came out strongly as the respondents realized lack of continuity upon the death of the beneficiaries. The intervention is informed by the elderly population that dominated the PAPs. These findings supports the observation of Urban-Econ: Development Economists (2013) that insists membership of small-scale poultry projects is in many cases constituted by the elderly population who have the will to produce, but lack the necessary skills and modern technology.

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6. Conclusion

The findings have revealed the key intervention strategies that if well adopted and implemented would have an impact on the poultry-based PAPs. However, most of the intervention strategies might be relevant to various stakeholders, namely the government, project beneficiaries, non-governmental organisations (NGOs) and the private sector might enhance the success of the poultry-based PAPs. The findings uncovered the importance of feasibility and market research studies prior to implementation of poultry-based PAPs. The feasibility coupled with monitoring and evaluation systems would contribute to project viability and potential for sustainability. The issue of training was highlighted as crucial to empower beneficiaries who lacked financial management and record keeping skills. It is encouraging to realize that the respondents take the issue of upgrading of the infrastructure very seriously and link it to high chicken mortalities and veterinary assistance. This is an indication that the government and NGOs should begin to treat the challenges of poultry-based PAPs holistically. The establishment of marketing outlet points emerged strongly as there is a need to initiate collective advertising and marketing, joint use of transport, joint purchasing of inputs that serves as the bases of forming secondary cooperatives. This initiative could assist projects towards the achievement of economies of scale for poultry-based PAPs to become a viable option to rural development of the area. The study suggests that the identified interventions could contribute to the turnaround strategy for the success of poultry-based PAPs of Bushbuckridge Municipality.

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CHAPTER 6: MEMBER-PERCEIVED CONSTRAINTS, COPING STRATEGIES AND INTERVENTIONS IN POULTRY-BASED POVERTY ALLEVIATION PROJECTS IN THE BUSHBUCKRIDGE MUNICIPALITY: A QUANTITATIVE STUDY

6.1 Introduction

In chapter 3 it was explained that this study is a mixed methods study in a sequence of two phases Phase 1 and Phase 2 as shown in Figure 8. Phase 1 was qualitative study as in Chapters 3-5. This chapter presents the quantitative study Phase 2 of the study. The methodology, data collection and analysis of Phase 2 are described. This chapter concludes with the discussion of the findings of the quantitative study.

6.2 Methodology

6.2.1 Description of the study area

The study was carried out focusing on the poultry-based PAPs located in northern and southern regions of Bushbuckridge Local Municipality located in Ehlanzeni District (Figure 1). Ehlanzeni, Gert Sibande and Nkangala District Municipalities make up Mpumalanga Province of South Africa. This Province is found to the northeast of the country. The GPS coordinates of Ehlanzeni District are 28°57'25"S 18°06'18"E or 28.957°S 18.105°E. Thaba Chweu, Mbombela, Umjindi, Nkomazi and Bushbuckridge local Municipalities make up the District. Its total geographical area is 27 896 km^2 (Ehlanzeni District Municipality, 2013) There are about 1 688 615 people who reside in the 445 087 households found in the District (Ehlanzeni District Municipality, 2013). The Province's main economic drivers include mining, agriculture, textile production, and tourism and hospitality industries. According to Ehlanzeni District Municipality (2013), the unemployment rate in the District is about 34 %.

Bushbuckridge local Municipality is home to 541 250 people, with 99.5 % of them being Black Africans (Ehlanzeni District Municipality, 2013). The government Departments of Agriculture, Health, Education and Social Development as well as municipal Local Economic Development Offices introduced poultry-based PAPs mainly to fight poverty and food insecurity as well as to create jobs.

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Research design indicates the structure and procedure followed to answer research questions. This section presents a quantitative study. In quantitative research design, theories were tested deductively. In contrast to the qualitative method, quantitative research is regarded as 'cold' because it is impersonal and experimental (Leedy, 1993). This study used a mixed method research design as highlighted already. The rational for using a mixed method were as follows:

(a) Development, initiation and expansion: The qualitative data in Phase 1 lead to the design of a second Phase which is quantitative. This means that the results of Phase 1 inform Phase 2 (Teddlie and Teshakkori: 2003);
(b) Best chances of producing more complete knowledge and answering research findings (Creswell, 2003; Teddlie and Teshakkori, 2003);
(c) To improve generalizability of the study results; and
(d) Methodological triangulation and completeness. This refers to the use of multi-methods to study a single problem. The researchers reasoning draws upon Sechrest and Sidana (1995) who believe that mixed methods research incorporates the strengths of both methodologies and produces a superior product

6.3.1 Sampling of quantitative study

This study used purposive sampling to select the regions Bushbuckridge North and South. In this study, a multi-stage sampling technique was used. The first stage involved purposive sampling to select Bushbuckridge as the study area where poultry-based PAPs are concentrated. In the second stage, purposive sampling was used to select the two regions of Bushbuckridge north and south, taking into consideration the availability of poultry-based PAPs in those areas. The population of the sample comprised of PAPs that existed for five years and above in both regions. The individual PAPs from each region were chosen through simple random sampling. At the end of the sampling exercise sample size of (n=116) participated in the study.

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Phase 1: qualitative study

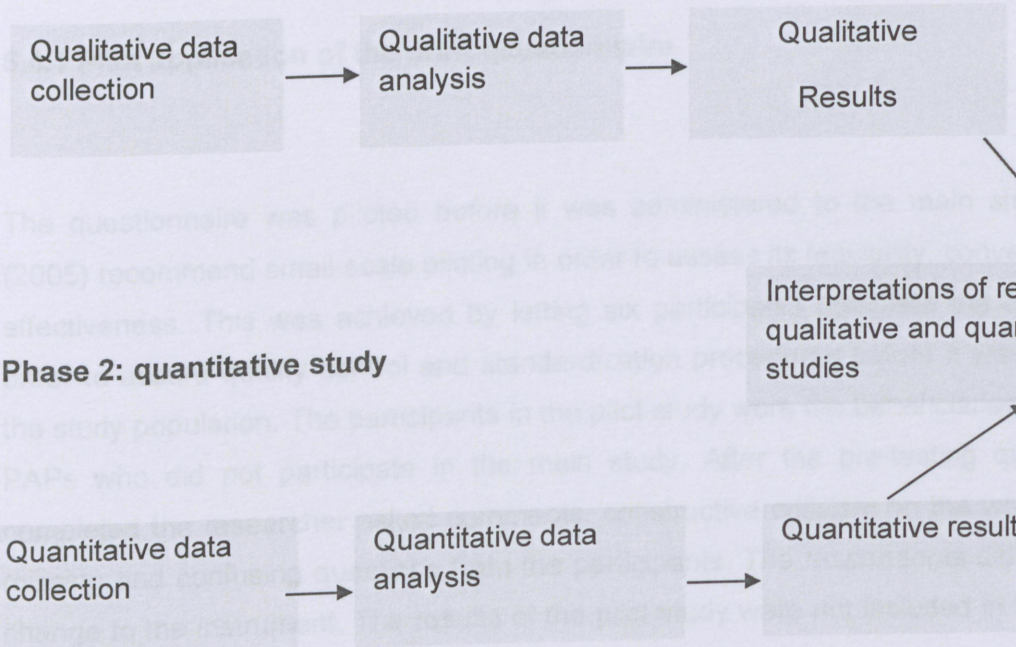

Figure 6. 1: Planned step-by-step procedure for undertaking the research in the Bushbuckridge Municipality. Adapted and modified from Creswell and Plano Clack (2007)

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6.4 Data Collection

In this study quantitative data was collected through the use of a structured questionnaire with close-ended questions as primary sources. The questionnaire had four sections A-D: Demographic information of respondents (age, gender, marital status, level of education, family size, position held, membership fee, duration involved in projects); Perceived constraints faced by poultry-based PAPs; Coping strategies of poultry-based PAPs; Intervention strategies of poultry-based PAPs.

6.4.1 Pilot application of the draft questionnaire

The questionnaire was piloted before it was administered to the main study. Harry *et al.* (2005) recommend small-scale piloting in order to assess its feasibility, convenience and cost-effectiveness. This was achieved by letting six participants complete the questionnaires, in order to assure quality control and standardization procedures before it was administered to the study population. The participants in the pilot study were the beneficiaries of poultry-based PAPs who did not participate in the main study. After the pre-testing questionnaire was completed the researcher asked comments, constructive criticism on the wording, sequence, missing and confusing questions from the participants. The respondents did not suggest any change to the instrument. The results of the pilot study were not included in the main findings of the study.

6.4.2 Application of the questionnaire

A questionnaire that was developed using the results of an exploratory survey of the PAPs in Bushbuckridge Municipality was used to collect data. The purpose of the feedback was to confirm the results of Phase 1 in Chapters 3-5 (qualitative study) through ranking. The lead author administered all the questionnaires through two workshops in which 16 focus group discussions were facilitated. The majority, 10 focus groups that participated in this study came from Bushbuckridge North, with six from the Southern region. The workshops were conducted in community halls in Bushbuckridge north and south. The respondents started with the individual questionnaires focused on the demographic information and this took 30 minutes to complete. For each constraint, coping strategy and intervention strategy the respondents were

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tasked to collectively allocate ZAR50 across responses to questions, taking into account the importance of each statement. Thus those items allocated larger amount were the most important or challenging. Each focus group took on average two hours to complete the exercise. Three well-trained research assistants were recruited, trained and deployed to administer the questionnaire during the focus group discussions. Also they took notes of the workshop deliberations. The workshops took each focus group about 2 hours to complete the activity. Figure 9 indicates focus groups busy with ranking the responses during the workshops conducted in Bushbuckridge north and south (photographs printed with the consent of the interviewees).



