

**Philanthropy and Sustainable Development:
Exploring Sustainability of Community
Development Projects**

**A Case Study of a World Vision South Africa ADP
Community**

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**A research report submitted to the Faculty of Humanities, University of the
Witwatersrand, in partial fulfilment of the requirements for the degree of
Masters of Arts in Development Studies.**

January, 2010

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Declaration

I declare that this research report is my own unaided work. It is being submitted for the degree of *Master of Arts in the Graduate School of Humanities (Development Studies)* at the University of the Witwatersrand, Johannesburg. It has not been previously submitted for any degree or examination at any other university.

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Acknowledgments

My sincere and infinite appreciation goes to WWSA who graciously allowed me to examine their organisation for the purpose of my research. I am grateful to the individuals in the Johannesburg WWSA office who provided me with valuable information and access to the Khauhelo ADP for the purpose of this research.

For all of those at the Khauhelo ADP office who so willingly and generously shared with me their valuable time, insights and reflections, I thank you. To the community members in the Khauhelo ADP, I sincerely thank you for your time, participation and constructive responses that were essential in formulating this report.

I would like to also thank my supervisor Ran Greenstein for his supervision of this research and to my family in Canada for their unwavering support in my abilities.

I must emphasise that the opinions expressed in this research, or the conclusions arrived at, are mine and are not to be attributed to WWSA.

Dedication

I dedicated this research to my lifelong friend Christopher Tobias. He always had faith that I would find my place in the world and succeed in life. He was taken from us too soon and will forever be missed.

Acronyms and Abbreviations

ADP	Area Development Programme
CDP	Community Development Project
MED	Micro-Enterprise Development
NGO	Non-Governmental Organisation
OVC	Orphans and Vulnerable Children
RC	Registered Children
RDP	Reconstruction Development Programme
TD	Transformational Development
UN	United Nations
WCED	United Nations' World Commission of Environment and Development
WV	World Vision
WVSA	World Vision South Africa

Abstract

Sustainability of development is a target that most policy makers and practitioners in the field of development aim to achieve. However, encouraging sustainability of development projects is a difficult task, especially when taking into account the challenges of donor funding. This research examines if community development projects that are funded through philanthropy can result in development that is sustainable. Through a case study of a community in the Free State province where World Vision South Africa facilitates development projects, the mechanisms for sustainability are investigated. Document analysis and in-depth interviews are utilised to explore the relationship between philanthropy and sustainability. Active participation, capacity building of community members and local structures, and empowerment and ownership of development projects are revealed as the mechanisms that are present for fostering sustainability. This study also explores the additional challenges that this community faces in encouraging sustainability and how these issues are being addressed. The impact of philanthropic funding on the sustainability of the development projects is found to be of little influence in this case, but it highlights the importance of strengthening the mechanisms for sustainability, regardless of the funding source. This research provides evidence to suggest that sustainability of development is possible, and many of the challenges in achieving this can be overcome through supporting the identified mechanisms for sustainability.

Chapter 1: Introduction

Encouraging the sustainability of development is not a simple endeavour. It is a complex process that requires careful planning and flexibility in operation. Even when this fact is understood, development that results in positive and lasting change does not easily occur. Development can be defined as “the improvement of the conditions of existence for the majority of the population and particularly for the poorest. It involves not only the idea of economic betterment, but also greater human dignity, security, justice and equity” (Brandt Commission, 1980, p. 48). It includes a number of actors that have various levels of influence on the development process depending on the context, such as the beneficiaries, civil society, government and non-governmental organisations. One of the major challenges that is acknowledged by the development community for fostering development that is sustainable, is the use of external aid. While the effectiveness of aid continues to be questioned, this does not disregard the fact that funds are required to initiate, implement and support development projects. However, this use of aid can be an obstacle for encouraging development projects that are sustainable. For once the aid is removed, it is left to the beneficiaries to continue with their own development, which can be problematic if the beneficiaries are not capable of taking the project forward or altering its direction to suit their needs. Therefore, sustainability of development must involve the ‘continuation of benefits [to clients/beneficiaries] with or without the programmes or organisations that stimulated those benefits in the first place’ (Honadle and Van Sant, 1985, p. 2 as cited in Brown, 1998).

This research seeks to explore one specific type of development aid and questions how it can create community development projects that are sustainable. Philanthropy involves the use of private resources for a public good and it is often used to assist in generating development, both domestically and internationally (Kuljian, 2005). The challenges that have been noted regarding the use of aid in creating sustainable development projects can also be attributed to philanthropy. Therefore, it is important to investigate if using philanthropy for sustainable development is constructive and what can be done to address and possibly overcome these challenges in creating community development projects that are sustainable.

A case study of the Khauhelo Area Development Programme (ADP) community in the Free State province where World Vision South Africa (WVSA) operates will be examined in this research. This community engages in development projects that are funded

through the philanthropic WVSA Sponsorship Programme. The question of the effects that philanthropy has on sustainability and furthermore, what can be done to increase project sustainability once assistance has been removed will be considered in this context.

1.1 Research Questions

The primary research question under consideration is:

1. Can philanthropy create development that is sustainable?

In order to address the primary question, the following subsidiary questions are investigated in relation to the WVSA Khauhelo ADP community which is funded through the philanthropic WVSA Sponsorship Programme:

- a. What mechanisms does WVSA have in place to ensure that the community development projects funded by the Sponsorship Programme will continue once WVSA leaves the community?
- b. What are the challenges that have been identified which make sustainability in the Khauhelo ADP problematic and how are they being addressed?

1.2 Research Aims

The main aim of this research is to examine the ways in which the sustainability of community development projects that are funded by the Sponsorship Programme in the Khauhelo ADP is addressed. The Khauhelo ADP is located in the Botshabelo Township, in the Free State province and contains 54 development projects. The projects related to the areas of sewing, catering and agriculture are focussed on in this research. WVSA assists the projects by providing training, equipment and materials, and monitoring and guidance. It is the responsibility of the community members to develop a project proposal, which is presented to the local community council for approval. Those that are approved are supported by WVSA. The funds for supporting these projects are generated by pooling the contributions of individual sponsors from Canada and South Africa, which support children in the Khauhelo ADP.

The study more specifically focuses on how sustainability can be achieved despite the use of external aid. It concentrates on the role of the local community in the Khauhelo ADP and the mechanisms that WVSA has put in place to encourage sustainability once aid has been removed. In addition, the challenges which the Khauhelo ADP faces to promote

sustainability and how they are tackled are also investigated to provide information to address the primary research question of can philanthropy create development that is sustainable.

1.3 Background and Motivation

Sustainability is a term littered with various meanings. It has been linked to protecting the environment, it has been used as a selling point to obtain project funding by development organisations and it has been given a place of priority among development objectives (Brown, 1998). Regardless of how it is being used, sustainability is widely accepted as an important attribute. Although, what it actually means and the methods of how to achieve it have remained at times elusive to development practitioners and policy makers. Sustainability for the purpose of this research is used to signify the “continuation of benefits [to clients/beneficiaries] with or without the programmes or organisations that stimulated those benefits in the first place” (Honadle and Van Sant, 1985, p. 2 as cited in Brown, 1998). In this sense, sustainability requires that development programmes can continue without having to depend on an external source to operate. One important aspect alluded to in this definition that needs to be addressed is the use of external aid for programme funding. It is this feature that requires further explanation in how it affects sustainability and what is required to overcome this challenge.

The use of external aid has been a feature of development work since the early growth models which called for an increase in investment to generate growth. From a micro perspective, development organisations and development practitioners are generally not in the business of creating profit through their assistance with development efforts. Without much revenue being generated, an external funding source is required to foster development projects. Aid for development has come in a variety of forms such as government funding, non-government funding, the World Bank and other international institutions along with corporate business support. These sources of funding are a type of donor aid. The donors can vary in their level of involvement in how the funds are spent and on what outcomes they expect to see. This type of conditionality is common in the development world as the donors can have their own agendas on how the funds are directed (Moyo, 2005). This issue has become problematic for the sustainability of development since long term funding is not guaranteed, and the donors have the potential to influence how development should progress, which may not be in a direction which is most advantageous for the beneficiaries (Moyo,

2005). It is these concerns surrounding sustainability of development that is donor funded that are explored in this research.

One type of donor funding which will be examined in this research is philanthropy. Philanthropic funding uses private resources for a public good and similar to many other forms of aid, there are a number of problems associated with utilising philanthropy for development. Along with the issue described surrounding donor agenda, it can also create dependency on aid which can reduce participation and local autonomy of the beneficiaries in development projects (Moyo, 2005; Fowler, 2004). Aid based community development projects also run into similar problems. Dependency on the donor for beneficiaries to meet their needs, shifting the focus from the needs of the community to reliance on the opinions of external experts in what problems exist and a failure to empower the community to promote active participation are just a few of the issues that may be present (Moyo, 2005; Botes & van Rensburg, 2000). These concerns all have the potential to affect the sustainability of development. In light of these challenges which have been identified and the continued use of philanthropy as a form of aid for development projects, the question of whether philanthropic funding as a type of donor aid can overcome the challenges to produce development that is sustainable, still needs to be further explored. When reviewing the literature, there is little written regarding the relationship between philanthropy and sustainability. Therefore, this study is important for filling this gap in knowledge and providing a basis for further research. While the issue of sustainability can be analysed at many different levels, this research utilises a case study approach.

WVSA is an organisation which engages in philanthropy through their Sponsorship Programme. The programme obtains funds from individual, group or community donors who donate money to financially support an individual child in a developing country. The funds collected from these donors are pooled together to finance community development projects in the communities where the children and their families reside. The question of whether philanthropy can create development that is sustainable is explored in the context of one community where WVSA functions through the examination of their community development projects. Also, in order to address this question, it is important that the methods that WVSA is using to promote the sustainability of their community development projects be examined. The challenges which have been identified that make sustainability problematic and how they are being addressed in the community are explored. This is important for not

only addressing the question of philanthropy and sustainability, but also for improving the sustainability of development projects in the future.

By exploring the link between philanthropy and sustainability of development, this study adds to the literature concerning how to encourage sustainable community development. It also contributes to the body of work on donor funding and more specifically, philanthropy. From a more practical perspective, the information collected and the conclusions formed can assist WVSA to possibly improve their community development programmes. It can also highlight for them sustainability concerns from the views of the community members. This research also illustrates the challenges of practicing community development in a South African community that is ethnically heterogeneous. This information may be useful for other development practitioners and policymakers working in a similar context.

The following chapter explores some of the relevant literature related to this study along with the theories involved in order to provide for a conceptual framework on which to address the research questions.

Chapter 2: Literature Review/Theoretical Framework

This review seeks to highlight the important history, theories and concepts related to development, sustainability and philanthropy in order to provide a clear understanding of why the research question was generated. The first section provides a brief historical overview of development to illustrate the evolution of the concept of development. As the notion of development transformed over time, a number of alternative development theories gained attention, which are described in the second section. The third part of this review attends to the questions of sustainable development, including its definitions and a collection of literature on how to promote sustainability. Community development and the importance of participation, empowerment and capacity building is explored in the fourth section to emphasise the essential elements, challenges and issues which are involved in the process of implementing sustainable community development projects. Lastly, development aid with a focus on philanthropy and the forms it takes are presented in the final section.

2.1 Overview of Development History and Theory

The modern field of development only came to be formally recognised at the end of the Second World War. While the western world dealt with the challenges of rebuilding nations in the aftermath of the war, their attention shifted to the third world. There was a “discovery” of mass poverty in many developing nations, which was identified as a problem that needed assistance (Escobar, 1995, p. 24). Alleviating poverty and the methods to achieve this, preoccupied the minds of development scholars. The solution which resulted was the understanding that economic growth would increase income, improve living conditions and consequently decrease widespread poverty. Therefore, theories of development were initially associated with economic growth and became dominant during the 1940s and the 1950s.

Growth theories such as the Big Push, called for large-scale investment in order to escape the vicious cycle of poverty which resulted from low domestic savings (Thorbecke, 2006). The initial investment was often a result of external aid that would then enhance investment and savings to stimulate growth. As developing nations were gaining independence, they applied the modernisation theory which was rooted in economic growth, in the hope of mimicking the historical paths of developed countries (Ruttan, 1998). Although the concern with poverty is a key factor which prompted the founding of the discipline of economic development, equity and poverty alleviation were viewed as “non-economic barriers to

economic growth” that would be addressed through a trickle down approach (Bernstein, 1971, p. 143). Equity was seen as a hindrance to furthering economic development since distributing the gains would reduce the amount of capital available for reinvestment and additional accumulation. The concerns of equity were instead assumed to be addressed through the process of trickle down where the gains from the growth of the gross national product, allowed the top income earners to invest more into their business infrastructures. This would provide more jobs and reduce the prices of goods, which would help the lower income earners to save money and accumulate capital to lead them out of poverty. However, this effect was not largely witnessed.

By the 1970s, it was clear that the expected impressive growth of developing countries was not materialising and that the benefits of growth were not being distributed to those in need. This caused a shift in the dominant view of development that was held by development theorists at the time, as it was concluded that economic growth was a necessary but not sufficient condition for economic and social development (Thorbecke, 2006). A number of alternative development theories were generated at that time to assist in explaining how the earlier growth models were one dimensional by focusing only on economic development.

Development thinking changed from growth-centred theories to people-centred approaches. The concept of development became a multifaceted idea which required not only growth, but a variety of social, political and psychological factors. Some of these factors included the need for participation and education of the beneficiaries, and strong political leadership to be able to address the concerns of those in poverty. Over time, the field of development evolved due to a number reasons, such as the ultimate failure of structural adjustment programmes in the 1980s to bring about development. These programmes failed as they were created by people from the developed world and they did not take into account the unique history and context in which they were being applied. Development continued to evolve as there was a resurgence of poverty alleviation as a top priority at the turn of the century with the UN Millennium Development Goals. Throughout these events, the ideas of development became increasingly complex and multidisciplinary. The problems of development could not be viewed without having a holistic understanding of the context where development was taking place, which included not only economic factors, but social, political and psychological issues as well.

A number of theories arose to explain the essential components of development and the processes that need to be utilised to bring about a change. The following section examines

some of the alternative theories of development to explore how the notion of development has evolved throughout history.

2.1.1 Alternative Theories of Development

2.1.1.1 Basic Needs Approach

This approach was popularised by the World Bank in the late 1970s and aimed at poverty reduction through the provision of social services (Burki & Ul Haq, 1981). The main objectives of the approach include providing adequate food and clean drinking water, decent shelter, education, security of livelihood and adequate transport (Melkote, 1991). New multidimensional measures of development were created, such as the Physical Quality of Life Index (PQLI), in response to earlier development indicators of GDP which did not take account of inequalities (Melkote, 1991). This measure emphasises the interrelatedness of development and the need to define development, not only from a health perspective or an economic view alone, but from an angle which incorporates all of the aspects of development as seen from a basic needs standpoint.