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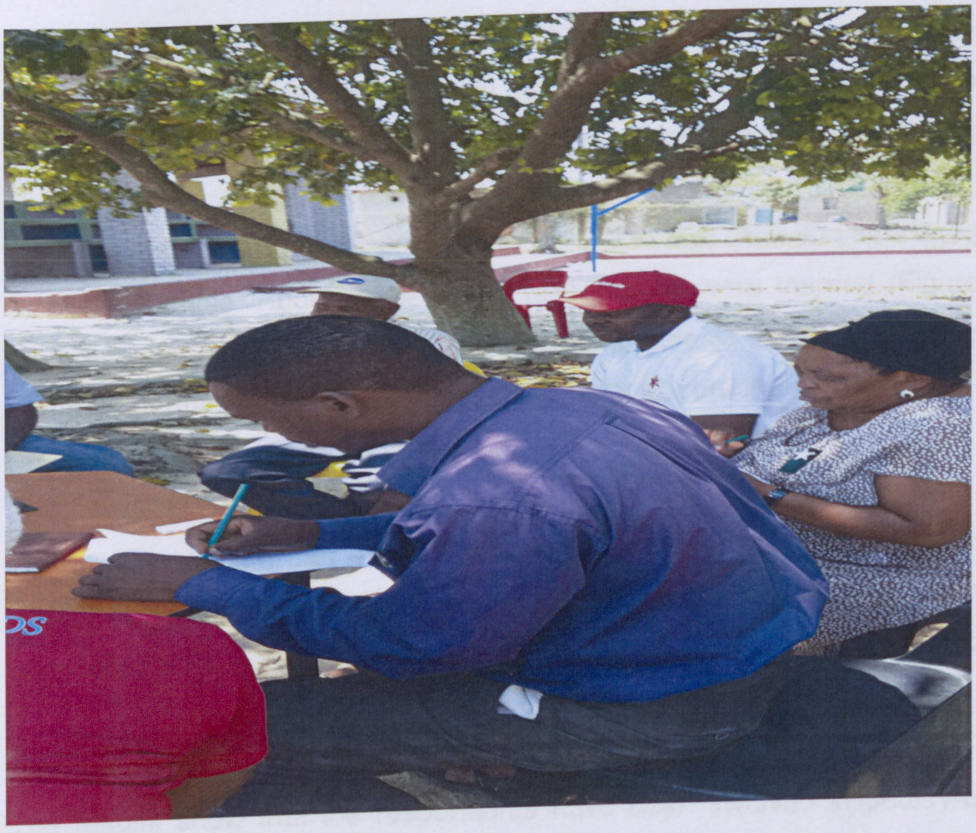

Figure 6. 2: Focus groups busy with ranking in Bushbuckridge north and south

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6.5 Data Analysis

The quantitative data analysis involved sorting the completed questionnaires to check for accuracy and reusability. Data was cleaned, coded, captured and stored in Microsoft Excel spread sheet. The double entry system was used so as to minimize data entry errors and all discrepancies were corrected by referring to the survey instruments. All the data was nonparametric. The data were imported into the Statistical Package for Social Sciences (SPSS®) version 23.0 which was used to analyze it. The mean scores and standard deviations of the perceived constraints, coping strategies and intervention strategies of the poultry-based PAPs of the Bushbuckridge municipality were calculated and ranked.

6.6 Results

6.6.1 Demographic information of the respondents

Most respondents 57 % out of the (n=116) interviewed in the study were members of poultry-based PAPs in Bushbuckridge North. More than half 58 % were females. Ordinary members of PAPs constituted the majority 42 % of the respondents followed by chairpersons 34 % and secretaries 24 %. The respondents' age were mainly 51-60 years 39 % old, closely followed by those in the 36-50 years age group 37 %. The less than 35 years age group constituted 13 % of the sample. About 67 % of the respondents were married (Figure 9). The number of members of the households of the (n=116) respondents varied from 2-13 persons. Overall, the numbers of males and females in each household were the same.

The results indicate that 45 % of the respondents had a highest education level of primary school education. This was followed by 44 %, whose highest educational level was that of secondary school education with no matric, 1 % had never attended school.

The results show that the respondents have been involved in poultry-based PAPs ranging from 1 year to above 15 years which mark their level of experience. More than half 54 % of the respondents had been members of their projects for 5-10 years. This was followed those

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who had been involved for 10-15 years 25 %. The rest had been involved in PAPs for at least 15 years and above 17 % and 1-5 years 3 %.

The membership fee of poultry-based PAPs of the Bushbuckridge Municipality is indicated in Figure 10. In terms of membership fee the amounts paid by members of poultry-based PAPs were varied. The results highlighted that the most respondents 43 % paid up to R100.00 to become a member. This was followed by those who paid R101-R200 22 %, and those who paid more than R500 21 %.

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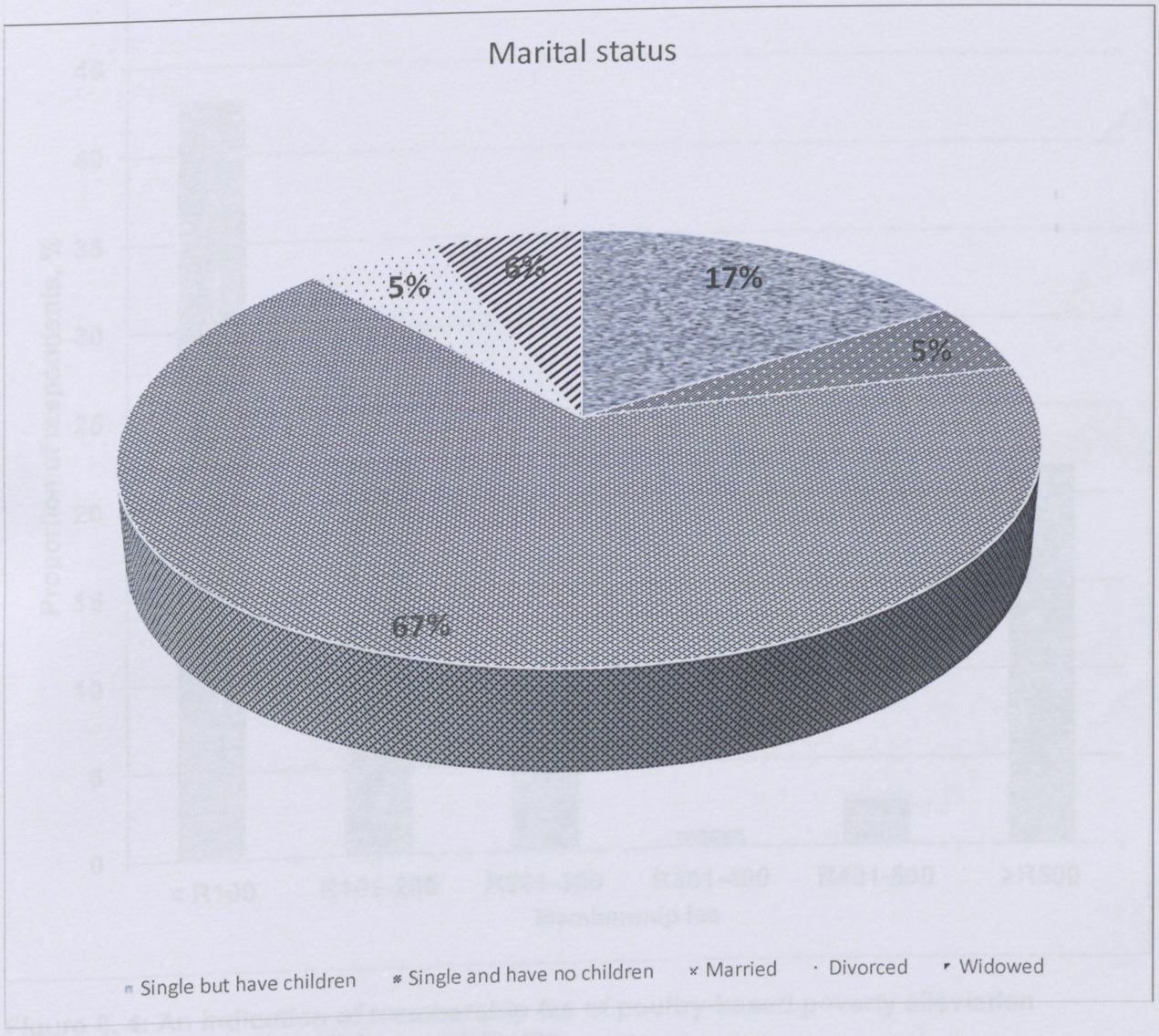

Figure 6. 3: The marital status of the members of poultry-based PAPs in the Bushbuckridge municipality

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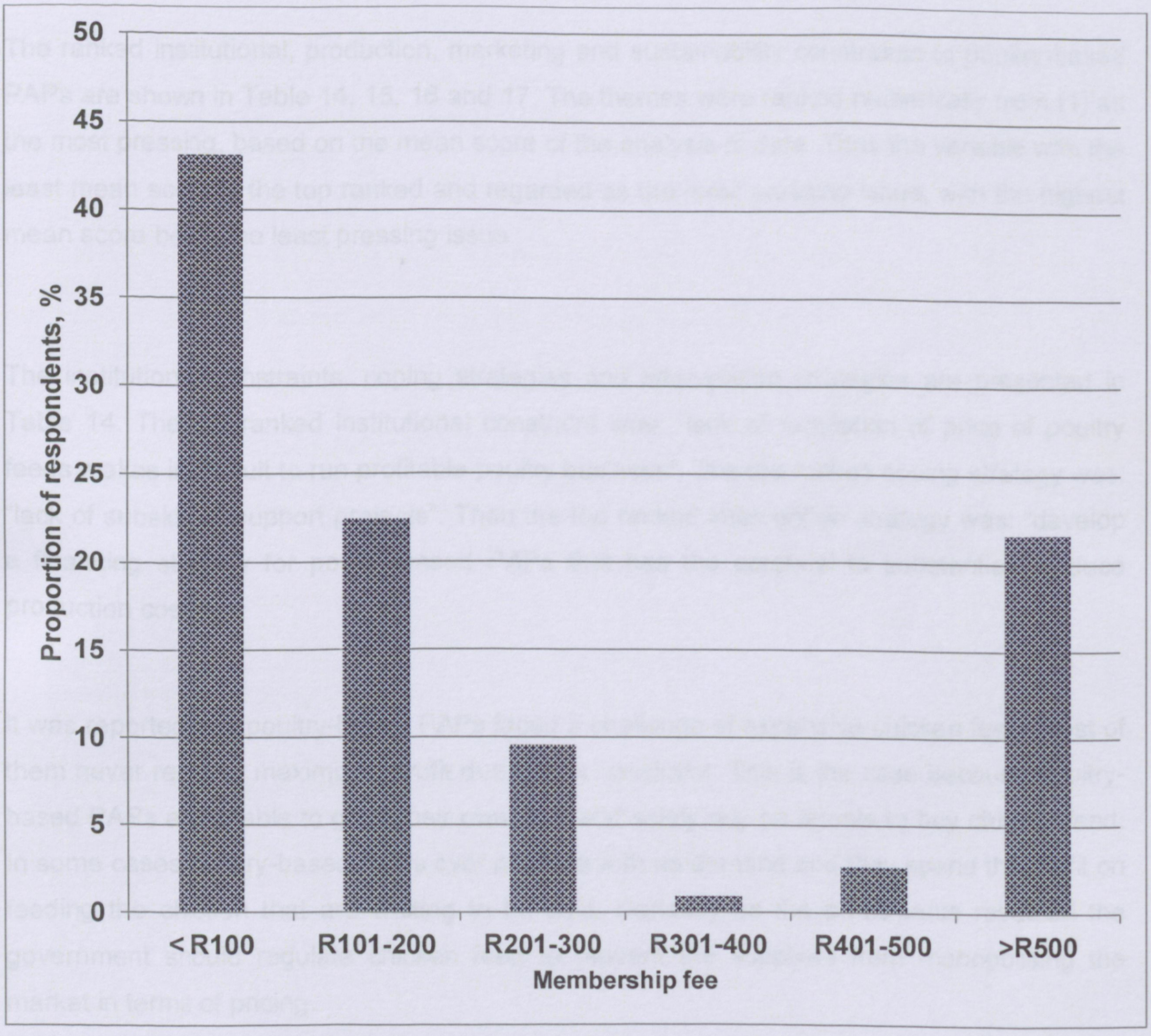

Figure 6. 4: An indication of membership fee of poultry-based poverty alleviation projects in the Bushbuckridge municipality

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6.6.2 Ranked means of institutional, production, marketing and sustainability constraints, coping strategies and potential intervention strategies

The ranked institutional, production, marketing and sustainability constraints to poultry-based PAPs are shown in Table 14, 15, 16 and 17. The themes were ranked numerically from (1) as the most pressing, based on the mean score of the analysis of data. Thus the variable with the least mean score is the top ranked and regarded as the most pressing issue, with the highest mean score being the least pressing issue.