This approach places an emphasis on distribution. While it is still strongly based in economic thinking with the use of aid as a crucial step in achieving basic needs, “growth with redistribution” is fundamental to this approach (Haines, 2000; Streeten, 1979). In rhetoric, the basic needs approach includes addressing both material and non-material needs to create sustainability. However, in practice it is often reduced to targeting only material needs. This relates to the key limitation of this approach, which is that basic needs are determined externally. The developed world experts conclude which needs are essential for developing countries with no input from the people who this approach is designed to benefit. This is the case as it is assumed that the experts will be better at deciding what is required for development as their home countries have already achieved development, which relates strongly to the theory of modernisation (Haines, 2000). Participation by the expected beneficiaries is also lacking and creates a paternalistic approach to development. It also focuses strongly on those in poverty to achieve their needs rather than a comprehensive approach to development that takes into account all actors involved. South Africa’s Reconstruction and Development Programme (RDP) is an example of a basic needs approach that was meant to utilise community involvement. It was designed to address the lack of access to services and resources of the poor (Pieterse, 1997). However, the RDP in practice,

did not involve the beneficiaries in decision making or consultation, but rather operated in a paternalistic manner (Emmett, 2000).

2.1.1.2 Capabilities Approach – Amartya Sen

Sen's approach focuses on human development which he defines as "the process of enlarging a person's functionings, and capabilities to function, the range of things that a person could do and be in her life" (Sen, 1999). Human needs, agency and context are essential for assessing wellbeing from this perspective. The valuations of capabilities are to be done through a social consensus, which requires discussion and a democratic process (Deneulin & Stewart, 2001).

Similar to the basic needs approach, the capabilities perspective focuses on the outputs of development, such as the indicators for improvements in human life, rather than the inputs, such as the amount of aid given to the poor (Deneulin & Stewart, 2001). However, in contrast to the basic needs approach, Sen's main objective is expanding the range of capabilities of individuals, which transcends income level and allows the approach to be applicable to all, not only the poor. This view also promotes sustainability in that capabilities of all individuals are targeted to foster lasting development.

One of the main criticisms of the capabilities approach involves the weighting and social evaluation process of capabilities. These issues can create problems when transforming capabilities into development policies. The social evaluation in a democratic process may be shaped by external factors, which compromises the autonomy of the decision making process (Deneulin & Stewart, 2001). Where the basic needs approach is limited to addressing the poor, the capabilities approach is more individualistic and addresses the issues of specific groups of people, such as those with special needs. However, this approach lacks the reflection of the collective actions, institutions and other social structures which create individual capabilities and is therefore not as practical in viewing development holistically.

2.1.1.3 Women in Development (WID)

The 1970s witnessed the emergence of women's issues in relation to development. The Decade for the Advancement of Women (1976-1985) marked a shift in policies which began to include a more defined role for women in development (Haines, 2000). Women felt overlooked or marginalised in the dominant development paradigms and in response, the

WID approach attempted to rectify this by focusing on strengthening their political and legal rights, along with their access to education (Haines, 2000). Increased participation to make development more effective was central to WID strategies (Braidotti, Charkiewicz, Häusler & Wieringa, 1995).

The WID approach brought in another aspect into the concept of development, namely the role of women. The need for full participation of women to create successful development became a strong standpoint among policy makers. However, the WID approach often views women as a homogenous group and does not take into account the present social structures which are supporting gender inequality and the underlying causes of women's subordination. In South Africa, for example, Msimang and Ekambaram (2004) found that small, community based AIDS Service Organisations that articulate the interests of women, fail to challenge patriarchy to create a cultural transformation that addresses the gender inequalities which play a role in HIV infection and access to treatment.

2.1.1.4 Post-Development Approach

This approach crystallised in the 1980s and is a total rejection of the notion of development theory and policy, based on the disillusionment of development approaches. Development approaches are viewed as ethnocentric in their construction and implementation and do not take into account the local context and history of the communities being developed. Post-development, in contrast, focuses on alternatives to development which includes aspects such as communal solidarity, direct democracy, informal economy and traditional knowledge (Ziai, 2004). Escobar is a key proponent of this approach and he calls for an endogenous, localised, pluralistic grassroots movements that will “disrupt the link between development, capital and science” (Escobar, 1992, p. 421). There are three major discourses that involve democratisation, difference and anti-development, which form the basis for anti-capitalist struggles (Pieterse, 2000).

This anti-development theory highlights the negative aspects of modernisation, industrialisation and mainstream development and seeks to find an alternative method of dealing with the complex problems of development. It endeavours to sever dependency on external sources and become self-reliant through the assistance of grassroots movements (Haines, 2000). These grassroots movements are hoped to evoke participation and empowerment within the community in order to create positive development changes. While being concerned with creating local autonomy, this approach does not provide a concrete,

long term perspective on how development should progress. It instead highlights individual approaches based on the local context and history of the area being targeted.

These alternative theories are some of the perspectives that have arisen over the course of development history. These theories shed light on how development has changed from an economic growth theory to people-oriented approaches. Key features from these alternatives have been adopted into current mainstream thinking such as basic needs, capabilities, participation, grassroots movements and the inclusion of women. The current theories of development are varied but they still remain fundamentally people-centred, and they highlight some or all of the key features that were discussed. One aspect which did not have a prominent place in theory in the earlier approaches is the notion of sustainability. Sustainability of development started as an alternative paradigm to development but has become an essential feature to development thinking in a variety of forms (Redclift, 1987). This concept, along with the issues surrounding it are addressed in the following section.

2.2 Sustainable Development

The problem of poverty continues to afflict societies around the world. Generating development that can help people escape poverty and remain out of poverty is a difficult task. Creating development projects that are sustainable to ensure that the benefits individuals are receiving continue to occur to foster further development is essential. Therefore, this section reviews how sustainability has been defined and conceptualised, along with a brief overview of the literature on how sustainability can be fostered.

2.2.1 Defining Sustainability

Since the 1980s, sustainability has become a frequently used term in development policies, programmes and evaluations. It has been applied in a variety of contexts and as a result, it has come to represent a number of ideas. The use of the term in South Africa has also gained support as the problems that were generated from the mismanagement of South Africa's natural resource base along with the failed attempts at poverty eradication and the HIV/AIDS crisis has led to concerns over sustainability of development (Naidoo & Veriava, 2004). Especially since Johannesburg hosted the 2002 World Summit on Sustainable Development, the issues of sustainability became especially prominent. The definition of this term takes a number of forms, though the most commonly used definition was generated by

the United Nations' World Commission of Environment and Development (WCED) in their 1987 Brundtland Report entitled, *Our Common Future*. It defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p. 43). Sustainable development is often seen as having a three prong nature which includes economic, social and environmental factors (Harris, 2000). Economic growth models were highlighted for their inability to eradicate poverty and their negative effects on the environment. Brundtland proposed a different attitude towards growth which included "changing the quality of growth, meeting essential needs, merging environment and economics in decision making" (WCED, 1987, p. 49). This emphasises improving human development through meeting basic needs and creating environmentally responsible growth that will allow for a better distribution of resources to all individuals.

However, a review of the literature identifies not only this three prong concept of sustainability in relation to development, but also macroeconomic, political, technological, institutional and technical sustainability (Brown, 1998). How sustainability is operationally defined, measured and evaluated has been proven to be a difficult task which academics and development practitioners alike have yet to come to a consensus on. Some like Solow (1993) have argued that most of the discussions about sustainability are so vague that there is a fear that they have become meaningless. The abstract nature of the common Brundtland definition is often criticised along with how this idea can be put into practice (Bagheri & Hjorth, 2007, Redclift, 1992). There are also concerns on how sustainability should be viewed, either as a process or an outcome. For example, two ways in which sustainable development is understood is either as an "end-state" to be achieved or as an ideal of development efforts that are continuously evolving as further knowledge about the system is gained (Hardi & Zdan, 1997; Nilsson & Bergström, 1995; & UNCSD, 1996, 2001; as cited in Bagheri & Hjorth, 2007). However vague the concept may be, it continues to hold a place of prominence in the development arena, especially in examining development programmes that are donor funded.

In this research, sustainability is viewed in the context of community development projects that are funded through philanthropic means. Therefore, the use of the term 'sustainability' in this study refers to the "continuation of benefits [to clients/beneficiaries] with or without the programmes or organisations that stimulated those benefits in the first place" (Honadle and Van Sant, 1985, p. 2 as cited in Brown 1998). This idea of sustainability

is one that is accepted by donor agencies as they see sustainability as the ability of a project to deliver services or sustain benefits after the investment phase (Brown, 1998). One of the main concerns that arises from this definition is how can this continued flow of benefits be achieved. It is this concern which has prompted this research, for while sustainability is sought after by most development practitioners, how to practically bring it about remains a challenge especially in projects that are donor funded.

2.2.2 Fostering Sustainability

It is widely held that an active community is a fundamental element of creating sustainable development programmes (Abaza & Baranzini, 2002; Oakley, 1991; Uphoff, 2002). Reading and Soussan (1989) as cited in Mob (2004) found that “the central tenet of sustainable development is that poor people should be given the opportunity to create their own solutions to the problems they face” (p.153). It is through empowerment, participation, ownership, and people as active contributors to the development process which make sustainability possible (Mercado, Garrity, Stark, & Patindol, 1998; Narayan, 1996). The use of democracy and decentralisation of authority to produce long term social and structural changes are also necessary (Mob, 2004).

Mob (2004) also highlights the need to invest in developing the local social capital necessary to maintain performance of the programme over the long run (Pretty, 2002; Reij & Waters-Bayer, 2002). This involves building and strengthening institutions along with their capacity through education, technology, networking, specialised training, adaptation and innovation (Chambers, 1997; Neill & Lee, 1999). The importance of recognising that target populations and their contexts change over time is also vital in developing effective, sustainable programmes (Cramb, Garcia, Gerrits, & Saguiguit, 2000). Mob (2004) also points out that a number of development programmes have failed because their interventions were based upon a static population and environment. Needs, skills, local conditions and knowledge must be frequently assessed, as it is these features which are fundamental in creating a project that the community will be able to successfully take over and drive once external assistance has been removed (Nelson & Cramb, 1998).

It is evident that a number of components are involved in creating sustainability. While some of these elements may take time to foster, it is important that time is devoted to promoting these issues, for without them, obtaining sustainability is an even greater challenge.

2.3 Community Development

When examining the issue of sustainability of development, one facet that is important to explore is sustainability in community development. This is especially relevant for once development support has been removed it is the responsibility of the community members to continue their own development. Therefore, the following sections explore the definition, principles and features of community development, along with its history and practice in South Africa. The main tenets of community development, participation, empowerment and ownership are described in order to examine some of the known means of encouraging sustainability in a community development context.

2.3.1 Definition, Principles and Features of Community Development

Definition:

Similar to the concepts of development and sustainability, the term community development also suffers from a proliferation of definitions resulting in various meanings and increased ambiguity of the concept (Cook, 1994). The terms community work, community action, community practice and community change are just a few of the terms which are used interchangeably when referring to community development (Ife & Tesoriero, 2006). While there are important differences between some of these concepts, there is no clear consensus on what they might be. Similarly, when community development is discussed in the literature, themes such as building community capacity, increasing social capital, empowering community members and fostering participation are commonly cited (Craig, Mayo & Taylor, 2000). These various concepts associated with community development makes defining the term cumbersome. Another issue which has led to a lack of clarity of the definition is that community development is often based on practice rather than theory (Emmett, 2000). This has resulted in the constant evolution of the term as new methods and ideas surface through practical experience. However, when examining community development from a developmental perspective and for the purpose of this research, community development can be described as collective grassroots action to address felt concrete needs as identified by the community (Swanepoel & de Beer, 2006). This development can be facilitated by people in the public, private, non-governmental and community-based sectors that have an interest in developing the community (Swanepoel & de Beer, 2006). It is a bottom-up process of development which depends heavily on the active

participation of the community in which the projects are being carried out in. Community development programmes specifically refer to the projects that actively include beneficiaries in their design and management (Mansuri & Rao, 2003). The most common form of this type of development involves a donor organisation, frequently an NGO working directly with the community members to create and implement development projects. It is in this context that the question of sustainable community development is being investigated in this research.

Principles:

In an examination of the literature on community development, a number of authors have created various lists of community development principles which they deem essential (Ife & Tesoriero, 2006). However, Swanepoel and de Beer (2006) seem to have one of the more concise lists which contain five of the more commonly found principles in the literature.

The first principle is that of human orientation. This principle stresses the importance of fulfilling not only concrete needs, such as food, clean water, clothing etc., but also people's abstract needs such as happiness, self-reliance and human dignity (Swanepoel & de Beer, 2006). In order for both sets of needs to be addressed, the community development projects should be formulated in such a way that the process of attaining abstract needs flows naturally from the process of addressing the concrete needs (Swanepoel & de Beer, 2006). This principle also highlights the importance of a holistic approach to development as the environmental, social, political, economic and cultural factors are all interconnected and need to be addressed in their entirety.

The second principle that is most commonly used when discussing community development is the principle of participation. Swanepoel and de Beer (2006) make the critical differentiation between participation and involvement. When people are involved in projects, they are being asked to take part in certain actions in a prescribed way. However, mobilising people to participate entails activity in all aspects of the project from decision making and planning of the project to its implementation and evaluation. It is through active participation that the ideals of community ownership and sustainability of development can be realised (Ife & Tesoriero, 2006). However, participation can only be meaningful if it is accompanied by empowerment.

The third principle relates to this notion of empowerment. Empowerment requires that people have decision making power and the necessary information in order to make sound

decisions (Swanepoel & de Beer, 2006). Ife (1995) states that the barriers to people exercising their decision making power must be addressed and overcome. Empowerment is sometimes achieved as a by-product of a community development project rather than as a stated aim. While encouraging empowerment is important, it does involve structural changes within the community which may be a difficult task for community development projects to achieve (Ife, 1995).

The fourth principle is that of ownership. Community members must take responsibility of and manage the projects. If ownership is not transferred from development agencies to the community from the beginning of the project, it will be very difficult for community members to remain involved and willing to accept the responsibility at the time that it is handed over to them (Swanepoel & de Beer, 2006). Ownership must be with the community members from the start and as the projects begin to function, the acceptance of ownership from the community should strengthen.

The last principle Swanepoel and de Beer (2006) describe is not as frequently explicitly stated in the list of principles of community development in the literature, but it is meaningful to consider. The principle of release involves releasing people from poverty through a holistic approach. Community development should not just act as a relief effort to stave off poverty but should in fact be transformative by allowing people to become free of poverty. This principle is important when considering sustainability, as dependence on external aid can easily occur if projects are only focusing on poverty relief, since the need for relief will not stop until the underlying factors causing poverty are eliminated.

One principle which Swanepoel and de Beer (2006) do not specifically list is the need for community capacity building. Participation, empowerment and ownership do contribute to capacity building through skills building, knowledge sharing and the creation of community structures to support each other in the development process. These principles will help build trust among members and can encourage better communication to aid in the success of the projects (Ife, 1995).

Features:

While Swanepoel and de Beer (2006) outline the generally accepted principles of community development, they also describe four related features which both utilise the principles and characterise community development. The first feature is collective action and

the value of having a group of people concerned with addressing a common need. This involves voluntary participation and commitment to the cause. The second feature is need orientation which is connected to the previous feature. People must rally together based on a felt need that is identified by the community themselves. The needs cannot be determined by an outside source but rather through a participatory approach which selects the needs that the community feels most strongly about. The third feature is objective orientation in that there must be clear and concrete objectives on how the need identified will be addressed. If the objectives are too abstract, collective action will be difficult to achieve based on diverse interpretations of the stated objectives (Swanepoel & de Beer, 2006). The last and most obvious feature of community development is the need for action at the grassroots level. Ordinary people who are members of the community should be the leaders of the process with other actors such as NGOs, government or outside experts playing a facilitating role. It is through grassroots action that community development attends to the needs at the local level rather than concerns which lie outside of the scope of the community.

2.3.2 History of Community Development

It was in the post World War II period that community development as a means to create lasting development became popular (Cook, 1994). In South Africa, prior to the 1994 elections, community development initiatives addressed the social, economic and political disadvantages of black South Africans (Sinclair, 1986). Much of the need for development was a direct result of the political environment in South Africa. Black South Africans were denied access to resources and opportunities due to the oppressive nature of the white dominated regime. Therefore, community development worked to empower these citizens to resist repression and build institutions that would form the foundation of a new socio-political order (Sinclair, 1986). Community development in South Africa was strongly connected to political concerns as Sinclair (1990) defines the term as “a means of political mobilisation and organisation and a label applied to a broad variety of activities whose common motive is community empowerment” (p. 36). The areas of focus for community development consisted of addressing black deprivation (education, job creation), assisting the victims of apartheid (legal aid, humanitarian assistance) and developing the institutions of a post-apartheid society (alternative media) (Sinclair, 1986).

However, since the inauguration of the democratically elected government in 1994, the rhetoric of community development in South Africa has become especially prominent. The

new government was faced with the task of addressing the inequalities and injustices committed by past governments. As part of the rebuilding process, the government launched the Reconstruction and Development Programme (RDP), which ideally was meant to utilise aspects of community development. The ANC believed that through community development as an intervention strategy, poverty can be eradicated (Republic of South Africa, 1994). This programme highlighted the importance of community development and since its inception, community development continues to exercise a significant influence over development thought in South Africa (Emmett, 2000). This can be seen as the concept of community development is found in most policy documents of the post-apartheid state (Emmett, 2000). The rhetoric of community development is strong in South Africa, though in practice, it fails to be utilised. While some of the enthusiasm for community development has waned due to the inability of the RDP programme to create lasting development, the need for public participation continues to play a significant role in development discourse in South Africa (Emmett, 2000).

2.3.3 Community Participation

As it has been emphasised in the previous sections, participation remains a popular and crucial aspect of community development. It has become a buzzword in the development community as most projects accentuate the need for some type of popular involvement. The international rationale for supporting public participation lies in the belief that if the public participate in development projects, these projects will be viewed as legitimate and will have a better chance of becoming sustainable (Theron, 2009). It is also assumed that it will help foster empowerment and self-reliance of the public which will assist them in their development. The Brundtland Commission on Sustainable Development also recognises the importance of participation as “securing effective citizen participation” is viewed as a prerequisite for sustainability (Craig & Mayo, 1995).

Again, like many development concepts the notion of participation does not have a clear cut definition. Some of the more common definitions emphasise people having a role in decision making, control over resources and the ability to influence activities to enhance their own wellbeing (Ife & Tesoriero, 2006). While participation can be viewed as a positive concept that should always be included in development, it is important to acknowledge that participation does have many variations, not all of which are beneficial to the community but rather function to meet an agenda of other development actors (Ife & Tesoriero, 2006). There

are a number of forms that participation can take which vary from token involvement to genuine self-mobilisation. Arnstein (1969) proposed a model of participation in the form of a ladder which highlights the differences between how participation can be classified.

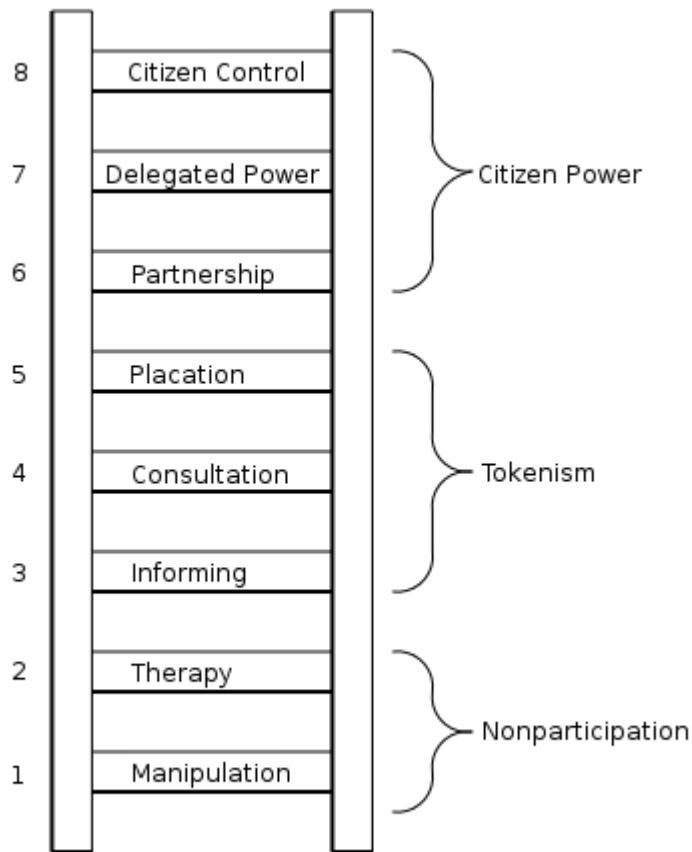


Figure 1: A Ladder of Participation. Arnstein (1969, p. 217)

The bottom two rungs of the ladder illustrate the levels of nonparticipation. In therapy and manipulation, the real objective is not to enable people to participate in planning or conducting programmes, but to manipulate them to act as objects of action in the programme. People are often seen as being educated or cured using this type of participation (Arnstein, 1969). Therapy and manipulation likely occurs in programmes that are implemented in a top down fashion which does not allow for active participation of the community.

The middle three ladder rungs, informing, consultation and placation involve degrees of tokenism. At this level, organisations make a show of involving people by informing and consulting them. However, their views are not taken into account in the fashioning or the implementing of the project but they are rather consulted after the fact.

The top three rungs of partnership, delegated power and citizen control demonstrate a more conscious effort by organisations to actively involve the people in all aspects of programme design, implementation and evaluation. The community is also to identify and define their own needs and hold decision making power in order to address them.

While this model is a simplification, it does work to illustrate that the types of participation are varied with some allowing more meaningful participation of the community than others. With participation being heralded as an essential feature of community development programmes, it is clear that unless the community can take an active part in programme construction and be allowed decision making power, participation in development will not live up to its potential.

2.3.3.1 Ways to Achieve Participation

What participation is and the forms that it takes naturally lead to the question of how can community participation be realised. By having a better understanding of some of the factors involved in promoting participation, it can help provide information on what is required for participation to enhance sustainability.

Ife (1995) finds that while achieving genuine participation in any context is difficult, there are some conditions which foster participation more than others. He describes five conditions that can encourage community participation, which are as follows:

1. People will participate if they consider the issue or activity to be important
2. People need to feel that their action will make a difference
3. Different ways of participation must be acknowledged and valued
4. People must be enabled to participate and be supported in their participation
5. Structure and process of development must not be alienating

The first point is one of the most essential features required to encourage active participation (Ife & Tesoriero, 2006). The community itself must identify its own needs, deem them important enough to address and decide on how they should be handled. This cannot occur from an outside source as the community will not organise around an issue it does not find pressing.

The second condition is a great challenge for community development on a larger level. If the community does not believe that the programme will be successful, it will have little incentive to participate. This idea can be difficult to demonstrate to community members at the beginning of a project but nonetheless, it is important to help the community understand how exactly the programme will make a difference. They also need to feel at the individual level that their participation is valued and meaningful.

Acknowledging the different ways of participation is a condition which also helps individuals to feel meaningful and can prompt them to participate. Knowing that community participation does not only involve meetings but a variety of other activities, which they may have a talent for, is important in helping people become involved.

The fourth condition involves enabling people to participate and providing support. Enabling and support can take a variety of forms such as availability of transport, the provision of child care and safety (Ife, 1995). These concerns can become barriers to participation so it is essential that the needs of the people are determined before hand in order to develop solutions to address them.

The last condition for participation is that structures and processes need to be developed by the community. Imposing structures from the outside for meetings or other participatory activities can alienate people and limit their participation.

These conditions offer a number of ideas which should be explored prior to the formation of a community development programme. One factor which Ife (1995) did not address fully was the need for skilful encouragement and support. It may be necessary to first provide certain skills or preparation before participating, in order to make the experience more beneficial for both the community member and the development process (Ife & Tesorerio, 2006). Participation in development will frequently include people who do not have the necessary technical expertise, and thus the complexity of the planning process may also become an obstacle to effective participation. While encouragement and support may come in the forms listed above, the skill that is required can become a barrier to participation if it is not initially attended to.

2.3.4 Empowerment

Similar to participation, empowerment is also another essential principle of community development which requires some discussion. Empowerment has occupied a central place in

mainstream development discourse since the early 1990s and is closely linked to notions of participation (Kelsall & Mercer, 2003). A simple definition of the term by Ife and Tesorerio (2006) is that empowerment aims to increase the power of the disadvantaged through generating and building capacities that allow them to exercise control over their situations. Power operates in a number of different ways and the question for community development practitioners is what type of power will be sought after. Ife and Tesorerio (2006) describe types of power that are involved in community development empowerment strategies which will be examined below.

The first kind of power is that over personal choices and life chances. These choices are often shaped by structural factors such as patriarchal structures that affect women, racial oppression that undermines power for indigenous people or ethnic minorities, and cultural norms and values which can restrict people's personal choices. Therefore, empowerment in this case would function to maximise people's effective choices to increase their ability to make decisions involving their own lives.

The second power is power over the definition of need. This issue has been raised in previous sections and in a variety of literature which also demonstrate that it is a central aspect for community development. Needs are often determined and defined by people other than those who experience them. In order to put the power of need definition into the hands of the community, it will require people obtaining the relevant knowledge and expertise to make these decisions. This means that access to education and information are crucial for the empowerment process.

The third power is power over resources. According to Ife and Teseriro (2006), many people do not have access to resources, and have relatively little knowledge and discretion as to how these resources are utilised. This refers to financial and non-material resources such as education and opportunities for personal growth. An empowerment strategy would seek to maximise the effective power of all people over the distribution and use of resources, and to redress the inequality of access to resources.

Power over ideas is the fourth type of power. Ideas are powerful and important in maintaining or challenging the dominant order (Ife & Teserorio, 2006). An empowerment process should include the ability to think autonomously, the ability to view the world from their own frame of reference and to access alternative frames of references. By granting access to information and ideas, it allows community members to take control of the

development process in the way that they deem most acceptable. Education and skills building are an important aspect in this empowerment process.

The last type of power related to community development is power over economic activity. Community members must be able to have some control over, and access to the mechanisms of production, distribution and exchange. With the power over economic activity so unevenly distributed in most societies, it is important that the disadvantaged be given a more equal share of power in order to promote their development and ultimately the development of the nation.

All of the types of empowerment mentioned do not work in isolation. Empowerment also requires participation, for only if people participate in choosing, setting and pursuing development goals will they be empowered. Participating is part of the process of being empowered, of becoming autonomous (Kelsall & Mercer, 2003). Another related concept that is required for effective and sustainable community development is the need for community capacity building. This idea is explored in the following section.

2.3.5 Community Capacity Building

In order to have community development programmes that have any hope of being sustainable, community capacity must be fostered. Labonte (1999) agree that sustainable bottom-up community development lies in building community capacity. Easterling (as cited in Simpson, Wood & Daws, 2003, p. 278) defines community capacity as “the set of assets or strengths that residents individually and collectively bring to the cause of improving local quality of life.” There are a number of dimensions of community capacity such as skills and knowledge, leadership, a sense of efficacy, norms of trust and reciprocity, social networks and a culture of openness and learning (Labonte, 1999). It also involves the ability to identify and access opportunity, motivation of the community, supportive institutions and resources (Frank & Smith, 1999). These dimensions relate strongly to Sen’s capability approach as development is viewed as providing the necessary conditions which facilitate the ability of people to live their lives in the manner they wish. By building individual and community capacity, people can gain the required skills to choose how they want to live and what they would like to do.

Milen (2001) lists a number of components that are required for successful capacity building: building local ownership and self-reliance, practicing genuine partnerships,

understanding the context specificity of capacity and its development, examining capacities in a context of systems, and a long-term commitment of partners. These features highlight the importance of self-reliance of communities, and building strong networks and partnerships for a sharing of goals to meet development objectives.

After a review of the literature, the most commonly referred to components of community capacity are community involvement, skills, resources and power. One frequently made clarification is that community capacity is both a means and an end. This means that community capacity is not a substitute for programme objectives but rather creates a separate set of objectives that run parallel to those of specific programmes (Laverack, 2006). This is important as along with achieving programme objectives, advancing community capacity will be essential for the sustainability of future programmes in the community which will further the development process.

2.3.6 Conclusion

Participation, empowerment and capacity building have been shown to be essential features in creating effective community development programmes. When the question of sustainability arises in community development, it is often these three tenets of community development which are examined. It is these components which have the potential to increase the likelihood of sustainability of a community development programme and future programmes, once external assistance has been reduced or discontinued. The next section explores the notion of philanthropy and how it can be used as a funding source for community development programmes, as in the case of this research.

2.4 Philanthropy as Development Aid

From the early growth theories to the use of community development programmes, financial aid has always been seen as essential in generating development. However, on a micro and macro scale, the impact which aid has on development remains a widely debated issue. With increasing amounts of aid being requested by governments and development organisations and few positive development results to show for it, it raises the question of whether this aid is creating development that is sustainable. Although a number of types of development aid exist, such as multilateral, bilateral, project, programme and food aid, this section will examine the role that philanthropy can play as a source of funding in the development process (Mavrotas, 2003). Therefore, this chapter focuses on how philanthropy

can be used as development aid by describing the definition, forms and types of philanthropy. Also a brief history of philanthropy and the challenges involved in utilising donor aid, and more specifically, philanthropy as a funding source to create sustainable development is discussed.