The institutional constraints, coping strategies and intervention strategies are presented in Table 14. The top ranked institutional constraint was: "lack of regulation of price of poultry feeds makes it difficult to run profitable poultry business". The top ranked coping strategy was: "lack of subsidy to support projects". Then the top ranked intervention strategy was: "develop a financing strategy for poultry-based PAPs that has the potential to substantially reduce production costs".

It was reported that poultry-based PAPs faced a challenge of expensive chicken feed. Most of them never realised maximized profit due to this constraint. This is the case because poultry-based PAPs are unable to grow their own feed and solely rely on agents to buy chicken feed. In some cases poultry-based PAPs over produce with no demand and they spend the profit on feeding the chicken that are waiting to be sold. Certainly as the participants revealed the government should regulate chicken feed to prevent the suppliers from monopolising the market in terms of pricing.

The results indicate that PAPs use a 'hand to mouth approach' by contributing money from their own pockets to buy stock as they lack support in the form of subsidy or start-up capital. Unlike the large commercial poultry producers who enjoy the economies of scales in terms of finance and credit the poultry-based PAPs life span is shortened by lack of start-up capital. The contributing factor is also lack of collateral and lack of audited statements as some of the attachments required by financial institutions. On the other hand, the large commercial poultry producers have business acumen, bring finance; qualify for credits and a wealth of knowledge and experience that contributes to the survival of their businesses.

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Table 6. 1: Ranked mean for institutional constraints, coping strategies and possible interventions as perceived by members of poultry-based poverty alleviation projects in the Bushbuckridge local municipality of the Ehlanzeni District (Dube, 2016)

Themes	Mean	Standard Deviation	Rank
Constraints			
a. lack of regulation of prices of poultry feeds makes it difficult to run profitable poultry business	1.8	0.56	1
b. lack of government start-up capital/subsidy contributes to failure of PAPs	1.9	1.35	2
c. lack of training, especially in financial management contributes to poor performance of PAPs	3.4	1.33	3
d. lack of monitoring and evaluation limits growth and development of projects	4.2	1.09	4
e. inadequate extension only shows the poor support the PAPs receive	4.5	0.97	5
f. government departments and other role players seem to compete instead of joining hands to support PAPs and this is why there is duplication of effort and at times tension/conflicts among them	5.2	1.52	6
Coping strategies			
a. lack of subsidy to support projects	1.6	0.51	1
b. chicken feed is not regulated so price escalate	2.2	1.01	2
c. lack of quality assurance unit to check quality day old chicks	2.5	0.97	3
d. operate with few extension officers	3.7	0.86	4
Interventions			
a. develop a financing strategy for poultry-based PAPs that has the potential to substantially reduce production costs	2.7	2.01	1
b. facilitate and promote the establishment of a hatchery in the area to improve access to high quality chicks	3.5	2.65	2
c. offer tailor-made training on how to manage poultry-based PAPs, stock control and record keeping	5.0	2.65	3
d. offer a comprehensive training in marketing of perishable products such as poultry	5.1	2.85	4
e. promote the adoption of alternative sources of energy, e.g. solar-powered systems so as to reduce the currently expensive and unreliable Eskom-provided electricity	5.2	2.20	5
f. run conflict management and resolution workshops in which executive and ordinary members of PAPs participate	5.4	2.90	6
g. drill boreholes at pap sites to ensure reliable supply of water	5.8	2.59	7
h. run team work and team building workshops in which executive and ordinary members of PAPs participate	6.1	2.50	8
i. recruit more extension officers to reduce the workloads of the few at present	8.1	2.33	9

Key:

Rank: position per theme,

Mean: the lower the mean score, the more pressing is the issue

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The production constraints with their coping strategies and perceived intervention strategies are presented in Table 15. The top ranked production constraint was: "high price of day old chicks force PAPs to have fewer chickens than what is required for optimal performance". The top ranked coping strategy was: "buy stock in small numbers from middlemen". The top ranked intervention strategy was: "buy stock in bulk".

The study revealed that poultry-based PAPs face a challenge of accessibility of day old chicks. In other projects as the study revealed the funders provide money for the infrastructure alone without stock. In such a case you find that the broiler house is well built but is under-stocked as PAPs are not able to buy enough stock. This affect the PAPs as they end up operating below capacity despite the other limiting and costly inputs such as the cost of purchasing water from those with boreholes, expensive transport, expensive chicken feeds and the expensive electricity.

Revelations from the participants demonstrated that poultry-based PAPs buy chicks and feeds in small numbers from agents who do not give discount as would have been the case if they purchased in bulk directly from the suppliers. The PAPs lack joint input purchase which could assist them towards the achievement of economies of scale to become a viable option to rural development of the area. When it comes to large commercial poultry producers they enjoy the economies of scale as they are able to buy day old chicks and feeds in bulk directly from the suppliers at a discounted cost. What is really of concern is that some of the poultry commercial farmers produce day old chicks and feeds and sell to poultry-based PAPs who are small scale farmers in this case. In this context it is a fallacy to think of fair and sustainable competition with large commercial poultry producers. The need for empowering poultry-based PAPs to buy stock in bulk is a suitable intervention strategy than could demonstrate their impact levels to the rural economy.

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Table 6. 2: Ranked means for production constraints, coping strategies and possible interventions as perceived by members of poultry-based poverty alleviation projects in the Bushbuckridge local municipality of the Ehlanzeni District (Dube, 2016)

Themes	Mean	Standard Deviation	Rank
Constraints			
a. high prices of day old chicks force the PAPs to have fewer chickens than what is required for optimal performance	2.3	0.86	1
b. predators such as snakes and dogs contribute to mortalities of chicken	2.7	1.70	2
c. water supply is so erratic and unreliable that it is negatively affecting effective running of poultry business	2.9	1.21	3
d. lack of local hatchery is a barrier for growth and development of poultry-based PAPs	3.0	1.41	4
e. diseases, in particular new castle and bronchitis are killing chickens in large numbers	4.8	1.59	5
f. veterinary care (drugs and vaccines) for poultry is very expensive which forces pap members to resort to using traditional ways that might not be appropriate for high volume commercial production	5.5	0.66	6
Coping strategies			
a. buy stock in small numbers from middlemen	1.7	0.95	1
b. buy substandard (often second and third grade) day old chicks	1.9	0.95	2
c. buy water from people with boreholes	3.5	0.88	3
d. hire transport to carry stock, other inputs and chickens to marketing points	4.8	1.65	4
e. keep chicken of different ages in the same house	4.9	1.36	5
f. use traditional medication such as aloe vera and permanganate potassium to avoid expensive medication	5.0	0.91	6
Interventions			
a. buy stock in bulk	1.15	0.38	1
b. upgrade infrastructure, which is currently inappropriate and inadequate for profitable poultry	1.85	0.38	2

Key:

Rank: position per theme

Mean: the lower the mean score, the more pressing is the issue

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In Table 6.2 marketing constraints that include coping strategies and possible intervention strategies are presented. The top ranked constraint was: "large-scale commercial poultry producers out-compete PAPs, which ultimately forces them out of business". The coping strategy ranked top was: "sell produce to local community members, institutions and community members". The possible intervention strategy top ranked was: "negotiate contract to supply big retail shops with chicken from PAPs"

These empirical findings unravelled the inadequate markets as one of the hindrances for poultry-based PAPs failure to make a breakthrough in terms of income generation. It is common economics knowledge that successful market functions are motivated by a level ground for supply and demand for products and services, which in any case has not been real and worse as evident in PAPs poultry projects. Similar views were echoed by the participants who mentioned lack of markets to assist the poultry-based PAPs to achieve the objectives for which they were established. The need for empowering poultry-based PAPs for collective buying, collective advertising and collective marketing comes in handy as an intervention strategy for programmes to be self-reliant sustainable in terms of income generation.

In principle marketing and advertising are the two sides of a coin that are inseparably bound. This means that poultry-based PAPs should advertise themselves collectively for example through printed leaflets, community radio stations, local newspapers or bill boards using the same price. There is lack of collective marketing of chicken products which could assist projects towards the achievement of economies of scale for poultry-based PAPs to become a viable option to rural development of the area. These projects could also display and show cases their produce at a central place to market themselves. In this regard the study revealed the poultry-based PAPs readiness to link with big retail shops, and the agricultural hub for their produce.