2.4.1 Definition, Forms and Types of Philanthropy

Definition:

Philanthropy is present in many different forms and functions as a result of various individual values and variables. The word philanthropy literally means “the love of mankind” although the definitions and perspectives of philanthropy differ internationally and are often not congruent (Ace & Phillips, 2002). For example, philanthropy is a common term in the United States, though in Britain, it has negative connotations. In Britain, it is seen as elitist, patronising, morally judgmental, and ineffective (Wright, 2002). Rather, the terms charitable giving and charity are more frequently used in Britain as they are seen as modern, egalitarian, and respectful (Wright, 2002). In some cases philanthropy and charity are viewed as broadly equivalent while in others, charity is more associated with the idea of handouts and philanthropy is seen as more strategic (Kuljian, 2005). In South Africa, both philanthropy and charity are not widely accepted (Kuljian, 2005). The term philanthropy does not even have a direct translation into the 11 national languages of South Africa (Ambrose, 2005). Instead, the terms giving and helping are more commonly used (Kuljian, 2005). However, for the purpose of this research, philanthropy is defined as “private resources being put towards the public good” as stated by Kuljian (2005, p. 6). The private resources can be monetary donations or volunteering, though for the context of this research, only the monetary aspect is examined.

Similar to the existence of numerous types of aid, philanthropy also comes in a variety of forms. Some of these include foundations, corporate philanthropy, transnational charitable organisations, individual donations and sponsorship. While this list of forms is not exhaustive, it provides a broad selection of the more commonly used forms. These categories can be further classified into the type of philanthropy they practice, namely strategic, traditional or social justice philanthropy. A brief explanation of the forms of philanthropy follows with a discussion on the three types of philanthropy practiced.

Forms:

One of the most well-known forms of philanthropy, especially in the United States is foundations. Foundations function to distribute funds to a number of causes, often based on their mission and vision statements. The funds are bestowed upon organisations to implement projects, which could range from building universities to financing development projects in the third world. While many foundations initially focused on domestic concerns and activities, since the beginning of the twentieth century there has been a surge in transnational philanthropy (Anheier & Daly, 2004).

Related to foundations is corporate philanthropy which as Carroll (1991) suggests can be seen as one aspect of corporate social responsibility. Corporate philanthropy can be defined as “the giving of corporate resources to address non business community issues” (Saia, Carroll & Buchholtz, 2003). In this form, philanthropy is integrated into the overall strategic plan of the corporation (Marx, 1999). This is a contentious topic, for some believe that philanthropy should not result in a benefit for the donor, although corporations often obtain tax breaks and other benefits by donating. There is also the concern that this form of philanthropy is ineffective as it is being increasingly used as a form of public relations or advertising to promote a company’s image or brand through high-profile sponsorships (Porter & Kramer, 2002). While it is possible that this form of philanthropy can be ineffective, it still has the ability to provide benefits to others.

Another form philanthropy can take is that of a transnational charitable organisations. These organisations receive funding from a number of sources such as private and corporate donations and utilise these funds to bestow grants on local organisations for various projects, or through directly implementing projects. These organisations often take the form of NGOs or other civil society organisations. WVSA engages in this form of philanthropy in the operation of their organisation.

Lastly, individual donations through one time gifts or long-term giving provide funds for various types of organisations. Sponsorship is an example of sustained individual giving. Funds are collected from individual donors, who are mostly from developed countries that sponsor a child on a monthly basis in a developing country. WVSA is an organisation that makes use of this form of individual philanthropy to generate funds for community development projects from the combined donations from individual donors who sponsor

children in these communities. This activity of sponsorship is further explored in the following chapter.

Types:

In practice, the forms of philanthropy can be used to meet certain objectives. One type of philanthropy which is often the most controversial is strategic giving. It became popular in the 1970s and is associated with most forms of philanthropy. It is defined as “the process by which contributions are targeted to serve direct business interests while also servicing beneficiary organisations” (Tokarski, 1999). Strategic philanthropy is focused on outcomes and results. More specifically it involves:

- (i) setting clear goals or objectives, (ii) developing an empirically sound plan designed to achieve those goals, (iii) considering the costs, risks, and benefits of the plan to judge its effectiveness; and assessing whether implementing the plan is a good use of the organisation's resources, and (iv) monitoring whether one is on track toward achieving one's goals, and making reasonable efforts to know if one has succeeded. (Brest, 2005, p. 132)

The controversy surrounding this type of philanthropy is similar to that which corporate philanthropy struggles with. The concern is that the business is benefiting from engaging in philanthropy. The charitable act is no longer seen as charitable as it is being performed out of self interest and has the potential to create negative effects on those they are attempting to assist. This becomes the case when business philanthropic interests do not align with their beneficiaries. Another concern is that some argue that it attempts to address underlying causes of problems, while others do not find evidence for this claim (Katz, 2005). It has also been used interchangeably with social justice philanthropy which is generally considered a type of philanthropy on its own.

Social justice philanthropy is defined as:

- An inclusive funding approach, premised on the notion of a just society, which seeks to ultimately address the structural [and contextual] issues and barriers that prevent (i) the recognition of equal rights for all, (ii) equitable opportunities to access those rights and (iii) the realisation of those rights into just outcomes for those who bear the brunt of poverty, marginalisation, vulnerability, oppression and discrimination (Mahomed, 2008, p. 24)

The key characteristics of this type of philanthropy are a rights-based, holistic approach which possesses a contextual understanding in an inclusive process with interventions at the individual and/or community/society level (Mahomed, 2008). In a sense, this type of philanthropy can be viewed as strategic depending on how strategic philanthropy is considered, for it attempts to address the underlying contextual issues of social justice problems often through a focused approach (Mahomed, 2008). It is based on the belief that the poor need to be empowered to change their circumstances (Moyo, 2005). It is a bottom-up approach which includes the active participation of beneficiaries in determining the solutions to their social problems. This type of philanthropy is strongly related to the principles of community development which involve a holistic and participatory approach to developing and implementing solutions.

Traditional philanthropy is more akin to the idea of charitable giving which functions on the principle of assisting those in need. It often involves mitigating the impacts or attending to the symptoms of a problem as a band-aid solution (Katz, 2005). Immediate crises which individuals face are the concerns which traditional philanthropy tries to alleviate in an often short-term time frame. Traditional philanthropy has been criticised for being ineffective and creating inequalities (Moyo, 2005). Burkemann (2001, p. 152) highlights this argument as philanthropic organisations have reached a point where they view providing money, regardless of how it is being used, as an “unalloyed good thing.” He finds that philanthropy is seen as a guaranteed path to social respectability but that traditional philanthropy does little to challenge the status quo and address issues around inequality and poverty at their root causes.

2.4.2 History of Philanthropy

Philanthropy is not a new activity and it has been present and operating for centuries in various cultures. While the term philanthropy was only coined in the 1980s, the concept of giving in both formal and informal ways to address social ills and alleviate poverty is well known (Everatt, Habib, Maharaj, & Nyar, 2005). Giving among families and communities, through church and religious work, through private and public organisations, by the rich and the poor and more recently by corporations are just a few examples of how giving in the past and in the present continues to occur (Wescott, 2009). Most of the giving throughout history has been of an informal nature and has been a part of daily interactions among people. While it was often not formally recognised as philanthropy by either the giver or the recipient, it meets the definition of philanthropy.

Institutionalised charitable giving through religious institutions is also one of the early forms of philanthropy which can be dated back to over 2000 years ago (Wescott, 2009). This type of giving was frequently in response to the appalling conditions suffered by the poor. It was not until the early 20th century that the modern practice of individual philanthropy was defined.

Individual philanthropy originated in countries that had strong rates of economic growth which allowed for the amassing of personal wealth. The United States is often cited as the place in which individual philanthropy began; however, McCarthy (2008) finds that the history of philanthropy far surpasses the United States in breadth and quantity. While this may be true, much of the literature on philanthropy originates from both the United States and Western Europe. This can be attributed to the skewed nature of the global economy in terms of wealth distribution, which results in a large proportion of foundations and corporate giving being concentrated in these areas (Everatt et al., 2005). However, in the last two decades new philanthropic actors from around the world, especially Asia, have become more prominent in various philanthropic forms that function to address development concerns. This pattern demonstrates that philanthropic giving is not only an activity engaged by the developed West. People around the world give money of various amounts to numerous causes. For example, giving in South Africa does not only take place in a unilinear direction. Poverty in South Africa is not a deterrent to giving, as giving within poor communities is prevalent (Habib, Maharaj, & Nyar, 2008). Regardless of the level of wealth of the individuals giving, it is evident that giving occurs in a variety of circumstances and contexts.

In South Africa, the term philanthropy as was previously discussed is not widely used. Giving and helping are more commonly accepted and take many forms. However, in the poorer societies, people tend to help through the pooling of their resources which enables them to survive (Habib, Maharaj, & Nyar, 2008). Moyo (2005) mentions some indigenous forms of helping in South African communities such as stokvels, savings clubs and burial societies. However, these acts of helping can also be seen as a social responsibility which community members assume, which from their perspective, does not make this form of helping philanthropy (Moyo, 2005). This example illustrates the importance that context and culture plays when examining what philanthropy means for a community, as the forms that philanthropy can take are not universal. What these activities do help to explain is that it is not only the wealthy which engage in philanthropy. Both in the indigenous forms of helping and individual philanthropy in South Africa, there are significant flows of resources within

marginalised and poor communities toward poverty alleviation and other community development objectives (Everatt et al., 2005). Everatt et al. (2005) find in their South African study that giving among the poor is more common than among the rich.

This brief history of philanthropy illustrates how, while the term may be quite recent, the practice has been occurring for a long period of time in a variety of forms. Now that the definition of the term, forms and types of philanthropy along with its history have been established, the next section explores some of the known challenges which are present when using aid and philanthropy for development.

2.4.3. Utilising Aid for Development and the Sustainability Challenges it Presents

As was mentioned previously, the effectiveness of aid in enhancing development is still being questioned. With economic growth still playing a vital role in the link to facilitate development, one of the key debates of aid effectiveness involves the impact that aid has on growth. Stagnant growth despite receiving aid has raised questions about the effectiveness of aid in achieving growth and development. This question has been meticulously studied at both the micro- and macroeconomic level, utilising cross-country and single-country case studies and involves both qualitative, inter-disciplinary studies as well as quantitative analyses (Hansen & Tarp, 2000). The conclusions of this debate remain disputed with some arguing that there is a connection between aid and growth and subsequently, development (Hadjimichael, Ghura, Mühleisen, Nord & Uçer, 1995; Durberry, Gemmell & Greenaway, 1998; Hansen & Tarp, 2000). Others find the relationship is found only under certain circumstances such as when aid is directed to countries that have good policies and institutions in place (Burnside & Dollar, 1997). While the opposing side finds that there is no robust relationship between aid, growth and development (Easterly, 2003; Easterly, Levine, & Roodman, 2004; Rajan & Subramanian, 2005; Mosley, Hudson & Horrell, 1987, 1992). What this debate does illustrate, is that the use of aid does not necessarily result in development. Utilising aid in development is a complex issue both at the macro and micro level.

One feature of aid which adds to its complexity when it is used to fund development projects is the donors. There are a number of challenges which relate to this facet of aid which are important to explore in how they affect sustainability of development. First, the agenda and expectations of the donor have the potential to influence what type of development projects are funded, the objectives and goals of the project, how the projects are

implemented, who the beneficiaries are and who has decision making power (Botes & van Rensburg, 2000). This can have profound and negative effects on the beneficiary community in a variety of ways. A top down management style where decisions are made by those outside of the context gives rise to a situation where issues at the ground level have the possibility of being overlooked (Thompson, 2003). Utilising outside experts to identify needs can result in the project addressing concerns that the community does not feel are urgent, which can lead to a lack of participation and a sense of ownership in the community. Ultimately, the sustainability of the project will be put in jeopardy as community members are less likely to be involved in a project in which they have little decision making power and where their opinions are not being considered. Also, by having donors dictate terms from outside of the environment without the proper contextual knowledge, community fragmentation along with other issues such as disempowerment can occur (Botes & van Rensburg, 2000). It is essential that active community involvement remains high in order to promote sustainability of the project. However, if donors ignore the input of the beneficiaries they are attempting to assist, then any hope of long term project sustainability is threatened.

Another concern related to donors involves the time frame for the project. Unrealistic time frames for completing development projects due to funding can negatively affect sustainability. It requires time for an active community to gain the appropriate skills, capacity and level of participation needed to drive the projects once external assistance has been removed. Project objectives may be tailored to the shorter time frame and be focused on more visible goals rather than the more specific concerns that can impact on further sustainability, such as participation and empowerment.

The third concern involves the creation of dependence on aid. Reliance on financing can create programme instability due to funding uncertainty. This can affect which objectives the development programmes aim to achieve. Long term objectives may be unrealistic if there is uncertainty that the programme continue into the future (Thompson, 2003). This can directly impact on sustainability as it may encourage programmes concerned with short term goals. The more difficult tasks of engaging the community and building capacity may be overlooked. Dependence of the community on aid is also a concern when working with people in poverty. Solving the underlying problems that have forced these people into poverty is a very difficult task that can require large amounts of time and resources. Community development projects often aim to address these concerns but they also attempt to create development under the current context. While the “handout syndrome” can occur

when dealing with people in poverty, it is important that community development projects are generated in such a way so as to promote self-reliance and sustainability, ownership of their projects, and foster these projects even after financial aid has ceased.

These challenges are important to consider when viewing community development projects. Constructing the prerequisites for sustainability is not a simple endeavour, and these challenges have the potential to stall this process and result in development that does not have a lasting impact on the community.

2.4.3.1 Challenges of Using Philanthropy as a Funding Source

When it comes to utilising philanthropy as a funding source for development, there is little literature which documents the challenges. However, many of the concerns that are associated with aid can also be attributed to philanthropy. The concerns surrounding donors are also evident when utilising philanthropy and can be even more severe in this case as it is private resources which are being donated. When individuals give their own money, they often like a say in how it is used and reserve the right to revoke support if the project does not meet their standards. This can be challenging for development practitioners, as satisfying individual donors can be time and resource consuming. The issue of dependency is also relevant for philanthropy. Programmes that use philanthropy as a funding source can become overly reliant on the funds and fail to foster the known tenets for sustainability.

2.5 Conclusion

This literature review provides the basis for the proposed research. Through the examination of the alternative development theories that were previously discussed, it is clear that they have all functioned to contribute to the current people-centred approaches to development. The key features from these alternatives such as basic needs, capabilities, participation, grassroots movements and the inclusion of women, are all necessary aspects for effective development. One concept that was not strongly highlighted in the alternative theories was the notion of sustainability. The need for benefits to continue once the programmes or organisations that stimulated those benefits in the first place are removed, is important for development projects. Facilitating positive change that has the potential to last into the future is essentially what development should attempt to achieve.

When examining the literature on community development, the mechanisms of participation, empowerment and community capacity building are listed as means to foster sustainability of development projects. However, little is written about how various funding sources impact on sustainability. The literature especially falls short in describing how philanthropy, as a funding source, can affect the sustainability of community development projects. This research attempts to fill this gap in the literature by examining how philanthropy can affect sustainability by investigating a case study of a WVSA community that engages in community development projects funded through philanthropy. It also determines the mechanisms that are being used to foster sustainability and what additional challenges are present in this case that affect sustainability. By exploring the case study, it provides detailed information regarding the relationship between philanthropy and sustainable development in this South African community context.

Chapter 3: World Vision South Africa (WVSA)

This chapter describes the organisation WVSA and how it functions in order to gain a better understanding of the case study investigated in this research. A brief overview of World Vision (WV) and WVSA along with the type of development they aim to carry out are covered in the first three sections. Their Area Development Programmes (ADP), under which the case study is classified, is described in the fourth section. Finally, sponsorship is explored to provide information based on the philanthropic nature of their funding for development projects.

3.1 Overview of World Vision

WV is an international Christian humanitarian organisation that works in nearly 100 countries around the world, 25 of which are in Africa. The organisation specialises in the fields of relief, development and advocacy. They aim to attend to the root causes of poverty by partnering with communities to find lasting ways of improving the lives of children and their families. WV began in 1950 and by the 1970s they altered their functioning by utilising a broader community development model. This model works to address the causes of poverty by focusing on community needs such as water, sanitation, education, health, leadership training and income generation. The type of development which WV carries out is defined as transformational development (TD). TD encompasses five domains of change: well-being of children, their families and communities; empowered children to be agents of transformation; transformed relationships; interdependent and empowered communities; and transformed systems and structures (WV, 2009). This form of development is discussed in the following section.

WV has over 40,000 staff members, of which 97 percent work in their home countries or regions in order to bring a personal understanding of how best to assist local communities (WV, 2009). They have accumulated over 4 million donors, supporters, and volunteers around the world that support the initiatives set out by WV.

One of the main means of funding for WV is through sponsorship where individuals, families, churches and groups are linked with specific children or specific community projects in their own country or abroad (WV, 2009). Sponsors pledge a certain amount each month to support community programmes that benefit children and their families (WV,

2009). WV has more than three million child sponsors throughout the world. This funding mechanism of sponsorship will be explored further in the following sections.

3.1.1 World Vision South Africa

WV has a number of interdependent national offices in the countries in which they function and WWSA is one of them. WV began to operate in South Africa through their sponsorship programme in 1967. Their initial programmes focused on the needs of children who lacked adequate nutrition and education by providing immunisation, education, clothing, and feeding programmes. By the 1980s, the programmes expanded to include emergency relief, flood relief, and water development projects. In the 1990s, the need for large-scale rural development and improved community water supplies were the focal point of the community development programmes. By 1995, 15,473 children were sponsored and 116 community development projects were operating in South Africa (WV, 2009).

Currently, WWSA has 15 programmes situated in townships and rural areas in six provinces. 53 401 children are registered in the WWSA Sponsorship Programme and they estimate that over one million people in South Africa are benefiting from their programmes. Their programmes are planned in collaboration with community leaders and representatives in order to empower community members to become self-sufficient. WWSA plans for a 10 to 15 year period in which they will be active in the community, implementing projects and providing support. After that time, they exit the community with the expectation that the projects they have fostered would be sustainable. The programmes in South Africa operate in seven areas: health care and hygiene, HIV and aids, water and sanitation, food and agriculture, education and literacy, economic development, and spiritual nurturing. These areas have been identified as the most urgent in South Africa and, depending on the needs of the community, certain areas receive more attention than others (WV, 2009).

3.2 Transformational Development

Development in WV is defined as transformational development (TD). It is transformational in the sense that it “seeks to restore and enable wholeness of life with dignity, justice, peace, and hope for all girls, boys, women, men, households and their communities” (WV, 2009). The approach which this development takes is Christian, child-focused, community-based, value-based, sustainable, and holistic (TDNET, 2003). Some of

its principles involve community ownership, sustainability, holism, the well-being and empowerment of children and interdependent communities (TDNET, 2003). When applying TD to development programmes, some of the focus areas are economic development, accountability to the stakeholders and building capacity (TDNET, 2003). TD is strongly community oriented and attempts to address issues in a holistic fashion.

3.2 Area Development Programmes

Area Development Programmes (ADPs) began in 1989 and they are long term development projects created by WV that are supported through philanthropy in the form of sponsorship funds. ADPs are a model of community development and function to “link villages that work together in regional clusters to help address the root causes of poverty” (WVSA, 2009). The programmes are created for between 15,000 to 100,000 people, although the population is divided into smaller community clusters (WVSA, 2009). ADPs function in the communities for 10 to 15 years based on the belief that it takes time before the project can take off with full participation of the local people. The time of WV in an ADP is divided into three phases: assessment and design, implementation and transition phase. The assessment and design phase involves the first two years where participatory research is carried out to establish the root causes of poverty in the community and what the needs of the community are. The results of the research are fed back to the community and are used to develop the ADP activity plan for the next 12 years. This plan is developed in collaboration with local stakeholders, including government representatives, village and religious leaders, women’s groups, and children (WV, 2009). Relationships between WVSA and the community are fostered during this time and the selection of children for the Sponsorship Programme occurs during this stage. The second phase of implementation occurs between year 3 and 11 and the plans for the ADP that were created in the previous phase are now put into practice. The last phase is the transition phase which occurs between the 12 and 15th years where WV prepares to leave the community to enhance their development based on the structures and the capacity they have built.

For the functioning of the ADP, a decentralised project management structure exists with all WV staff residing within or closer to the community to ensure maximum daily contact with the beneficiaries to enhance sustainability (WVSA, 2009). By remaining in the community for over a decade, it allows for a variety of concerns to be attended to and

provides the community time to understand the ADP mission fully in order to gain confidence in the programmes and the organisation so that they can actively participate.

3.3 Sponsorship Programme

The WV Sponsorship Programme is a means of connecting a sponsor and a child in order to improve the lives of the child and the community in which they live. The sponsors reside in a variety of countries, both from the developed world and the less developed countries. The sponsors can be international or local. In South Africa, depending on which ADP is examined, sponsors are from Canada, United States, UK, Taiwan, Australia and South Africa (WVSA, 2009). Individual, group, or community sponsors exist, and sponsors receive regular progress updates on the child they are sponsoring and the developments that take place in their community. In South Africa, 53 401 children are registered into the Sponsorship Programme in 15 ADPs (WVSA, 2009).

The method of support by the sponsor comes in the form of monthly payments. The funds are not directly used only to assist the individual child. Rather, the funds are pooled together and utilised for community development programmes in the ADPs where the sponsored children live. In this sense, sponsorship is philanthropy, since individuals, groups and communities are donating private funds for the public good of the community in which the child stays. However, there is also the use of personal gifts that come directly from the sponsor to the child. Money, in addition to the monthly support amount, can be provided for a child by the sponsor in order to purchase what the child requires.

Chapter 4: Case Study – Khauhelo Area Development Programme

This research focuses on a case study of the Khauhelo ADP. By investigating the workings of this ADP in their attempt to create sustainable community development programmes, it helps shed light on the relations between philanthropically funded projects and sustainable development. This chapter explores the background along with the demographics of this ADP. The involvement of WVSA in this community is discussed, especially in relation to the Sponsorship Programme in the ADP. The community development programmes which are supported by sponsorship along with WVSA's vision for the community once they exit conclude this chapter.

4.1 Background and Demographics of the Community

Khauhelo ADP is situated in the Botshabelo Township which is located in the Free State province of South Africa, 55km east of Bloemfontein. Botshabelo Township is part of the Mangaung Municipal area which consists of Bloemfontein, Thaba Nchu and Botshabelo. Botshabelo originated in 1979 and was a controversial settlement that was created by the apartheid government (Tomlinson & Krige, 1997). Apartheid measures in the Bloemfontein region in the 1960s focused on limiting the number of black African people around the city that was inhabited by white people based on the Group Areas Act of 1950 (Cobbett & Nakedi, 1987). Between 1969 and 1985, the Mangaung Township, which is located 5km from Bloemfontein had a "freeze" placed on it by the government which stipulated that the township was limited to fixed boundaries and people were prevented from immigrating into it (Cobbett & Nakedi, 1987). It was determined that the natural population increase would be accommodated through increasing the population density within the designated space (Cobbett & Nakedi, 1987). It was this freezing of the township which provided the background and the stimulus for the eventual creation of Botshabelo as thousands from Mangaung eventually relocated to Botshabelo.

Botshabelo began with 64,000 Sotho squatters from the Thaba Nchu region that were forced out of the region by the Bophutatswana government. The government expelled people who were not of the Tswana ethnic group and put them in Kromdraai in the Thaba Nchu region. Eventually the Chief Minister of Qwa-Qwa (the designated homeland for the Basotho people), Kenneth Mopeli, together with the apartheid government made a plan to resettle these people of Kromdraai at a farm called Onverwacht. Soon after the resettlement, the

residents started to call the area Botshabelo, meaning “a place of refuge” (Tomlinson & Krige, 1997). Botshabelo continued to experience rapid population growth of 24.6% per annum between 1980 and 1985 as more Sothos were resettled from Herschel in the Transkei ‘homeland’ along with thousands of farm workers, of various ethnic groups, that were displaced from white-owned farms as a result of agricultural restructuring (Tomlinson & Krige, 1997). The area remained poorly developed and lacked jobs, services and housing.

More recently, population figures for the region are estimated to be between 175 000 to 210 000 people. From the 2001 South African Census, the figure for the population of Botshabelo was 175 820. While the early 1980s witnessed rapid population growth, between 1988 and 1991 the rate of growth dropped to 1.7% per annum (Tomlinson & Krige, 1997). Tomlinson and Krige (1997) found that there was a 3.8% decrease in the proportion of the population aged 18 to 35, which signifies that a substantial amount of people in the high fertility age group left the community, thus resulting in low population growth rate. This exodus of residents can be attributed to the abolition of the influx control laws in 1986, which allowed for residents to migrate towards Bloemfontein so that they could reside in closer proximity to their place of work (Rex & Visser, 2009). In terms of the ethnic makeup of the community, there are a variety of ethnic groups residing in the area. Sotho, Xhosa, Ndebele, Tswana, Swazi, Pedi and Zulu peoples make up the ethnic framework of Botshabelo.

The economy of the region was greatly affected by the industrial decentralisation programme in the mid 1980s (Tomlinson & Krige, 1997). Due to this programme, business owners along with foreigners immigrated to Botshabelo to set up their factories due to the cheap labour available from the local population. By 1991, it was reported that two thirds of the industrialists were Taiwanese (Tomlinson & Krige, 1997). This marked the beginning of the industrial sector in Botshabelo which has been dominated by the manufacturing and service sectors (Tomlinson & Krige, 1997). However, current unemployment rates in the region run higher than the national average and the region is characterised by a low-income population.

WV began operating in this region in 1998, utilising a Community Development Project (CDC) approach. This was more of a top-down management style where the community members had little decision making power. However, soon after, WV changed its approach and focused on creating ADPs. The Khauhelo ADP began operating in 2002 and has an exit strategy planned for the year 2017. It encompasses all of the 18 sections which comprise Botshabelo. Along with the challenges the community has faced due to the apartheid

government policies, the Khauhelo ADP community faces issues of poverty, unemployment, HIV/AIDS and rising crime rates. The following section explores the activities in the Khauhelo ADP which are being used to address these issues.

4.2 WVSA Activities in Khauhelo ADP

As the previous section has shown, the community members face a number of challenges. Through the work of WVSA in the Khauhelo ADP, their goal is to improve the socio-economic status of the residents, promote self-reliance and improve the well being of the poor families in the community (WVSA, 2009). Currently, Khauhelo ADP has 54 community development projects which are used to address these concerns. These projects include areas related to agriculture, sowing and catering. These community development projects have been created through the initiative of the community members and with the assistance of WVSA. For the fiscal year of 2009, some of the means used to address these goals are Micro-Enterprise Development (MED), the Sponsorship Programme and HIV/AIDS projects. How these activities will help to achieve the goals set are examined below.

4.2.1 Micro-Enterprise Development (MED)

In order to support the local economic development of the region, and assist in reaching the goals set by WVSA and the community, attention is given to new and old business groups through the provision of trainings in business management and in related skills. Economic groups that have already begun to operate at a small scale are encouraged by WVSA, since supporting those that have already been initiated is regarded as the best means of achieving ownership and sustainability of projects (WVSA, 2009). Along with providing assistance through training, WVSA supplies equipment and materials, technical and monitoring support to facilitate project success and sustainability. The funds for these activities arise from the resources generated through the Sponsorship Programme.

4.2.1.1 Community Development Projects

As it was mentioned, the Khauhelo ADP has 54 community development projects running for the fiscal year of 2010/11. The types of projects examined for this research involve the fields of agriculture, catering and sewing. They are part of the Micro-Enterprise

Development (MED) programme, which is used to foster local economic development in the region. The projects can range from individual projects to groups with ten or more people. There are two main agriculture projects. The first includes a plot of land which WVSA purchased in the community near the Khauhelo ADP offices that allows for community members to plant vegetables that can be sold. The other project is home based and involves vegetable gardens on individual family plots in order to help them feed their families. The catering projects are generally run by a group of people that provide food for events in the community such as funerals or local business meetings. Sewing projects also range in the number of people involved as some community members work independently or have joined with others. The sewing projects have produced uniforms and other clothing that is sold in the local markets or to other businesses. All of the development projects are initiated by the community members themselves, who produce proposals for their projects. The proposals are sent to the local ADP community committee, where they are reviewed to determine if they can be supported by WVSA and are sustainable.

The support that WVSA provides to these projects comes in a number of forms: training, equipment and materials, monitoring and guidance. First, WVSA supplies business management training to provide the community members with the knowledge required to run a successful and sustainable business. Skills training related to the project are also given at the start of the project. Additional skills training, that can include instruction on a new sewing machine for example, can be provided if there is a need identified by the community and WVSA. Other training, such as management or financial workshops, also assists community members in turning their development project into a sustainable business.

Secondly, equipment and materials are also given to the projects to help them start up. This can be in the form of sewing machines and cloth material for the sewing projects, farming equipment for the vegetable gardens and cookware for catering. The requests for equipment and materials often occur during the initial project proposal stage where the needs for the project are outlined. However, if businesses are expanding and require additional equipment for example, requests can be made to WVSA.

The monitoring and support that WVSA provides occurs throughout the lifetime of the project, that is, until WVSA leaves the community in 2017. WVSA field staff visit the projects every three months to lend their support and to monitor the progress of the project. However, it is the responsibility of the community members to report back to WVSA regarding their progress on a monthly basis as WVSA encourages complete ownership of the

projects to the community members. WWSA offers guidance on any of the projects if the community members request it, in terms of business questions or other issues related to their projects.

The purpose of developing these projects is so that community members can form viable businesses that will assist themselves and their families. WWSA acts as a facilitator to provide the necessary support to begin the projects, but it is the community members that are to work to further develop and nurture the projects in order for them to become sustainable.

4.2.2 HIV/AIDS Projects

The purpose of this project is to reduce the impact of HIV/AIDS through prevention, care, support and advocacy (WWSA, 2009). Orphaned and vulnerable children (OVCs) are targeted by this intervention through the provision of life skills, peer education and partnering with schools in the ADP to provide care to the children while they are in school. With teenage pregnancies, infection rates, drugs and substance abuse becoming more prevalent in the area, WWSA has begun to hold workshops for parents to improve their parenting and communication skills, along with the establishment of youth committees to organise recreational or constructive activities to engage the youth. Other activities such as a counselling corner, a youth radio programme on a local station and sports activities aim to create awareness of the challenges children and youth are facing, and provide them with knowledge to deal with their problems. Funding for these activities comes from the Sponsorship Programme.