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Table 6. 3: Ranked means for marketing constraints, coping strategies and possible interventions as perceived by members of poultry-based poverty alleviation projects in the Bushbuckridge local municipality of the Ehlanzeni District (Dube, 2016)

Themes	Mean	Standard Deviation	Rank
Constraints			
a. large scale commercial poultry producers outcompete PAPs, which ultimately forces them out of business	2.0	1.55	1
b. low selling prices limit profit (mainly due to most pap members not knowing how to set prices that enable them to recover costs incurred)	3.4	1.76	2
c. inadequate markets reinforced by lack of marketing skills contribute to failure of projects	3.6	1.66	3
d. lack of transport negatively affects the running of PAPs in many ways such as hiring to carry stock material as well as taking stock to the pay points	3.6	1.94	4
e. selling produce on credit, coupled with some creditors not paying, contributes to loss of profit and ultimately, collapse of projects	3.9	1.12	5
f. most PAPs either do not keep or maintain inadequate marketing records, which rarely used to guide decisions on marketing	4.2	1.56	6
Coping strategies			
a. sell produce to local community members, institutions and marketing points	1.6	0.77	1
b. have poor signage and poor marketing and advertising strategies	1.8	0.83	2
c. under price chicken to avoid long rearing period	2.6	0.51	3
Interventions			
a. negotiate contracts to supply big retail shops with chicken from PAPs	1.1	0.28	1
b. introduce more effective systems of debt collection and/or management	2.4	0.65	2
c. stop selling chicken on credit	2.6	0.52	3

Key:

Rank: position per theme

Mean: the lower the mean score, the more pressing is the issue

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The sustainability constraints are presented in Table 17. "Lack of record keeping skills contributes to poor performance of PAPs" was the top ranked. With regard to coping strategies, the "elderly population run the projects" was the top ranked. The possible intervention strategy ranked top was: "mobilize youth to participate in poultry-based PAPs".

The results shows the severity related to lack of record keeping skills which leads to projects failure to account in terms of income and expenditure incurred. The manner in which records are kept also contribute to the unsustainability of poultry-based PAPs. It is clear that this behaviour has a potential to lead to the collapse of poultry-based PAPs. This is an indication of a gap in terms of management skills for the day to day running of the project. Apart from management skills poultry-based PAPs lack poultry related technical skills, financial management skills.

Poultry-based PAPs are run by the elderly people. This coping strategy does not yield good results as the elderly lack technical skills, management skills and financial management skills and record keeping skills to run PAPs. As an intervention strategy the youth should be mobilised to participate in PAPs. It would be possible for the government or NGOs to empower the youth to have a qualification in poultry management so as to take the business forward. Unlike the elderly population in PAPs youth got the ability to keep abreast of the new technological devices and advances in poultry, attend relevant courses read magazines like Farmers weekly to update themselves.

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Table 6. 4: Ranked means for sustainability constraints, coping strategies and possible interventions as perceived by members of poultry-based poverty alleviation projects in the Bushbuckridge local municipality of the Ehlanzeni district (Dube, 2016)

Themes	Mean	Standard Deviation	Rank
Constraints			
a. lack of record keeping skills contribute to poor performance of PAPs	1.8	0.93	1
b. poor management skills of members hamper growth and development of projects	2.5	1.3	2
c. lack of trust, common/shared vision, infighting, frequent quarrelling and tensions/conflicts cause disunity among project members resulting in loss of productive time and ultimately, poor performance of PAPs	3.4	0.96	3
d. some project members get easily discouraged when low profits are generated and members are paid small amounts of money for their efforts	3.6	1.61	4
e. the fact that most members of the PAPs are elderly puts into question whether the business will continue to grow and continue to operate when they become too old or pass on	3.7	1.32	5
Coping strategies			
a. the elderly population run the projects	1.7	0.75	1
b. use of hand to mouth approach	2.3	1.03	2
c. the PAPs are not effective, self-reliant and self-sustainable they collapse	2.5	1.10	3
d. some members stop participating in projects due to in fights	3.5	0.78	4
Interventions			
a. Mobilize youth to participate in poultry-based PAPs	1.6	0.88	1
b. Promote local poultry feed production and formulation of low cost rations without compromising on nutrient requirements	2.0	0.82	2
c. Recruit more hardworking committed and dedicated members to reduce workloads	2.7	0.86	3
d. Introduce a performance-based reward system in the PAP	3.8	0.44	4

Key:

Rank: position per theme

Mean: the lower the mean score, the more pressing is the issue

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6.7 Discussion

The results revealed the majority of the respondents who participated in this study were predominantly women. These findings are consistent with that of Ntuli *et al.*, (2013), in Capricorn District of Limpopo Province. According to Ntuli *et al.*, (2014) most women in rural areas rely on agriculture to earn a living. The findings are in agreement with a study by Emaikwu *et al.*, (2011), in Nigeria where females dominated the poultry enterprise with the hope that it would foster a more careful and more accurate poultry husbandry practices. Also a study in Botswana by Badubi (2011), showed similar observation in the 59 poultry projects examined 41 projects were women-run, and 17 belonged to men and 1 project belonged to both men and women.

The results uncovered that most respondents who participated in poultry-based PAPs were in their middle age category 40 years followed by those above 50 years. The youth category of below 35 years constituted a low percentage as highlighted earlier. The findings concur with Kirui (2014) study in Kenya who observed youth adults who are energetic represented only a small percentage of the population understudy. The observations confirm what Badubi (2011) found in a study in Botswana as the 41-50 years category constituted 33 % followed by 50 years and above constituting 27 % with the 30-40 years and the 20-30 years category constituting low percentages. Taking a look at these findings the youth participation in poultry projects poses a serious challenge. Ntuli *et al.,* (2014) study in Capricorn District of Limpopo Province made a similar observation where the youth participation is very low in poultry projects. Kirui (2014), study in Kenya advocates for youth participation as he cautions that the age of the respondents would show the energy level and the importance attached to poultry project. Taking these facts into account, it can be argued that poultry-based PAPs is popular among middle-aged and the elderly women. These results differed with those of Ekunwe *et al.,* (2014), study in Bernin City Metropolis, Nigeria that uncovered the 50-59 years bracket of respondents constituted 33.3 %, while the 20-49 years bracket accounted 58 % and they were able to withstand the rigor in the poultry business.

The findings of this study showed most respondents were married. These results draw parallel with Ntuli *et al.,* (2014) who made similar observation. Other studies conducted in Rwanda (Gasana, 2011); Nigeria (Ekunwe *et al.*, 2014), reveal the same trend. According to Ntuli *et*

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al., (2014), in the case where majority of the respondents were married it means there would not be a need to outsource labor in poultry projects as family members could help in the poultry operation.

Most beneficiaries of poultry-based PAPs in Bushbuckridge Municipality had attained primary schooling followed by those who had secondary schooling with no matric. The results differs with the study by Kirui (2014), in Kenya that revealed that the respondents with high level of qualification perform good as compared to those with lower level of qualifications in poultry-based projects. The study by Emaikwu *et al.,* (2011), in Nigeria revealed education is not only a determinant of adoption of an innovation for profitability, because it also offers a certain level of management and production of poultry projects. This observation revealed a strong relationship between the level of education and the performance of poultry projects.

The findings of this study showed most of the respondents of poultry-based PAPs in Bushbuckridge had been members of their projects for 5-10 years and 10-15 years. Experience in poultry production has an effect on the performance of projects. These results differed with Kirui (2014), observation that the number of years marks the respondents' level of experience which is a critical factor to the success and performance of poultry projects. The results revealed the majority of the respondents paid up to R100 to become members of projects because at the initial stage for externally funded projects, funders provide for a broiler house without stock, while self-funded projects struggle to contribute for a house and stock. Studies conducted in South Africa, Makhalane, (2009) and Masipa, (2010) revealed similar trends.

The majority of respondents reported that lack of regulation of poultry feeds make it difficult for PAPs to run profitable business Table 14. In their view purchasing feed from middlemen is also a major deterrent to the growth and development of PAPs. Consequently they purchase stock in small quantities which force them to under-stock day-old chicks. This partly explains why most of the poultry-based PAPs in the study area perform poorly and never reach fruition in terms of income generation capabilities. Thus it was not surprising that regulation of feeds was ranked as the major constraint faced by PAPs.

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Similar to the argument presented above, Emaikwu *et al.,* (2011) observed that broiler producers flock size in Kaduna State of Nigeria were constrained by high feed costs as about 53 % of them used the conventional feed, while 47 % used the unconventional (homemade) feed for their broilers in order to cut costs. Other studies conducted in Botswana Masole *et al.*, (2015) in their study entitled: Value Chain Analysis of Botswana Poultry Industry: The Case of Gaborone, Kgatleng, Kweneng and South East Districts revealed one of the main challenges that impede growth of the poultry industry is high feed prices. In Bangladesh Uddin *et al.,* (2014) and Ghana Etuah *et al.*, (2013) revealed the same trend.

The study revealed that lack of accessibility of quality day-old chicks is a major bottleneck to growth and development of PAPs in the study area. The situation is worsened by first, second and third grades of chicks mixed in one batch sold at a high price. This constraint forces the PAPs to stock fewer chickens than what is required for optimal performance. These results are in agreement with Ntuli *et al.,* (2013) who made similar observation in Capricorn District of Limpopo Province.

The respondents highlighted that large commercial poultry producers saturate the market in the area where poultry-based PAPs are supposed to sell their produce. This means that they are able to break even and never feel the pinch in terms lack of income generation as they sell chicken at lower prices. It is evident from poultry-based PAPs that they sell majority of their chicken as well as chicken products to the local community. Several studies conducted in South Africa Makhalane (2009), Masipa (2010) and Ntuli *et al.,* (2014) reveal the same trend. In Botswana Badubi *et al.,* (2004) and Moreki (2011) made similar observation.

The respondents reported lack record keeping as one of the contributory factor to poor performance of poultry-based PAPs. This behavior is liked to ineffective and inefficient management technique. The situation coupled with selling their produce on credit; contribute to lack of income generation and little profit. These findings confirm Tshikosi (2009), Masipa 2010 and Ntuli *et al.*, (2013) studies that made similar observation. The findings corroborate the findings of the study conducted by Urban- Eco (2013) that cautions lack of record keeping makes it difficult to gain information from projects about income, expenses, and profit.

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The study revealed the PAPs are run by the elderly population. These findings are in line with those of Makhalane (2009) and Ntuli *et al.*, (2013) that most agricultural farming activities are dominated by the elderly, especially women.

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CHAPTER 7: SYNTHESIS OF RESULTS, CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

The study was set out to characterize poultry-based PAPs of the Ehlanzeni District Municipality, in order to suggest intervention strategies to strengthen their performance. In Chapter 1, the introduction to the study was presented. Its purpose was to articulate the motivation for the study, presented a brief background on which it was anchored, and clarified the problem that necessitated carrying it out. Also presented was the, aim, questions and objectives of the study. Key concepts underpinning the study were clarified in order to enable the readers to develop a better understanding of it. Chapter 2 contained the literature review drawn from rural development, agricultural economics and community development. It is organized taking into account the following themes: the Millennium Development Goals successes as a foundation for Sustainable Development Goals, the South African government's commitment to poverty alleviation, projects in relation to the achievement of objectives, strengthening the performance of poultry-based PAPs, demand and supply of poultry-based products, and classification of the poultry industry. Chapters 3-5 contained the research design, sampling, data collection ethical consideration and data analysis, and findings of the first phase of the study, which was mainly exploratory and qualitative. Phase 2 was a quantitative study and the specific details relating to it were presented in Chapter 6. This Chapter synthesizes the empirical findings to answer the three research questions outlined in section 7.2. I begin with a brief outline of methodological issues.

7.1.1 Methodological issues

A mixed method design was chosen to direct the study. According to Sechrest and Sidana (1995) a mixed method design embodies strengths of both qualitative and quantitative methodologies and results in outstanding outcomes. In this study a qualitative approach was given a more dominant status in the whole process. However, research questions were formulated to investigate and establish responses that could be measured both qualitatively and quantitatively. Qualitative research Phase 1 used semi structured face to face interviews to collect data.

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The qualitative data were analyzed using Atlas ti7.0.81.The themes that emerged from qualitative study Phase 1 resulted in the formulation of a questionnaire for quantitative study Phase 2. The statistical analysis of Phase 2 data formed the conceptual framework of this study and these are based on the following categories: Member-perceived institutional constraints, production constraints, marketing constraints, sustainability constraints, together with the coping strategies and possible intervention strategies. The themes were ranked from 1-3 as the topmost pressing issues.

7.2 The Research Question and Objectives of the Study

The main research question which guided the study was: what intervention strategies can be implemented to ensure successful implementation of poultry-based PAPs in the Ehlanzeni District Municipality? Three sub-questions underpinning the study were:

a) What are the perceived constraints to successful implementation of poultry-based PAPs?

b) How are the poultry-based PAPs coping?

c) What interventions might help improve the performance of PAPs?

In line with the research questions articulated above, the main objective of this study was to characterize poultry-based PAPs in order to develop a framework to strengthen their performance. The specific objectives were to:

a) identify the constraints to the success of poultry-based PAPs;

b) determine the coping strategies applied in poultry-based PAPs; and

c) suggest interventions for improved performance of the PAPs.

7.3 Findings from the Empirical Study

This empirical study provided evidence that poultry-based PAPs experience some challenges that hamper their growth and development as the majority collapse, once funding ceases to

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exist. However, this study provides support for the reasons behind the failure of poultry-based PAPs. While I acknowledge the generalization of the findings, as a researcher I had to investigate and understand the constraints, coping strategies and possible intervention strategies from the government officials, chairpersons of PAPs and ordinary members who experienced this reality. I believed that if they shared their experiences of their lived reality with me, then I might be able to challenge the status quo for the betterment of the performance the PAPs in the Bushbuckridge Municipality.

This study is grounded within the Sustainable Development theory as a continuous process of environmental, social and economic development that aims to deliver wellbeing for people now and in the future. The same theory makes recommendations for poultry-based PAPs to generate income so as to become effective and sustainable while radiating to the entire community on issues of economic development of the rural area of Bushbuckridge. The qualitative and quantitative findings will be presented and then an attempt will be made to critically analyse the empirical results.

7.3.1. The qualitative research findings

All the poultry-based PAPs investigated were situated in Bushbuckridge north and south. However, they were concentrated mostly in the northern part of Bushbuckridge due to the inherited agro-hub, as already reported. In order to have a better understanding of the findings the three objectives are outlined with their findings.

Objective 1: **Identify the constraints to the success of poultry-based PAPs**

The respondents perceived the following as the major constraints of poultry-based PAPs: limited access to finance and credit, inadequate markets, poor infrastructure, lack of management skills, inability to form cooperatives, lack of monitoring and evaluation, high mortality of chickens, financial constraints, lack of water in the area, high cost of chicken feed, ineffective extension services, lack of marketing outlet points and lack of sustainability and profitability.

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Objective 2: **Determine the coping strategies applied in poultry-based PAPs**

In terms of PAPs coping strategies, findings revealed the following: use of hand to mouth approach to survive, buying stock in small numbers from middlemen, buying substandard (often second and third grades) of day old chicks, buying water from people with boreholes, hiring transport to carry stock, keeping chickens of different ages in the same house, using traditional medications, such as Aloe Vera and permanganate potassium to avoid expensive medication, chicken feed not being regulated so prices escalate, contributing money to support projects, selling produce to local community members, underpricing chickens to avoid long rearing periods, some members stop participating in projects due to in-fights, and the fact that the elderly population runs the projects.

Objective 3: **Suggest interventions for improved performance of the PAPs.**

The results uncovered the following possible intervention strategies: upgrade infrastructure, departmental financial support, departmental regulation of feed and day old chicks, the need for capacity building, develop marketing and outlet points, empower projects to cooperate, establish monitoring and evaluation systems, ensure a sufficient water supply, establish hatchery, veterinary assistance, and provision of transport, ensure sufficient government official manpower, the need for an integrated departmental approach, and assess feasibility and commitment of the project.

7.4 Summary of the Findings of Quantitative Study

7.4.1 Demographic profile of respondents

In this study the demographic information discussed entailed participant sample of (n=116). Most respondents 57 % were members of poultry-based PAPs in Bushbuckridge North. More than half 58 % were females. The results indicate that the majority of the respondents in poultry-based PAPs of Bushbuckridge 39 % were aged between 51-60 years. This is followed by the 36-50 years age group 37 %. The less than 35 years age group is 13 %. This is an issue of concern as it might be due to the lack of interest in agriculture by the youth that might

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be regarded as inferior to other careers. The results indicate that 67 % of the respondents were married as shown in Figure 7.1. The results indicate that the respondents had a household size of 6-4 persons. On average the family members were 3 males and 5 females. The results revealed that 42 % of respondents were ordinary members, followed by 34 % chairpersons and 24 % secretaries. The results show that more than half 54 % of the respondents had been members of their projects for 5-10 years. This was followed those who were involved for 10-15 years 25 %. Next, the members who were involved in projects for 15 years and above 17 % while those who participated for 1-5 years constituted 3 %.

7.4.2 The results of ranking

There were issues relating to institutional or support mechanism's, issues relating to production that are internal to projects, issues relating to marketing of the produce and issues relating to sustainability. All these issues have coping strategies and possible strategies that are prioritized in terms of ranking so as to resolve the problems. The results were presented through ranking constraints, coping strategies and intervention strategies under the themes institutional, production, marketing and sustainability. Table 18 indicate the top ranked issues from 1-3 as the most pressing issues that needs urgent attention in terms of constraints and intervention strategies.

7.5 Attainment of Aim and Objectives

The findings of Phase 1 and Phase 2 of this study show the empirical evidence that poultry-based PAPs are faced with several constraints that deter their growth and development as the reason for their lack of sustainability and self-reliant. The findings of both Phase 1 and 2 of this study show the empirical evidence that there is strong agreement between the perceptions of the respondents of poultry-based PAPs in Bushbuckridge north and south. To a certain extent the findings of this study in terms of constraints coupled with coping strategies indicate a number of hindrances to the growth and development of poultry-based PAPs. However, the findings are worthy of recognition irrespective of barriers that posed in the failure of the poultry-based PAPs.

In this study I also disagree with earlier studies because of their findings on lack of extension officers as one of the major constraints faced by poultry-based PAPs. For example, Adebayo

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et al., (2005) in their study entitled, "Socio-economic factors affecting poultry producers in Ejigbo Local Government area of Osun State" reported that extension officers are important to improve productivity and competitiveness so that poultry projects could earn better income and improve their livelihoods. The findings of this study were ranked and the theme that states: inadequate extension only shows the poor support the PAPs receive was (ranked 5) in Table 14 within the institutional constraints. In terms of the intervention strategies Table 14 the theme that states: recruit more extension officers to reduce the workloads of the few at present was (ranked 9). The results showed the respondents' inconsistency in terms of prioritization. This illustrates that the issue of extension services is not a burning issue that deter growth and development of poultry-based PAPs in Bushbuckridge north and south.

7.6 Proposed Intervention Strategies to Strengthen the Performance of Poultry-Based PAPs in the Bushbuckridge Municipality of the Ehlanzeni District

As already reported, the main objective of this study was to characterize poultry-based PAPs in order to suggest intervention strategies to strengthen their performance. In order to achieve this, a meeting was arranged with the members of poultry-based PAPs and ordinary community members in Bushbuckridge who were not involved in projects. The purpose of the meeting was to disseminate the quantitative top ranked results to the respondents of the poultry-based PAPs and ordinary community members who did not participate in this study in the northern and southern region of the Bushbuckridge municipality Table 18. The members of PAPs and the ordinary members of the community were also invited to express their opinions by means of participating in the discussions. Consequently, what was discussed in the meeting with full participation of the community formed the bases of the proposed intervention strategies to strengthen the performance of poultry-based PAPs, The government officials were emailed the copy of the intervention strategies as discussed.

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Table 7. 1: Ranked (1-3) topmost pressing issues of poultry-based poverty alleviation projects of the Bushbuckridge municipality

Theme	Theme	Theme	Theme
Institutional constraints	**Coping Strategy**	**Intervention strategies**	**Objectives of the study**
1. Lack of regulation of prices of poultry feeds makes it difficult to run profitable poultry business	1. Lack quality assurance unit to check quality of day old chicks	1. Facilitate and promote the establishment of a hatchery in the area to improve access to high quality chicks	a) To identify the constraints to the success of poultry-based poverty alleviation projects; b) Determine the coping strategies applied in poultry-based PAPs; and c) Suggest interventions for improved performance of the PAPs
2. Lack of government start-up capital/subsidy contributes to failure of PAPs	2. Chicken feed is not regulated so price escalate	2. Develop a financing strategy for poultry-based PAPs that has the potential to substantially reduce production costs	
3. Lack of training, especially in financial management contributes to poor performance of PAPs	3. Lack of subsidy to support projects	3. Offer tailor-made training on how to manage poultry-based PAPs, stock control and record keeping	

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Production constraints			**Same as above objectives**
1. Predators such as snakes and dogs contribute to mortalities of chicken	1. Buy stock in small numbers from middlemen	1. Upgrade production infrastructure, which is currently inappropriate and inadequate for profitable poultry	
2. High prices of poultry feeds force PAPs to have fewer chickens than what is required for optimal performance	2. Buy substandard (often second and third grade) day old chicks	2. Buy stock in bulk	
3. Water supply is so erratic and unreliable that it is negatively affecting effective running of poultry business	3. Buy water from people with boreholes	3. Drilling of boreholes at PAP sites to ensure reliable supply of water	
Marketing Constraints			**Same as above objectives**
1. Large scale commercial poultry producers outcompete PAPs, which ultimately forces them out of business	1. Sell produce to local community members, institutions and marketing points	1. Negotiate contracts to supply big retail shops with chicken from PAPs	
2. Low selling prices limit profit mainly due to most PAP members not knowing how to set prices that enable them to recover costs	2. Have poor signage and poor marketing and advertising strategies	2. Introduce more effective systems of debt collection and/or management	

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incurred			
3. Inadequate markets reinforced by lack of marketing skills contribute to failure of projects	3. Under-price chicken to avoid long rearing period	3. Stop selling chicken on credit	
Sustainability constraints			**Same as above objectives**
1. Lack of record keeping skills contribute to poor performance of PAPs	1. Use of hand to mouth approach to survive	1. Mobilize youth to participate in poultry-based PAPs	
2. Poor management skills of members hamper growth and development of projects	2. The elderly population run the projects	2. Promote local poultry feed production and formulation of low cost rations without compromising on nutrient requirements	
3. Lack of trust, common vision, and infighting cause disunity among project members resulting in poor performance.	3. The PAPs are not effective, self-reliant and self-sustainable they collapse	3. Recruit more hardworking committed and dedicated members to reduce workloads	

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8. Conclusions

This study captured progress to date on the performance of poultry-based PAPs in Bushbuckridge Municipality of Ehlanzeni District. The study is most pertinent at a time when the National Development Plan Vision 2030 had identified agriculture as a key driver of the economy in South Africa. Also at a time when the consumption of white meat had increased more rapidly than that of red meat with the expected expansion of about 34 % by 2023. Poultry-based PAPs in Bushbuckridge Municipality faced both exogenous and endogenous constraints that hampered their production and productivity and thus rendered them ineffective and sustainable.