4.2.3 Sponsorship Programme

Through the Sponsorship Programme funds are raised to carry out the community development projects in the ADP. All of the children that are involved in the Sponsorship Programme are considered registered children (RCs), and the RCs that are specifically matched with sponsors are considered sponsored children. In the Khauhelo ADP, there are about 3500 sponsored children and about 4800 RCs. The RCs receive a number of services through this programme, such as health checks by professionals, school supplies and school uniforms. One of the targets of this programme is to encourage the children to participate through competitions, children's committees and other activities which bring them together and allow them to become more involved in the community. Sponsorship education is given to all parents or caretakers before their children are registered. It covers expectations from the

Sponsorship Programme, explanation of how the programme works, the rights of children, and answers to any questions or concerns they may have about the programme. Children are chosen based on their level of need as defined in part by the community and WVSA, along with the criteria set by the support office from the sponsors' country. Care is taken to ensure that the neediest children are registered in the programme.

4.3 Vision for Khauhelo ADP in 2017

As WVSA plans to exit the community in 2017, there are a number of achievements they hope to witness once they have departed. Addressing poverty, reducing the impact and incidence of HIV/AIDS and lowering unemployment are priorities. The community development projects are important in achieving these goals and it is essential that these programmes are sustainable and continue on once WVSA leaves the Khauhelo ADP. WVSA also hopes to see a reduction in the number of children in need, and greater awareness of children's rights. The principles of participation, empowerment and capacity are also hoped to be fostered within the community, to the point that they may be used to enhance the development of the community after 2017.

4.4 Khauhelo ADP Staff Organisation

The Khauhelo ADP office involves a variety of positions that work in cooperation with one another to facilitate the functioning of the ADP. This includes about 25 staff members, many of whom are relatively new. Some of the types of positions of employees that are involved with the Khauhelo ADP are the Cluster ADP Manager, ADP Coordinator, Regional and ADP HIV/AIDS Coordinator, OVC Coordinator, Development Facilitator and Development Workers.

Chapter 5: Methodology

5.1 Research Design

This research study made use of a qualitative methodology. Document analysis and in-depth interviews were utilised in order to gather the data necessary to answer the research questions. The qualitative approach was favoured over a quantitative process in this case for it produced rich quality data which was essential in creating a coherent account to address the research questions (Strauss & Corbin, 1990). Also, a qualitative method was more appropriate for this research as the nature of the research involves an exploration of individuals' perspectives in order to understand how sustainability can be addressed (Strauss & Corbin, 1990).

5.2 Case Study Information

A case study approach was adopted to address the research questions. As de Vaus (2001) mentions, case studies involve qualitative research which study individuals within their contexts and considers the “subjective meanings that people bring to their situation” (p. 10). For this precise reason, a case study was utilised. However, Lieberman (1991) argues that conclusions from small N studies are “often wrong because a small number of cases is an inadequate basis for generalising about the process under study” (p. 311). Although Lieberman's belief may be popular, investigating a case study allowed for an in-depth assessment of how sustainability is addressed in this specific case. This sheds light on the broader understanding of how philanthropy can achieve sustainability, what is needed to generate this type of development and the challenges of designing sustainable development projects.

This research examined the workings of one organisation that utilises philanthropy as their source of funding, and the ways it addresses the issue of sustainability. WWSA served as the organisation under investigation. In order to grasp how this organisation addresses issues of sustainable development, one of its target communities was examined. WWSA was chosen as the case study for its philanthropic Sponsorship Programme which involves individual philanthropy to support community development projects. In this sense, this case study involved embedded units of analysis for not only was the larger organisation of WWSA examined, but the various levels that exist within the case, such as the community supported by WWSA, was investigated as well (de Vaus, 2001, p. 220). Only one out of the 15

communities where WVSA works in South Africa was examined due to the time and travel limitations.

The community that was studied is in the Free State province, about 55km east of Bloemfontein, in Botshabelo, and is called the Khauhelo ADP. This community was chosen with input from the WVSA staff for they are supported by both international and domestic donors and is one of their larger rural communities. The community has roughly 4800 children registered in the Sponsorship Programme and the total population of the community is about 175 000 people.

5.3 Data Collection Methods

Two types of data collection methods were employed for this research: document analysis and in-depth interviews. These methods are discussed in the following sections.

5.3.1 Document Analysis

Document analysis of primary literature from WVSA was used in order to understand how WVSA addresses sustainability. Background information on WVSA, as well as information on the Sponsorship Programmes which included details of the development projects in the community, along with financial documents outlining the amount and source of sponsorship funds, was analysed. There were two main purposes of this document analysis. First, it contributed to a greater understanding and a broad perspective on WVSA's history, with a focus on examining its strategies and programmes in relation to sponsorship and community development. Particular attention was paid to instances related to sustainability of development issues (such as capacity building, community participation, empowerment etc.). The second purpose was to assist in delineating a sample population for the in-depth interviews from both the WVSA staff along with those in the Khauhelo ADP community.

5.3.2 In-depth Interviews

In-depth interviews were also used for they provide a great deal of detailed data through the use of open ended questions that allow participants to express themselves fully (Weiss, 1995). This occurs through interpersonal engagement which can assist in drawing out issues of importance that arise in the course of the interview. Also, the data reflect people's

experiences and thoughts which are helpful in understanding the complex nature of sustainability.

There were two categories of interviews. The first group of interviews was with members of the WVSA staff. This included those involved in managing the Sponsorship Programme, individuals that facilitate development projects in the communities, and the main facilitator in the community (ADP Coordinator). The interview schedules were created specifically for this research and explored the challenges of development sustainability, individuals' understanding of sustainability and how it is addressed, and the issues associated with donors in financing development projects. These interviews took place at either the WVSA office in Florida, Johannesburg or in the Bloemfontein field office.

The second category of interviews was of community members in the Khauhelo ADP. Access to this community was obtained through the assistance of WVSA who gave their permission to interview community members for this research. The participants consisted of community members involved in development projects funded by sponsorship, along with local ADP council members. These individuals were chosen since they were in the best position to describe the development processes taking place in their community and provided information regarding the sustainability of their projects. By examining this perspective, the sustainability of development projects was assessed. The general themes for the interviews included their knowledge of development projects, their level of participation and ownership in development, issues concerning dependency and their views on challenges and solutions for sustainability.

5.3.3 Sampling

Permission to access participants in the Khauhelo ADP was obtained before hand through the WVSA office in Johannesburg along with the management at the WVSA Bloemfontein office. Participants in the Khauhelo ADP were chosen through the use of purposive sampling during a meeting of community members involved in community development projects. Community members were given an introduction to the study and were asked if they would like to participate. Although this may not provide a representative proportion of the population, time constraints and opportunities to access the community limited the ability to interview a more representative sample. A selection bias may also have been present when identifying participants, since they were chosen based on their willingness to participate in

the study. Due to the amount of time, six community members were interviewed, one of which was a member on the local ADP council.

Three staff members from the Khauhelo ADP office were selected for participation, one was a senior staff member and the other two were in more junior positions, and a senior staff member from the WVSA Johannesburg office was interviewed.

5.4 Data Analysis

All of the data collected from both methods was qualitatively analysed in relation to the notion of sustainability of development. For the document analysis, the themes and categories of development issues and types were examined. For the in-depth interviews, the categories of coding for this data were connected to concerns of sustainability, dependency, participation, empowerment, capacity and ownership. These themes were linked to the research objectives along with the theoretical framework provided for the literature review to address the research questions.

5.5 Ethical Considerations

All of the information gained from the interviews was undertaken with full cognisance of the ethical responsibilities towards the participants. Participants were all provided with information regarding the purpose of the study and how their contribution would assist in creating a final report. Verbal informed consent was sought from each participant and a Participant Information Sheet was provided to interviewees. The community members were guaranteed confidentiality through the use of pseudonyms and verbal consent for voice recording for all participants was achieved.

5.6 Research Limitations

One of the main limitations of this research was due to time and cost constraints which did not allow for more cases to be analysed to better address the research questions. Therefore, generalisations outside of this case study may not hold. However, while additional cases were not examined, the case that was analysed did provide adequate information to attend to the research questions.

Another limitation was due to the relatively new staff at the Khauhelo ADP. A number of the staff had been in their position for less than a year. This made acquiring certain

information regarding history difficult. It also limited the amount of information obtained by certain interviewees which resulted in possible over reliance on a few, more knowledgeable sources.

When interviewing the community members, time was a factor, as the interviews were taking place concurrently with a WWSA community meeting. This made it difficult to speak to a large number of community members as each interview lasted for about 30 minutes. After the meeting, community members were anxious to leave and so it was difficult to interview a larger number.

It is also possible that the interview questions may not have been exhaustive of all aspects important to the research questions. However, the researcher made the necessary adjustments to the questions after an initial interview in order to gain more information relevant to the research questions. Related to this concern is the problem with participants providing socially acceptable answers. It is possible that the community members may have felt compelled to respond to questions posed to them regarding WWSA in a positive manner. While it was made clear to the community members that the information they provided would be confidential, it is possible that the interviewees were not overly forthcoming.

Chapter 6: Presentation and Discussion of Findings

This chapter mainly focuses on the presentation and discussion of the research findings in relation to literature and the theoretical framework previously discussed, and in accordance with the research questions and objectives of the study. The findings are presented and discussed in two sections. Section A summarises data from the document analysis and the interviews of both WWSA staff and the Khauhelo ADP community members. This section highlights some of the key themes present from the data collected to provide a background to the following section. Section B describes the findings in the research study in specific relation to the research questions. The various themes that emerged during analysis of the data are presented under the applicable research questions.

6.1 Section A: A Reflection on the Data Collected

6.1.1 Description of Terms

It is important to begin this section by highlighting how various terms are defined in the documents and interviews. This will provide a better understanding of how these concepts are understood by the organisation and the community members.

Sustainability

In examining the WV Transformational Development Core Documents (January 2003), sustainability holds a prominent place. Sustainability is defined as follows:

Sustainability implies that people at different levels, including family, government, church, civil society and other stakeholders, continually maintain, improve and replicate positive changes that are achieved through Transformational Development, without compromising the welfare of future generations. Sustainability is not synonymous with self-sufficiency, but demands interdependent and empowering linkages with different development stakeholders. Sustainability, from a holistic perspective, includes the following domains:

- a) Spiritual: Freedom to grow in relationship with God and live out values appropriate to the Kingdom of God. A key element of this freedom includes knowing God through faith in Jesus Christ and the freedom to grow in this relationship with God within one's own ecclesiastical identity.

b) Psychological: Communities, families and persons have a lower threshold of tolerance for poverty with an improved sense of self-worth and abilities, ‘adequate’ worldview and capacity to continually exercise influence at policy levels, based on ethical and moral values.

c) Social: Acceptance and ownership of change by different groups that have an interest in the community, and their capacity to sustain further changes. This would include aspects such as cultural relevance, human resources and organisational capacity of communities, including influence of local public policies, structures and systems.

d) Economic: Capacity to address the economic underpinnings of poverty by generating assets, ensuring access to resources and increasing the ability for security that are required to sustain development changes.

e) Environment: Preserving and developing natural resources without compromising the welfare of future generations. (p. 25)

This definition goes beyond the standard economic, social and environmental sustainability to incorporate spiritual and psychological features. Sustainability is seen as a holistic process which requires direct community involvement and ownership and the need for “independent and empowering linkages with different stakeholders” (p. 25). This is also evident in one of the interviews with **Senior Staff Member A**, who mentioned that,

“...we are pushing so much to build upon and empower community structures that are already there...the community now has to show an effort...”

This highlights the importance of building upon local community structures so that the community can take the next step forward in their development once WVSA leaves the community.

When speaking with the staff members on the topic of sustainability, it was asked if the Khauhelo ADP community members know that WVSA is leaving the community in 2017 and if the community members understand what is expected of them once WVSA exits, **Senior Staff Member A** responded,

“...a large number of them know, it is mentioned in every meeting. But there may be others that do not know exactly but they do know that at some point it’s [WVSA] going to

go...and it is expected of them to be able to run their own interventions and move forward with them without being helped...”

The notion of sustainability is often discussed in community meetings to remind the community that these projects are theirs to foster. It also works to emphasise the importance of utilising WVSA resources now while they have the chance in order to promote the sustainability of their projects (**Staff Member B**).

The community members that were interviewed were also asked the same question regarding their knowledge of the departure of WVSA in 2017 and all of them recognised that WVSA would be departing at some point as illustrated by **Community Member A**,

“World Vision is leaving in 2017 I think... but I think my business will continue...”

When discussing sustainability with the community members, it was viewed more in financial terms. When speaking of sustainability, they focused on having their development projects continue to bring them economic benefits to support themselves. For example, **Community Member A** described how she started her sewing project because she was unemployed and had no means to support herself. Through WVSA assistance, she was able to gather the equipment and materials necessary to further her business. This business now functions as her means of financial support for herself and her family. When sustainability was mentioned, she focused on continuing to develop her business to make more money to buy additional materials and to employ others to assist her while helping others. **Community Member B** also mentioned how WVSA has imparted knowledge regarding how to promote sustainability of their projects,

“We know that we have to have bank accounts and then we put something inside so that when they [WVSA] leave, we don’t struggle.”

The community members interviewed seem to be aware of their role in continuing their projects and furthering them once WVSA leaves.

Sustainability can be classified as a priority for WV as it is clearly defined in a number of documents, understood by the staff and frequently mentioned to community members to ensure that they understand their role once WVSA exits the Khauhelo ADP.

Community Participation

Participation, like sustainability, is a term that is found frequently in WV documents. It is listed as a key development indicator for WV and is defined as follows: “Community

participation means that men, women, boys and girls perceive they actively participate in all aspects of their development, with particular focus on programme planning, implementation, monitoring and evaluation” (WV Transformational Development Core Documents, 2003, p. 11). Associated with this definition is a statement taken from one of the key pieces of literature used by WV to formulate its development concept. Bryant Myers in his work, *Walking with the Poor* (1999), writes, “If the development story belongs to the community then local participation is demanded as an acknowledgement of this fact ... by any measure, local participation is a critical success factor for transformational development” (p. 147). These passages highlight how community participation that includes all age groups is strongly encouraged when carrying out development work.

Participation of the community was also mentioned as a key component for sustainability by all staff members interviewed. **Senior Staff Member A** highlighted an important point regarding the contextual nature of participation,

“...it is very contextual, it depends on what you do and at what time in the community...taking part in the training that we provide and the meetings in the community...when you call a meeting they turn up in large numbers it tell us that yes, that there is participation somehow...”

Senior Staff Member A also mentioned how participation varies in different sections of the community where some wait for WVSA to come in and host a meeting, while others have taken the initiative to hold meetings when they feel it is necessary. Participation does exist in the community but in different forms and levels.