These constraints were highlighted based on the main objective to characterize poultry-based PAPs of Bushbuckridge Municipality so as to develop intervention strategies to strengthen their performance. Firstly, the study attempted to identify the constraints that poultry-based PAPs were faced as indicated in Chapter 3. Identification of such constraints might contribute to help make more informed decisions on the nature and form of interventions that might lead to successful poultry-based PAPs in the study area. After all, it was in the interest of the government to promote poultry-based PAPs that were efficient so as to contribute to the rural economy. Secondly, the study tried to determine the coping strategies that the poultry-based PAPs applied for survival in Chapter 4. This coping strategies were necessary to understand their effect on PAPs in terms of income generation and self-reliant. Thirdly, the study made attempts to suggest possible intervention strategies for improved performance of the PAPs in Chapter 5.

The findings revealed that these constraints were serious hindrances to the PAPs contribution to the rural economy in terms of food security and job creation. Of these constraints lack of access to finance and credit emerged as the underlying factor that retarded their progress to operate at a commercial level. The high price of chicken feed and lack of access to quality day-old chicks purchased from middlemen were reported as barriers to stock in full capacity and maximize profit. The challenge the PAPs faced could only be addressed through a start-up capital for emerging farmers since they could not qualify for credit in the absence of collaterals and financial statement. The other challenge of stocking in full capacity and high cost of chicken feed and day-old chicks can be addressed though the formation of cooperatives for PAPs to enjoy the economies of scale by purchasing in bulk at a discounted price.

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The support from government and NGOs in terms of feasibility study prior to the implementation of PAPs coupled with training in financial management and record keeping is crucial as the PAPs were run by unskilled people. Without the skills supply line as highlighted by the respondents, sustainable development will remain a pipe dream. This means going forward funds should be provided after training so as to avoid mismanagement and the 'quick cash mentality' as alleged by the respondents of this study.

Inadequate markets retarded progress in PAPs as they faced stiff competition from the large commercial producers who underprice chicken. The issue of market participation needs government intervention to assist with the establishment of marketing points. Negotiations to supply big retail shops with chicken from PAPs could assist in increasing the income while contributing to economic activities in the rural area. In the absence of proper monitoring and evaluation systems these constraints will continue to threaten the PAPs economic viability in the rural area of Bushbuckridge Municipality.

The members entered the PAPs without any requisite poultry-related skills. Thus it was not surprising that they kept chicken of various ages in the same house. This was reinforced by poor state of broiler houses. This was worsened by the use of traditional medication for chicken diseases. This practice was against the chicken hygiene practice. There is a need for training the PAPs on issues of bio-security and the use of an 'all-in-all-out system', and training for sanitation so as to prevent the spread of disease. All these need extension services which is currently not effective and consistent, in order to educate PAPs on these pertinent issues that determine efficiency of the PAPs in the rural setting. .

The study is an indication that projects are not clearly defined in terms of capacity as there are serious challenges in terms of understanding the kind of business from 'hand to mouth approach' to a more viable commercial kind of business with a forward vision. In this case forward vision means understanding the dynamics within which the market operates and how to sustain that. This means members of poultry-based PAPs should understand the kind of business and grow chickens into a market-oriented product that could contribute to the economic growth of the Ehlanzeni District municipalities. Apart from financial management and record keeping skills reported earlier, there is also a gap with regard to mentoring, coaching and

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business incubation. This is a serious concern based on the findings that some of the PAPs were funded before training was conducted. It appears that the funding institutions failed in terms of oversight role as the PAPs were implemented without any preparedness. What this means is that poultry-based PAPs were implemented without any orientation from the funding organization on the intentions and challenges to prepare them to work hard. Certainly moving forward, monitoring and evaluation, coaching and mentoring are effective after-support mechanisms for effective running of poultry-based PAPs..

It is anticipated that the study will in general, help build a better understanding of the major reasons why most poultry-based PAPs fail to achieve their intended goals and thereby rendering them unsustainable. Apart from this, the study might provide some insights on the specific elements to consider when formulating and implementing policies on poultry-based PAPs. It is envisaged that the will contribute to the general understanding of the major reasons why most poultry-based PAPs fail to achieve their intended goals and thereby rendering them unsustainable. The study will also unravel the gap in knowledge that existing institutions, policy-makers and people on the grassroots community level have with respect to appropriate interventions for performance of poultry-based PAPs. This study is designed to bring to the fore new insights with respect to the limits of policy frameworks on poultry-based PAPs.

This study will also be a modest attempt to the need for local government to contribute as the drivers of change in the rural development context. It is hoped that the study will illuminate the rationale for the policy-makers and implementers to have systems in place for the monitoring, evaluation and mentoring of the PAPs. It is hoped that the findings of the study will be a useful contribution for South Africa and other developing countries faced with the challenge of poverty alleviation. Specifically, it will contribute to the areas of policy choice and programme implementation.

The findings of the research will be disseminated through presentation at national and international conferences as well as publication of articles in accredited Journals, so as to encourage potential users of the results and recommendations to bring improvements in poultry-based PAPs management and operations. The knowledge gained might shed more light and influence policy and programmes on the effectiveness of poultry-based PAPs through appropriate delivery mechanisms that are sustainable to combat poverty. It is hoped that

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intervention strategies developed by this study would contribute to the successful implementation of the poultry-based PAPs in the Bushbuckridge municipality of Ehlanzeni District in Mpumalanga Province of South Africa and beyond.

9. Recommendations

The existence of effective sustainable poultry-based PAPs is important in providing food security and in improving the rural economy. Therefore, it is vital that poultry interventions aimed at alleviating poverty in rural areas be efficient and effective. The following recommendations might rejuvenate the performance of poultry-based PAPs:

9.1 Government start-up capital/subsidy

Government should provide start-up capital/subsidy to support poultry-based PAPs to stock in full capacity. It is also recommended that the government departments should use the integrated approach and stop operating as silos on the issue of poultry-based PAPs. In so doing the funds could be channeled to common course for the betterment of PAPs as a viable strategy to improve the rural livelihoods. Poultry production is a capital intensive type of business and for the PAPs to become a viable option to rural development, start-up capital become eminent. In the absence of a start-up capital most of the poultry-based PAPs were self-funded where the respondents contributed an amount of R100.00 per person to stock few day-old chicks to start a project. In terms of accessing credit projects were unable to qualify as poultry is regarded as a high risk type of a business, Thus the majority failed to meet the lending requirements due to lack of audited financial statements and collaterals as attachments needed by financial institutions

9.2 Regulation of chicken feed

Government should regulate chicken feed to prevent price monopoly by middlemen. The regulation of chicken feed becomes necessary as the cost have a major impact on profitability of PAPs operations. In this study it was revealed that high cost of feed hampered the growth and

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development of PAPs in research setting. The situation was worsened by the fact that local poultry feed production was non-existent while broilers varied according to the different nutrient requirements depending on their age and sex. This view unable the PAPs to break even as most profit were channeled to expensive feed. The PAPs need to use joint input purchase which could assist them towards the achievement of economies of scale to become a viable option to rural development of the area.. All these gaps benefited the chicken feed producers and suppliers who escalated the prices.

9.3 Conduct feasibility study

Government/NGOs should conduct a feasibility study and market research to assess the viability of the business and to instill a sense of ownership and commitment of poultry-based PAPs beneficiaries. The view that Production of broiler chickens is a highly specialized operation is well documented. In order to maximize and plan future project activities, a feasibility analysis prior to investment and proper management of poultry-based PAPs should be conducted. From this results it was shown that the government used a "top down approach" when the poultry-based PAPs were conceived. In order for PAPs to have an impact on rural development the community should be involved form the begging so as to inculcate a sense of ownership. In this study the revelations shows that involvement of the community was minimal as most participants were hand- picked without assessing the level of passion, interest and commitment the participants have in these projects. In other words there was no proper feasibility study or needs analysis conducted to get a by-in among the larger stakeholders of the community. The PAPs were established as if they were imposed to the community.

9.4 Establish monitoring and evaluation systems

Government should establish systemic monitoring and evaluation tools so as to carry out effective assessment of the performance of poultry-based PAPs. The PAPs lacked monitoring and evaluation systems used to measure short-and-long-term of performance. The monitoring and evaluation mechanisms are vital have the PAPs account for the financial and human capital invested in the project. This study revealed an oversight on the side of funding organizations that in some PAPs funding was provided with no follow-up monitoring and evaluation structures to the success or challenges that they were faced with. Another issue of importance that is

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related to feasibility is preparedness to identify the PAPs intentions. The results revealed lack of knowledge and understanding of PAPs as a business enterprise that should sustain itself. The results revealed lack of business acumen from the PAPs beneficiaries which calls for a robust ongoing capacity building. Thus the government should empower extension officers to develop monitoring and evaluation systems to determine the performance of PAPs, so as to develop appropriate interventions for success.

9.5 Provide on-going training

Provide on-going training for the advancement of performance of poultry-based PAPs, resource mobilization, stock control and record keeping. The study revealed that projects were run by beneficiaries who have poor management skills. Moreover, most of them were hand-picked to participate in the project with the hope of generating income for their families. The release of funding prior training as the respondents alleged sometimes lead to embezzlement of funds as others demanded a share before profit was generated. Especially training in management skills, financial management, record keeping and production management skills were mentioned as core for the success of poultry-based PAPs. Training in financial management should be prioritised for the PAPs to have a cash flow statement for operation as it represents the total cash revenues, costs and required investment that could be spend. It is tool to indicate cash in or out of the operation on daily basis. This would assist to monitor costs and work on reducing them to end up with high cash flow. The fact that there was no evidence of short courses attended, in either record keeping or financial management worsened the situation. It becomes even more worrying because many of the respondents came from poverty stricken backgrounds that the first thing on their mind revealed by the study was money, thus the majority lack passion, commitment and interest to see the project growing as they had what they referred to as a 'quick cash mentality". Training in record keeping needs urgent attention because among the respondents of poultry-based PAPs interviewed only 2 (two) were willing to share the records with the researcher. This was an indication of the severity related to lack of record keeping skills which could lead to PAPs failure to account in terms of income and expenditure incurred. Thus it is recommended that efforts to provide training in all aspects to the PAPs should be given serious attention.

9.6 Upgrade infrastructure

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Government should upgrade the infrastructure and improve the water supply through drilling boreholes. PAPs should operate in well-constructed infrastructure that has electricity, water, ventilation, automatic drinkers, air conditioners and thermometers to control the temperature. As the study revealed the PAPs operate in poorly constructed houses in Bushbuckridge municipality which is underdeveloped with shortage of water and some villages are not electrified. The PAPs understudy struggle to afford buying water from those having boreholes, use expensive paraffin for the lamps they use in broiler houses, cannot afford curtains and instate use empty bags of chicken feeds for curtains. The size of broiler houses poses a serious challenge as in some of the PAPs chicken of different ages from day-old, two weeks, four weeks and six weeks are kept together. There is a need to educate the PAPs on the danger of keeping of chicken of same age in the same house to avoid the spread of diseases and to give a house a chance to rest before the new stock comes in. Identifying and creating strategies for upgrading PAPs' infrastructure should be one of the priorities the Minister of Agriculture, Minister of Social Development and the Bushbuckridge Local Economic Development should. The Mister of Water Affairs should also intervene on the issue of improving the water supply and drilling of boreholes. In the current study, it was explained that the poor state of infrastructure, which was inadequate made it impossible for the PAPs to keep chickens of different ages in separate houses. This was a high risk coping strategy because it created conditions for easy spread of diseases such as New Castle and Bronchitis

9.7 Revitalize extension system

Government should revitalize unified extension system to improve service delivery. Without effective extension support, the PAPs would never graduate into viable enterprises that achieve the goals for which they were set up. The study revealed inadequate extension service. The PAPs relied on the services of the extension officer who only visited after a long time and as the respondents put it, who only have theory and not practice on poultry management and handling. The Minister of Agriculture should consider recruiting more extension officers who are dedicated to PAPs so as to decrease the heavy workload of officers who cater for many wards in the area.

9.8 Enhance veterinary care

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Government should enhance veterinary care and educate the poultry-based PAPs about chicken diseases. Poultry-based PAPs reported expensive vaccination and medication as some of the factors contributing to high chicken mortality. This was mentioned as some of the reasons why poultry-based PAPs were more vulnerable to chicken disease outbreaks such as New Castle Disease and Bronchitis. It was also highlighted that they could not maximize profit as that was supposed to cater for expensive vaccination and medication. The issue of basic training in chicken disease is found crucial as the respondents revealed chicken mortalities amounting to 200 a day without knowing the name of the disease because to say "chicken were green in colour" was not sufficient and convincing enough to solve the problem. The Department of Agriculture should subsidise vaccination and medication of poultry-based PAPs. The scarcity of veterinary care was revealed as of the reasons why the PAPs improvised by using the traditional medication like aloe vera, and potassium permanganate. There is a need to educate the PAPs about the ineffectiveness and disadvantages medications that were not prescribed by the veterinary experts. Thus a need for veterinary support and extension officers' support is also important in this regard.

9.9 Establish hatchery

Establish a hatchery with a quality assurance unit to improve accessibility and quality of day old chicks. The respondents disclosed the challenge of lack of accessibility of day-old chicks. This situation is worsened by buying first, second and third grades day-old chicks mixed in one batch sold for the same price. It was revealed this was unavoidable because there was no hatchery with quality assurance unit in the area, which made PAPs buy whatever was available. It seemed this was unavoidable because there was no hatchery with quality assurance unit in the area, which made PAPs buy whatever was available. The PAPs were unable to buy in bulk at a discounted price. Thus they relied on middlemen who escalated the prices. There is an urgent need for government, private sector and NGOs to consider establishing a hatchery in the Bushbuckridge area.

9.10 Educate the PAPs about chicken and hygiene practices

For the PAPs operation to be profitable a good disease prevention program should be available to the new batch of day-old chicks to avoid future losses. In this study the respondents highlighted lack of training in bio-security practices to prevent the spread of disease. This could

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be seen in some of the PAPs that kept chicken of different ages the day-olds, 1 week old, 3 weeks olds and 6 weeks in the same house. The government should educate the PAPs about the hygiene practices of growing chicken. The Department of agriculture should empower the PAPs to adopt an 'all in-all out' system between the production cycles for the broiler houses to have a resting period for an average of two weeks to improve the clean hygiene standards. The PAPs should provide proper sanitation and use appropriate disinfectants.

9.11 Mobilize youth participation

The results revealed that the majority of poultry-based PAPs were run by the elderly population. This hindered continuity upon the death of beneficiaries PAPs. It also unraveled the youth's lack of interest in agricultural work, in this case poultry production. The PAPs should mobilize youth participation for purposes of continuity, and improvement in terms of the use of technology. The Department of Education and the Department Agriculture should work together to design livestock programmes that are attractive to motivate the youth to specialize in the field.

9.12 Educate PAPs on the cooperative strategy

It was reported that the poultry-based PAPs were reluctant to form secondary cooperatives as a result of lack of understanding the strategy. For this reason the PAPs did not enjoy economies of scale by purchasing in bulk while getting discounted prices. While the respondents complained about lack of understanding how the cooperatives function, they also feared that they may lose their assets when working with the others who might be power hungry. It is recommended that the extension officers should conduct workshops on the benefits of registering for secondary cooperatives. Apart from joint input purchasing it is also recommended that the PAPs should consider common transport usage and joint marketing and advertising.

Recommendations for further research

a) Evaluating the adequacy, consistency, effectiveness and relevancy of extension officers;

b) Benchmarking with similar projects from other Local Municipalities to learn the best practices for improving performance of poultry-based PAPs in the study area.

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c) Investigating the impact of registering poultry-based PAPs into co-operatives to enhance project sustainability;

d) Assessing the effectiveness of government monitoring, evaluation and mentoring systems in contributing to sustainability of poultry-based PAPs;

e) Conducting a comparative study to investigate interventions for improve performance of PAPs on a large scale;

f) Evaluating different marketing strategies used by poultry-based PAPs found to be successful in the rural setting;

g) Investigating the root cause of disunity among beneficiaries of poultry-based PAPs as they affect production

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APPENDIX 1: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

40 Austin Street

Renstown

Hammanskraal

0400

20 August 2013

The District Director

DA RDL A

Ehlanzeni District

P.O. Box 26

Bushbuckridge

1867

Dear Sir/Madam

I Matlala Helen Dube student number 11626857 kindly request permission to conduct research on "*Interventions for improved performance of poultry-based poverty alleviation projects in rural communities of Ehlanzeni District Municipality*". The study will be conducted to fulfill the requirement of Doctor of Philosophy in Rural Development (PHDRDV) Degree with the University of Venda.

The purpose of the study is to characterize poultry-based PAPs of Ehlanzeni District Municipality in order to develop intervention strategies to strengthen their performance. The information gathered will be treated as confidential and will be used for this study only. The copy of approval to conduct the research from the University's Ethics Committee will be forwarded to you in due course.

Thank you.

Yours sincerely

MH Dube (Principal Researcher)

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APPENDIX 2: A LETTER TO THE PARTICIPANTS

Dear Sir/Madam

I am a PhD candidate in the Institute for Rural Development at the University of Venda. Currently, I am collecting data to use when writing my PhD thesis. The title of my proposed thesis is: *Interventions for Improved Performance of Poultry-Based Poverty Alleviation Projects in Rural Communities of Ehlanzeni District Municipality in Mpumalanga Province of South Africa*. Through this study I intend to understand the characteristics of poultry-based PAPs first in order to develop a framework to use to strengthen their performance. The University of Venda's Research Ethics Committee issued a certificate (Clearance Certificate Number: SARDF/14/IRD/02/128) to go ahead with fieldwork. In order for me to achieve the objectives of this research, I am requesting you to participate as one of the respondents.

Your participation in this feedback workshop, in which the results I got when I conducted interviews with government officials and also chairpersons and ordinary members of poultry-based poverty alleviation projects will be ranked. Note that your participation is on a voluntary basis and there is no remuneration or payment for it. You are also free to withdraw from participating at any time during the study. All the information pertaining to this study will only be accessible to me and my supervisors in the Institute for Rural Development (IRD) at the University of Venda in Limpopo Province. Furthermore, the results of this study may be used to generate some papers or articles that may be published in journals and also presented in conferences. However, I guarantee that at no point will I divulge your name as a source of the information.

Should you need more clarity about the workshop or the study, do not hesitate to contact me on 083 629 3096. Also, you are free to contact Professor J. Francis (Director of the IRD and my supervisor) in the IRD by sending an email to joseph.francis@univen.ac.za.

Kind regards

Yours Sincerely

MH Dube (Mrs)

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APPENDIX 3: CONSENT TO PARTICIPATE

I _____ agree/do not agree to participate in this research project. I have made this decision freely after all aspects, including my obligations, were explained to me.

Signature _____ **signed at** _____ **Date** _____

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APPENDIX 4: INDIVIDUAL AND GROUP FEEDBACK QUESTIONNARE ON POULTRY-BASED POVERTY ALLEVIATION PROJECTS (PAPs)

Section A: Biographical Information of Respondents.

Instructions

Read the questions/statements carefully and mark your answers with an **X** in the appropriate space provided.

1. Gender

Male	1
Female	2

2. In which age category do you belong?

Less than 35 years	1
36-50 years	2
51-60 years	3
More than 60 years	4

4. What is your marital status?

Single but have children	1
Single and have no children	2
Married	3
Divorced	4
Widowed	5
Other (State)	6

5. What is your highest level of education?

Never attended school in my life	1
Primary schooling only	2
Secondary but not matric	3
Matric certificate	4
Tertiary (certificate and diploma)	5
Tertiary (undergraduate degree)	6
Tertiary (postgraduate qualification)	7

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3. How many members are there in your immediate family?