The community member’s view of participation seemed to revolve around taking part in trainings (business, management, financial and specialised skills), attending meetings and filling out reports on their projects. It is through these activities which ultimately benefit their development projects that they are participating.

Philanthropy – The role of Donors in Sponsorship

Donors play a role in the development process through the Sponsorship Programme. They become involved by creating “a partnership with children, families and communities working to develop better lives” (WV Transformational Development Core Documents, 2003, p. 15). The donors are able to foster relationships with those they are supporting through correspondences, monthly updates and gift giving. By developing awareness and concern among the donors of the challenges the children and the community face, the donors

become part of the process of development to help alleviate the problems and to achieve sustainability (Framework for Donor Transformational Development, 2004, p. 5).

From the interview with **Senior Staff Member B**, regarding the number of sponsored children in Khauhelo ADP, it appears that the number is based on the amount of funds collected from the individual sponsors that will support a child. **Staff Member B** mentioned that,

“We always have a 2% reserve of children over the budgeted amount...in case the sponsors drop and some of the kids are no longer sponsored.”

This means that the funding for the community development projects each year can vary based on what is decided by the support office where the sponsors are located and in conjunction with WVSA.

6.2 Section B: Presentation and Discussion of Findings in Relation to the Research Questions

This section will present and discuss the results that are found to be relevant to the research questions. The secondary research questions are addressed first, and the answer to the primary question follows.

6.2.1 Secondary Research Question A: What mechanisms does WVSA have in place to ensure that the projects funded by the Sponsorship Programme will continue after WVSA leaves the community?

The information gained to answer this research question was obtained from analysis of WVSA documents, corroborated by staff members working at the Khauhelo ADP to determine how the policies were put into practice, and verified by community members. While the Khauhelo ADP has 54 community development projects, this question focused on the mechanisms that would be applicable to most or all of the projects.

Many of the mechanisms that were operating in the community related to the principles listed in the community development literature regarding sustainability. The mechanisms that were determined to be at work in the Khauhelo ADP are described below.

6.2.1.1 Participation

In analysing the information, one of the key themes which can be seen as a mechanism for sustainability is community participation. As described above, it involves the mobilisation of all age groups. There are two major types of participation that were evident in the Khauhelo ADP, related to some of the methods of encouraging sustainability mentioned in the literature review. There was participation in the identifying and formulating of development projects, and participation in the monitoring and evaluation of projects. These forms are further described below.

Participation through identifying, formulating and implementing development projects:

In order to become involved in a community development project that is supported by WVSA, there is a process community members must follow. This process is embarked on at the initiative of community members, since WVSA does not attempt to impose projects in a top down fashion on the community.

The community members that wish to start a project must first identify the project they would like to undertake, be that sewing, catering, agriculture, etc. It is then up to this group or individual to develop a preliminary project plan that outlines the purpose of their projects, the materials required and the community members that will be involved. At this stage it goes through a local ADP committee meeting to determine the feasibility of the project. Community members can be called on to explain their project if it is unclear, and the ADP committee either approves, denies or suggest changes. Only then are these proposals presented to WVSA who reviews them to determine if the projects are sustainable, based on their WV definition, and if they have the resources available to support them.

As this process highlights, it is only through active participation and initiative taken by community members that they can take part in the projects. It is the individuals themselves that have identified their own needs and chosen their solutions, such as developing an agriculture project for the purpose of providing food for their family, or a sewing project to gain income. An example of this was given by **Community Member B** who described how a sewing project began, before it was brought to WVSA for further assistance,

“I asked how can we start this? The sewing people suggested to pull out 25 Rands to buy poly cotton material... to start something with the people who’ve got machines, then they carried on.”

This example illustrates how these community members came together to develop a project based on their need to gain income.

The process which WVSA has set up for their community development projects, and its focus on community initiative to design it is congruent with much of the literature on making community development sustainable. As Ife (1995) noted, one of the key ways to promote active participation and ultimately the sustainability of development is by ensuring that the people themselves identify the needs which they consider most important. This cannot be done by outsiders who do not fully understand the context of the community and the problems they are facing. A bottom up approach which does not rely on outside experts but rather involves the participation of beneficiaries in project identification and design has been heralded as a key feature for sustainable community development (Mansuri & Rao, 2003).

From the information gained in this research, the role of WVSA cannot be seen as one of an outside implementer, but rather as a facilitator. **Senior Staff Member A** confirms this by stating that

“...we only facilitate, if [the community] they show interest, we build on the potential that they have and we build on the possibility of sustainability...”

This facilitation puts control in the hands of the community members to promote their own development. The document entitled, WV Transformational Indicators on Community Participation highlights this role as well,

Our role is to enable local people to do their own investigations, analysis, presentations, planning and action, to own the outcome, and to teach us, sharing their knowledge. We "hand over the stick" and facilitate "their" appraisal, presentation, analysis, planning, action, and monitoring and evaluation (p. 8).

Based on Arnstein's (1969) model of participation, the type of participation fostered through this process is one of citizen power where it is the community members who decide on what needs are relevant and how to meet them. WVSA is present to assist with this process and provide the necessary support and encouragement to the community members.

Participation through the project monitoring and evaluation process:

Not only does participation occur through project initiation and design, but the monitoring and evaluating process also requires the assistance of community members. As community members are being asked to track their projects, they are examining the

challenges they face and future challenges they may confront, the strategies that have worked well and those that have not, and they also monitor their financial status. By gathering this information themselves, they acquire a strong sense of what is required to succeed. While WVSA is still in the community, they can bring any concerns they have realised to the attention of the organisation and request assistance. Monitoring and evaluating by the community is mostly done in the form of monthly reports submitted at the community meetings. This gives everyone the chance to discuss their projects and concerns in an open and supportive atmosphere.

Community Member A mentioned the importance of this process,

“What I like about World Vision is that they are coming after us. Like today they called us for the meeting. They didn’t say you must come to the meeting... they just said that we should come to the meeting with our report, to tell them what did we do and how is the business doing...and that makes me want to come. When I think that the month is ending, I think did World Vision meet today, and what are they going to need. I must do the report”.

This example shows the importance that is placed on completing the monitoring and evaluation report and the manner in which it is requested by WVSA. It is not seen as a stern request, but the community member acknowledges that it is important for their project to come and discuss their progress.

From the data presented above, there is a strong sense of initiative and active participation of some members in the community development projects. As Swanepoel and de Beer (2006) mention, there is a difference between participation and involvement. The Khauhelo ADP community members do not seem to be taking part in development in a prescribed way, but are mobilising to participate in all aspects of the project from decision making and planning, to the implementing and evaluating stages. This participation in their projects is essential, as the central tenet of sustainable development is that “poor people should be given the opportunity to create their own solutions to the problems they face” (Reading and Soussan, 1989, p.153). In this situation, the Khauhelo ADP community members are provided with the opportunity to take charge of their situation, while WVSA stands back and supports them when it is required.

6.2.1.2 Capacity Building

Sustainability literature has strongly focused on the need to develop the local social capital to maintain performance of the programme over the long run (Pretty, 2002; Reij & Waters-Bayer, 2002). WVSA has addressed this concern in two ways. Firstly, WVSA has worked with the Khauhelo ADP community to strengthen their individual capacity through education, technology, networking, and skills training related to their development projects. Secondly, building the capacity of local institutions has been a priority, especially in relation to the ADP committee. These two areas are further examined below.

Building local community capacity:

WVSA has provided a variety of training to the Khauhelo ADP community on areas such as business management, marketing and specialised skills trainings. Many of the community members that were interviewed listed the training as one of the key ways to assist them in making their projects sustainable. For example, **Community Member A** stated,

“World Vision must guide me....maybe in my financial work I am not doing okay. World Vision can help me there. They have the workshops here, and they can help me with the workshops for financial help, or marketing or resource management.”

Community Member C also mentions the importance of having more training,

“In fact we need more training...people are interested [in training] so much.”

Community Member C found that one of the challenges that their project faces is the need to be employed on a more regular basis and that training that relates to marketing or proposal writing would be ideal to help advertise their project. **Community Member D** found that the specialised skills training was the most useful when she began her catering project,

“The training that World Vision has given us is catering, we were learning to prepare breakfast...like they show us how to make salad...”

The primary finding from the community members was that training was essential in the initial start up of their project to obtain proper skills, in helping them promote their project to gather new business and funding sources, as well as for furthering their project in the future. Providing the training and educating community members in certain skills to improve their business is related to the last principle by Swanepoel and de Beer (2006) for community

development. The training does not act as a relief effort to stave off poverty but rather transforms people by giving them the necessary tools to develop their projects into long term, sustainable, income generating businesses.

Building the capacity of the community is also valuable for sustainability as education and skills can be passed to others willing to learn even after WWSA exits the community. Community members can share with one another how their projects began and how they managed to produce sustainable businesses. However, there are two major challenges which can affect this process. First, if community members are not willing to share information, the education and skills become locked in with a select few people. Second, if the skills acquired in training are not being utilised, capacity among the community cannot be built. While over all, the Khauhelo ADP community members seemed positive about the importance of training for sustainability and their interest, **Community Member B** had a different opinion regarding the community,

“...the first people that get the information, they will hide it for themselves, they won’t share it.”

Community Member B, who is also a member of the Khauhelo ADP committee, found that while people may attend the training, they are not utilising these skills in their projects,

“We always think about training, we thought that it will improve, but it’s not in here [points to her heart]. You just attend it and when you come out of there you aren’t going to do anything with it.”

When speaking with the WWSA staff regarding this issue, **Senior Staff Member A** acknowledged that these issues are present in the community,

“...40% of what they are being trained on can be seen on the ground. 60% is somehow lying behind laziness, lack of confidence, lack of real drive to go and do...participation needs to be meant.”

Senior Staff Member A believes that what they need to improve on is the monitoring of how the training is used to help develop contextual solutions on to these issues,

“...to some extent they are making use of the training, but we need to develop a better tool that will help see that these trainings are being put to good use.”

While there are obvious challenges in building local capacity, WWSA has made an effort to supply the community members with tools required to turn their project into a sustainable

business. By providing the community with these tools, it functions to address not only their concrete needs such as income for food, but also abstract needs such as happiness, self-reliance and human dignity, which Swanepoel and de Beer (2006) find is an important principle in community development and ultimately, sustainability. Community members can take pleasure in seeing their projects progress while knowing that it is a result of their own efforts.

Building local institutional capacity:

Building upon and improving institutional structures is an important aspect of sustainability, as it is these institutions that will remain once external assistance has been removed. Institutional capacity must work in connection with the building of local capacity of the community in order to create effective institutions. One way which to foster this capacity is through the development of ADP committees.

ADP committees of Khauhelo are local structures which operate in most sections of the Botshabelo region. The committee consists of community members from sections of the community, elected by the relevant community members, with a nominated chairperson and secretary. An executive committee is also elected by the people, including community member representatives along with local government councillors or past government All committee members work on a strictly, voluntary basis. The ADP committee meets once a month and provides a forum in which the progress, problems and achievements of the various projects are discussed. It is through this forum that new development projects are presented and evaluated in order to determine if they are viable. The forum also provides a link between the ADP, World Vision and the local council (Kelsall & Mercer, 2003).

It is expected that once WWSA leaves the community, ADP committees will drive development in the community. It will be a solely community initiative at that point and it will be up to the ADP committee to locate new funding revenues, assist community members in their projects and continue to build capacity in the community. **Senior Staff Member B** confirmed this by saying:

“It is from that committee [ADP] that you need to have the leadership that will take the projects ahead.”

One of the committee’s goals is to establish a network for resource generation by fostering partnerships with donor agencies, government, NGOs or community based

initiatives (WV, 2009). This is congruent with Milen (2001) who states that for institutional capacity to develop, genuine, long term partnerships where there is a “consultative and a collaborative process” are required, with “strong communication between partners” so that there is a “clear understanding of existing and future capacities required” (p. 2). **Senior Staff Member B** noted a positive example of how an ADP committee was able to flourish after the phasing out of WV from the community,

“They brought in a future leader and continued the projects by gaining other grants etc. through proposal writing. They purchased tractors that they can hire out for gathering more income for development. But it’s truly a community project.”

However, one of the challenges that this committee can face, is internal conflict, which can hinder the development process. When asked about unsuccessful ADP committees and the problems they faced regarding sustainability, **Senior Staff Member B** brought this concern forth,

“The community was already fighting...there was a change of leadership in the ADP committee. The people that came in towards the end, because they had not been walking with it, World Vision and the other coalitions all along, when World Vision moved out or was about to move out they saw it as an opportunity...some would steal, some would fight over certain projects, ownership...”

This example highlights the importance of ensuring that there is a sense of ownership in the community, not only for the community development projects themselves, but within the ADP committee, so that it can continue to function when WWSA phases out of the community. While building the capacity of this structure is beneficial for sustainability, it is also necessary that existing structures such as the local councils are incorporated and networked with the ADP committee. **Senior Staff Member B** stated,

“...at times they [ADP committee] work with the local council, the council is a local structure. At times, it’s not very wise to come up with a new structure. We have to look at what the current structures are that we can actually work with.”

This relates to one of Milen’s (2001) components for building sustainability where he emphasises the importance of understanding the context specificity of capacity and its development. WWSA must appreciate the local structures that exist in the community and if they are functioning well, they must continue to promote and support the capacity of these structures. This assessment is normally done during the assessment and design stage of the

ADP, but it should also be examined during the subsequent phases in the event that new structures have become more effective and popular with the community.

6.2.1.3 Empowerment

Related to both participation and capacity building is the notion of empowerment. This concept is also present in a variety of WV documents in relation to the empowerment of the poor, children and communities.

Presence of a culture of participation with families and whole communities empowered to influence and shape their situation through coalitions and networks at local, national, regional and global levels, based on mutual respect, transparency, and ethical/moral responsibility. (WV Transformational Development Core Documents, 2003, p. 4)

This is a mechanism for sustainability, for giving the disadvantaged more power to make decisions that affect their future, leads to a community that has the potential to take control of their development when external assistance has been removed. From the information gained by the staff and the community members, the Khauhelo ADP community seem to be on the path of generating a feeling of empowerment.

When analysing the information based on the types of power that Ife and Tesorerio (2006) describe, one of the strongest types of empowerment come from the ability of the community to have power over defining their own needs. The Khauhelo ADP community members are able to draft their own projects based on what they feel they require.

Community Member A confirmed this by saying,

“...I already had my sewing business before I came to World Vision but I needed more machines. So I made a plan and it was approved by them.”

This is also supported by WWSA as **Senior Staff Member A** states,

“...unleashing their potential, we motivate that. If it's working and happening, we fill up the gaps and support them.”

WWSA's role in this process is minimal as the proposals are initially sent to the ADP committee for approval, which is comprised of community members. Also, in terms of defining needs, in the assessment and design phase of the ADP, there is participatory research that takes place with both WWSA staff and community members in order to provide

background information about the context in which the ADP will be operating. This connects strongly to another type of empowerment by Ife and Tesorerio (2006), which is power over resources. WWSA focuses on this aspect considerably as WWSA functions to supply resources to the disadvantaged. Opportunities for education and growth are provided to those who require it the most. Equipment and other resources are distributed to redress the inequality of access to resources which is prevalent in the community.