Female _____ Male _____

4. If you are a member, what is the name of your poultry project?

_____

5. What position do you hold in the project?

_____

6. In which part of Bushbuckridge is the project located?

Northern Bushbuckridge ☐ Southern Bushbuckridge? ☐

For how long have you been involved in poultry-based income generation projects?

Up to 5 years	1
Between 5 and10 years	2
Between 10 and15 years	3
15 years and above	4

7. How much did you pay to become a member of your project?

Up to R100	1
R101-200	2
R201-300	3
R301-400	4
R400–R500	5
More than 500	6

Section B: Constraints to Performance of Poultry-based PAPs

Instruction

This section is designed to enable you to rank the challenges faced, strategies you use to cope and possible interventions that might enhance the performance of PAPs. There are four categories of constraints, namely institutional, production, marketing and sustainability. For each category of constraints, assume that you have been given R50 to distribute among all the possible responses, allocate all of it. The response that you believe is the best answer to the question should get most of the money. This means that those which will receive the least amount is the least important one.

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Note that the same instructions apply for Sections C and D.

1. Institutional Weaknesses: Constraints relating to government departments	**Amount allocated, R**
a) Lack of regulation of prices of poultry feeds makes it difficult to run profitable poultry businesses	
b) Inadequate extension only shows the poor support the PAPs receive	
c) Lack of monitoring and evaluation limits growth and development of projects	
d) Lack of government start-up capital/ subsidy contributes to failure of PAPs	
e) Lack of training, especially in financial management contributes to poor performance of PAPs	
f) Government Departments and other role players seem to compete instead of joining hands to support PAPs. This is why there is duplication of effort and at times tensions/conflicts among them.	
2. Production Constraints	**Amount allocated, R**
a) Water supply is so erratic and unreliable that it is negatively affecting effective running of the poultry business	
b) Predators such as snakes and dogs contribute to mortalities of chicken	
c) Diseases, in particular New Castle and Bronchitis are killing chickens in large numbers	
d) High prices of poultry feeds force PAPs to have fewer chickens than what is required for optimal performance	
e) Lack of local hatchery is a barrier for growth and development of poultry-based PAPs	
f) Veterinary care (drugs and vaccines) for poultry is very expensive, which forces PAP members to resort to using	

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traditional ways that might not be appropriate for high volume commercial production	
3. Marketing Bottlenecks	**Amount allocated, R**
a) Lack of transport negatively affects the running of PAPs in many ways such as hiring to carry stock and material as well as taking stock to the pay points,	
b) Large-scale commercial poultry producers outcompete PAPs, which ultimately forces them out of business	
c) Low selling prices limit profit (mainly due to most PAP members not knowing how to set prices that enable them to recover costs incurred)	
d) Selling produce on credit, coupled with some creditors not paying, contributes to loss of profit and ultimately, collapse of projects	
e) Inadequate markets reinforced by lack of marketing skills contribute to failure of projects	
f) Most PAPs either do not keep or maintain inadequate marketing records, which rarely used to guide decisions on marketing	
4. Sustainability Issues	**Amount allocated, R**
a) Poor management skills of members hamper growth and development of projects	
b) Lack of record keeping skills contribute to poor performance of PAPs	
c) The fact that most of the members of PAPs are elderly puts into question whether the business will continue to grow and continue to operate when they become too old or pass on	
d) Lack of trust, common/shared vision, infighting, frequent quarrelling and tensions/conflicts cause disunity among project members resulting in loss of productive time and ultimately, poor performance of PAPs	
e) Some project members get easily discouraged when low	

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c) profits are generated and members are paid small amounts of money for their efforts	

Section C: Coping Strategies of Poultry-Based PAPs

Use the same instructions as those in Section B.

Coping strategy	**Amount allocated, R**
1. Institutional Weaknesses	
a) Operate with few extension officers	
b) Lack of subsidy to support projects	
c) Lack quality assurance unit to check quality of day old chicks	
d) Chicken feed is not regulated so prices escalate	
2. Production Constraints	**Amount allocated, R**
a) Buy stock in small numbers from middlemen	
b) Buy substandard (often second and third grade) day-old chicks	
c) Buy water from people with boreholes	
d) Hire transport to carry stock, other inputs and chickens to marketing points	
e) Keep chicken of different ages in the same house	
f) Use traditional medication such as aloe vera and permanganate potassium to avoid expensive medication	
3. Marketing Bottlenecks	**Amount allocated, R**
a) Sell produce to local community members, institutions and at pension points	
b) Have poor signage and poor marketing and advertising strategies	
c) Under price chicken to avoid long rearing period	
4. Sustainability Issues	**Amount allocated, R**
a) Use a hand to mouth approach to survive	
b) The elderly population run the projects	

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c) The PAPs are not effective, self- reliant and self- sustainable they collapse	
d) Some members stop participating in the projects due to in fights	

Section D: Interventions to be implemented to improve performance of PAPs

The same instructions as in Section C should be used here.

Intervention strategy	Amount allocated, R
1. Institutional Weaknesses	
a) Recruit more extension officers to reduce the workloads of the few on the ground at present	
b) Develop a financing strategy for poultry-based PAPs that has the potential to substantially reduce production costs	
c) Offer tailor-made training on how to manage poultry-based PAPs, stock control and record keeping	
d) Drill boreholes at PAP sites to ensure reliable supply of water	
e) Facilitate and promote the establishment a hatchery in the area to improve access to high quality chicks	
f) Promote the adoption of alternative sources of energy, e.g. solar-powered systems so as to reduce the currently expensive and unreliable ESKOM-provided electricity	
g) Run conflict management and resolution workshops in which Executive and ordinary members of PAPs participate	
h) Run team work and team building workshops in which Executive and ordinary members of PAPs participate	
i) Offer a comprehensive training in marketing of perishable products such as poultry	
j) Organise exposure visits or placement opportunities for members of PAPs to learn how successful enterprises are run	

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2. Production Constraints	Amount allocated, R
a) Upgrade production infrastructure, which is currently inappropriate and inadequate for a profitable poultry business	
b) Buy stock in bulk	
3. Marketing Bottlenecks	**Amount allocated, R**
a) Negotiate contracts to supply big retail shops with chicken from PAPs	
c) Stop selling chicken on credit	
d) Introduce more effective systems of debt collection and/or management	
4. Sustainability Issues	**Amount allocated, R**
a) Mobilise youth to participate in poultry-based PAPs	
b) Promote local poultry feed production and formulation of low cost rations without compromising on nutrient requirements	
c) Recruit more hardworking, committed and dedicated members to reduce workloads	
d) Introduce a performance-based reward system in the PAP	

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APPENDIX 5: INTERVIEW GUIDE: CHAIRPERSONS/ORDINARY MEMBERS

Topic: Interventions for improved performance of poultry-based poverty alleviation projects in rural communities of Ehlanzeni district municipality.

This research is conducted by Ms. MH Dube for the fulfillment of the requirements of Doctor of Philosophy in Rural Development.

Section A: Background

Position	
Number of Beneficiaries	
Educational Qualification	
Date of Interview	

Section B: Engagement in poultry-based PAPs

What position do you hold in this project?

Where you involved in the planning of the project?

If "Yes", what was your involvement?

Does the project have a business plan?

Where you involved in the business plan development?

---If

"Yes", what does the business plan entail?

Have you attended any training that is relevant to the implementation of the project?

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Which government department or NGO offered training?

Do you have the necessary skills and knowledge to run the project?

If "Yes", what skills do you have that contribute to the implementation of the project?

Do you think that the project is assisting you?

---If

"Yes", why do you think so?

If "No", Why?

Section C: Management structure of the project

Does the project have a management committee?

When was the committee established?

How was the committee elected?

In your own view do you think the committee was democratically elected?

Does the committee have the necessary skills to implement the project?

---If

"Yes", what are those skills?

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---If

"No", why?

Are the roles and responsibilities clear?

Did you receive training for the management skill?

If "No", why?

Does management hold meetings?

How often does the committee hold its meetings?

Do you hold general meetings?

How often are such meetings held?

Does the project run according to its constitution?

Section D: Constraints of poultry-based PAPs

Are the project objectives achievable?

---If

"Yes", how?

---If

"No", why?

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Do you see the project sustaining itself?

If "Yes", how?

If "No", why?

Do you have markets for your products?

If "No", why?

---Who is the target group for your market?

Does the project generate enough to provide for its members?

---Is there anything that you get as compensation?

Section E : The impact of the project

How does the project sustain itself?

---Is what you receive as compensation from the project enough to support you?

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---Does your involvement in the project also benefit your family?

---If "Yes", how?

---If "No", why?

---What do you think needs to be done in order for the project to be more efficient?

Thank you for participating in the study!

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APPENDIX 6: INTERVIEW GUIDE: GOVERNMENT OFFICIALS

This research is conducted by Ms. MH Dube for the fulfillment of the requirements of Doctor of Philosophy in Rural Development.

Section A: Level of education

What degree/diploma do you possess?

When was the degree/diploma obtained?

Does your qualification involve project management?

Section B: Employment history

Were you employed before joining the current Department?

When did you join the Department of Agriculture/Social Development/Health?

Did your occupation involve dealing with PAPs?

Is dealing with poultry-based PAPs your field of interest?

If "Yes", why?

Section C: Implementation of projects

What is your role in poultry-based PAPs?

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Do you have enough time to visit all the projects in this District?

Are the project members capacitated enough to implement projects?

If, no what needs to be done to ensure effective implementation?

Are the processes and procedures clear for identification and implementation of project?

Do the projects you coordinate have Business Plan?

What is your role in the development of the projects Business Plan?

Is there any training that you find relevant to empower the project members for effective implementation of the project?

Section D: Sustainability factors

Do you see the projects sustainable?

If "Yes", why?

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If "No", why?

What is the role of your department in ensuring that projects are sustainable?

Section E: The impact of the projects

Are the projects objectives achievable?

If "No", why?

If "Yes", why?

Is there any impact made by the poultry-based PAPs to the targeted beneficiaries?

---Does the department have any tool to measure such impact?

---What is your role in measuring the impact?

---What do you think needs to be done for the projects to be more effective?---

Thank you for participating in this study.

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APPENDIX 7: Pictures taken during fieldwork

Entrance to the Department of Agriculture, Rural Development and Land Administration Ehlanzeni District in Thulamahashe



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The elderly people run poultry-based PAPs in Bushbuckridge north and south





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Participants of feedback workshop in Thulamahashe Hall in Ehlanzeni District



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