When interviewing WWSA staff on the notion of empowerment for sustainability, one of the primary responses related to the need to empower community members to own their projects. This mechanism for sustainability is described in the following section.

6.2.1.4 Promoting Ownership of Development Projects

Listed as one of the first principles of WV's Transformational Development policy (2003) is community ownership.

Because Transformational Development is the responsibility of the people themselves, actions are taken that empower the community and all of its members to envision, plan, implement, monitor and evaluate the programme in an interdependent relationship with World Vision, local governments, businesses, churches and other NGOs. World Vision provides technical support, funding and technical oversight. (p. 1)

Promoting ownership requires all of the previous mechanisms of participation, capacity building and empowerment in order to function properly. Community members need to participate actively, to gain the skills necessary to further their development projects in a sustainable manner, and to feel as though they hold the power to change their own lives. Only by having these mechanisms for sustainability work together, can community members feel as though they own their own development. The ADP is organised in such a way that ownership is specifically promoted. This can be seen in the three phases of development:

Assessment and design phase: ADP is externally facilitated and supported

Implementation phase: ADP is locally managed and externally supported

Transition phase: ADP is locally managed and locally supported

This process allows for a gradual shift from WWSA assistance to complete ownership by the ADP community. The result is a community that is able to manage their own development and has the ability to seek out and create their own funding sources through the

partnerships and alliances they have made. This relates to Swanepoel and de Beer (2006) who find that if ownership is not transferred to the community members at the beginning of the project, is it very difficult for the community members to remain involved and willing to accept responsibility when it is handed over to them. The approach that WVSA takes in cultivating ownership of community development projects is by laying the responsibility on the community members for their own project design, presentation, implementation, and monitoring and evaluation. **Senior Staff Member A** along with **Staff Member C** also recognised that ownership is an essential means for creating projects that will outlast WVSA involvement in Khauhelo ADP. When asked what is required for sustainability **Senior Staff Member A** responded,

“Ownership of communities. Complete ownership. Community structures are linked to their development, we only facilitate. If we empower them and build their capacities, they’ll be able to stand up...we will do and support whatever we see already that is being owned and given direction by the community themselves.”

In the current stage of the Khauhelo ADP community, it is difficult to determine how the process of ownership is developing. Many of the community members are still in the beginning phases of their projects and require resources from WVSA. However, there are some, such as **Community Member A** that received a sewing machine in the past two years to expand her sewing project and since then has been able to develop the project into a thriving business making uniforms for schools in the community and even in Bloemfontein. She registered her business with a partner, and the two of them, with a number of assistants, have been running the business. This is a clear example of a project in which the community member has obtained a sense of ownership and it has resulted in the making of a sustainable business. It is this type of outcome which WVSA attempts to achieve.

6.2.1.5 Conclusion

From the information gained in this research, it is clear that the main mechanisms which WVSA uses to promote the sustainability of the community development projects in the Khauhelo ADP involve:

1. The active participation of community members through project design and implementation along with its monitoring and evaluation

2. Building local capacity of community members through training and workshops along with building the capacity of local institutions and structures such as the ADP committee
3. Empowerment of people in the community through power of needs definition, ideas and resources
4. Promotion of ownership of community development projects through ADP design and laying the responsibility of the projects on the community members from the start.

These four mechanisms will allow not only the current development projects to be sustainable, but also set the foundation for the development of future projects to allow the Khauhelo ADP community to proceed on the path of development.

6.2.2 Secondary Research Question B: What are the challenges that have been identified which make sustainability problematic and how are they being addressed?

Identifying the challenges that make sustainability of community development projects difficult in the Khauhelo ADP is important for understanding the aspects of philanthropy that can affect sustainability. Identifying what challenges exist, and how they are being addressed, assists in determining what is still required to promote sustainability in projects that are supported by philanthropy. Five main challenges have been identified through the field work in the Khauhelo ADP. Some of these issues concern the community itself, while others focus on the operation of WVSA. These challenges are described in further detail below.

The first challenge that was identified relates to the scope of operation in the Khauhelo ADP. WVSA functions in all 18 sections of Botshabelo which means that about 175, 000 community members are beneficiaries. **Senior Staff Member A** also listed this as a concern,

“The impact would be even more sustainable if we only work in 9 sections and not 18 sections.”

By operating in such a large population, it may spread out the benefits across a greater number of people, but this means that fewer resources can be provided for each community member. This can impact on the function of the mechanisms for sustainability as it may be more difficult to empower a large number of people and build their capacity without sufficient resources or time. This challenge was also indirectly brought up by **Community Member B** who mentioned that,

“...the follow up job. World Vision should be behind every group, and not just after 3 months because if you take a longer time without visiting people, they go, they drown.”

While WVSA does provide time for community members to foster their own projects, this statement may point to the larger issue of insufficient resources to deal with a large population. If the community does not believe that the programme will be successful and that they are being supported, they will have little incentive to participate; the lack of participation will influence their level of ownership and ultimately the sustainability of the project (Ife & Tesoriero, 2006). However, in the Khauhelo ADP, the management has recognised this issue and has decided to support only a limited number of community projects for which they have the necessary resources. In this sense, having 54 projects that are adequately supported may be more beneficial and sustainable than a larger number that cannot be properly handled by WVSA.

A second challenge for sustainability which also coincides with challenges of philanthropic funding that was witnessed in the Khauhelo ADP community was avoiding the creation of dependency on aid. **Senior Staff Member A** calls it the ‘*handout syndrome*.’ In a sense, what is meant by the handout syndrome is that community members are participating in community development projects now, while they are getting something for free from WVSA, be it equipment, training or other resources. The challenge is ensuring that once this assistance is removed, that participation does not just fade away but instead the project remains sustainable. Some of the indications for this dependency were seen in the interviews with both the community members themselves and with WVSA staff. **Community Member B** mentioned that,

“The problem is after they get given the things [equipment/resources]...they are only waiting for another meeting to be called, and that meeting should be the meeting that says they are going to get something.”

From the information obtained during the research, it is possible that one of the reasons that this community developed this mindset is due to past WVSA policies and management in the community. When the WVSA first began operating in Khauhelo, they embarked on a Community Development Project Approach (CDP). This type of approach was project based, but in a very top down managerial style which did not allow for much participation from the community (Mndebele & Thunde, 2006). CDPs did not have an elaborate programme design or monitoring and evaluation documents, and projects were initiated with no or very minimal

baseline data. Sometimes a CDP would have no formal evaluation during for its entire lifespan (Mndebele & Thunde, 2006). This was mentioned by **Senior Staff Member A** who found that due to this style of project management, the community was not familiar with active participation and project ownership once the ADP approach was implemented in 2002. Community members still had the mindset that resources would just be given to them and they had little input in the matter. Swanepoel and de Beer (2006) note that by not giving ownership to the community members from the start, the acceptance of ownership from the community later on will be problematic. It is this previous structuring of the projects which has affected the current mechanisms of sustainability. **Community Member B** also highlighted this challenge in the unwillingness of community members to initiate or become involved in new projects that are not guaranteed success,

“...when you say ‘this can maybe happen’, the community won’t follow you....they will only follow you when you say ‘here, here’s the thing, it is for sure, let’s go’ then they will follow.”

This challenge relates to how philanthropic activity has affected development programs in the past. When traditional philanthropy is carried out, it often involves mitigating the impacts and attending to the symptoms of a problem in a short-term, simple solution manner (Katz, 2005). The funding is used as poverty relief, but not as a poverty eradication scheme. There is little planning for sustainability of the projects or a long term perspective as the current situation is of primary concern. This means of funding and project design is detrimental for sustainability. It can foster the type of handout syndrome which is evident in the Khauhelo ADP. It is essential that when philanthropic funding and planning is utilised for the purpose of promoting sustainability, that it relates more to social justice philanthropy. Social justice philanthropy in contrast to traditional philanthropy takes a more holistic, contextual, rights-based approach which functions in a bottom-up manner to facilitate the active participation of beneficiaries in determining solutions to their problems, and it operates under the belief that the poor need to be empowered to change their circumstances (Moyo, 2005). The ADP approach is more akin to utilising this type of philanthropy in their Sponsorship Programme and ultimately in how it is used in the community development projects, as is evident in the policies WVSA have created and the manner in which they view the community members.

In order to address this challenge of the handout syndrome, WVSA staff stated that it is important to educate the community for the reasons that WVSA is operating in the Khauhelo

ADP, and make it more clear to them how WVSA operates in the ADP to foster development. **Senior Staff Member A** stated,

“There is a need to reprogram the community to make them aware that we are not here to provide 10 000 Rand, but we are here to work with you...”

This is a concern that requires attention, for without the understanding and participation of the community, the development projects will lack the key mechanisms to make them sustainable.

A related challenge for sustainability which was mentioned by the community members is WVSA management turnover. Community members mentioned how new staff keep appearing, each dealing with the community in a different way. Many of the current WVSA management at the Khauhelo ADP are relatively new, having joined within the past few years. **Community Member D** mentioned how things were changing,

“Before the management was favouring people. But now the new management is more open minded.”

Maintaining strong organisational capacity is also essential for sustainability as frequent changes in the staff dealing with the community can result in the formation of poor relationships. Trust and understanding need to be developed between both parties, which takes time. By altering these relationships, community members can lose faith in the organisation, along with their willingness to participate in the projects, especially if they feel that their participation is not valued (Ife, 1995).

To address this challenge, WVSA staff members in the Khauhelo ADP are becoming more active in the community, and are building relationships with the community members. While it is difficult to anticipate when staff members will leave, it should be the responsibility of the organisation to have a transition phase which will assist the community members in understanding what changes are taking place.

The fourth challenge for sustainability which was also addressed by the community members is the problem of information sharing. Community members felt that information regarding WVSA functioning in the Khauhelo ADP in relation to meetings, and resources, are not spread among the community members. **Community Member B** stated,

“The reason why World Vision didn’t get strong in the community is because of the information hiding. The first people that get the information they hide it for themselves. They don’t share it.”

The feeling among the community members interviewed was that people in the community are not open with one another. There is distrust and latent hatred among the people. One reason for this could relate to the nature of Botshabelo’s formation and the various ethnic groups which reside in the community. There is a strong need for community building which will provide for better access to information for all those interested in promoting sustainability of their projects.

Addressing this challenge of information hoarding can be a difficult task for WVSA. **Senior Staff Member A** mentioned the importance of having open meetings to allow community members to attend freely to gain information. Development workers in the field are also present and can be approached if the community has questions or concerns.

The fifth challenge relates to the concerns of funding, which is a problem that many development organisations face. There are two aspects to this problem. The first concern is one which many donor funded projects must deal with and that is that funding for projects has the ability to vary from year to year. In the case of WVSA, the funding for the community development projects in the Khauhelo ADP arises from the Sponsorship Programme, which has donors from Canada and South Africa. Therefore, the operating of the development projects themselves is dependent on how much money is provided to the Khauhelo ADP each year. This can affect what mechanisms of sustainability are supported. For example, many community members mentioned that the training and workshops for capacity building are too short and infrequent. **Community Member C** mentioned,

“In fact we need more training...those people who were training us last month [on catering] told us that they weren’t given much time to train people, because they were given only two weeks and they told us that it was not enough. If it was four months or more it would be better...”

From the perspective of WVSA, they have budgeted a certain amount of funds for these purposes and it is difficult to have flexibility in operation when funds are donated. This is connected to the second aspect of donor funding and that is the problem of insufficient funding. Not having the funds necessary to supply the necessary resources for community development projects, or for the building of capacity, will influence sustainability. However,

WVSA has adapted to the situation by limiting the number of projects it supports, in order to target as many as they can reasonably support.

6.2.2.1 Conclusion

Based on the data collected, five main challenges for sustainability of community development projects in Khauhelo ADP have been identified. In summary, they are the following:

1. Too wide of a scope of operation of WVSA in the Khauhelo ADP makes it difficult to have a strong impact, and to have the adequate resources available for development projects and for the mechanisms of sustainability to see these projects progress into the future.
2. The handout syndrome in the Khauhelo ADP committee challenges sustainability by limiting active participation of and ownership by the community.
3. Turnover of WVSA management in the Khauhelo ADP can affect relationships between community members and WVSA, which can hinder their active participation and ownership in the community development projects.
4. Information hoarding by community members affects participation levels in the community development projects and the relationships among the community members.
5. Being donor funded through sponsorship can result in a lack of flexibility in operation, which can impact on the capacity building of community members.

These challenges allow us to understand what is required to improve the level of sustainability of the community development projects in the Khauhelo ADP.

The mechanisms identified, along with the challenges presented, are used in the next section to address the primary question of can philanthropy create development that is sustainable.

6.3 Addressing the Primary Research Question: Can Philanthropy Create Development that is Sustainable?

The central aim of this research was to determine if donor funded projects, by way of philanthropic funding, can encourage development that has the potential to continue after

external assistance has been removed. Through this case study of the Khauhelo ADP community, it can be argued that it is possible for sustainable development to occur while being funded through philanthropy. Two of the main concerns which prompted this research and were described in the literature review are based on the issues surrounding donor involvement, along with dependency on aid, affecting sustainability (Botes & van Rensburg, 2000; Thompson, 2003; Moyo, 2005). These two concerns were investigated in this case study and are further examined below.

Firstly, while the community development projects are funded through the Sponsorship Programme, which is a philanthropic form of funding, it was found that the role of the donor was not largely significant in determining the course of development. In terms of the individual sponsors in the Sponsorship Programme, the only means that they can be directly involved in the process is if they supply a community gift and specify that it be directed to the development of a certain project. However, based on the information from **Senior Staff Member B**, these community gifts are not prevalent in South Africa, though individual gifts to the sponsored children are more likely. The support office in the sponsors' country provides the funds for the development projects but does not ask that projects be selected for a specific agenda. Instead, the field office, in conjunction with the community members, are given the responsibility to conduct participatory research to determine what the needs of the community are, and to suggest possible projects which would meet these needs. In the case of the Khauhelo ADP, it was determined that income generating projects and food security/agricultural projects would be the most beneficial, based on the needs of the community; these are the projects that have been supported. This method is again congruent with a number of authors regarding community development and sustainability (Reading & Soussan, 1989; Mog, 2004; Swanepoel & de Beers, 2006, Ife, 1995). It is also consistent with the data collected from the community and the staff from the Khauhelo ADP regarding the role of the community in defining their own needs and developing their own projects. This highlights the limited role of the donor in the operation of the community development projects in the Khauhelo ADP committee, which suggests that this aspect is not a major obstacle to sustainability.

The second concern revolves around dependency on donor aid by the community. As the second secondary question found, one of the challenges for sustainability that was identified was the handout syndrome of the Khauhelo ADP community. This problem seems to have been occurring since before the ADP began to function. While the handout syndrome may

have began due to how Botshabelo was created during apartheid and the actions of the post-apartheid government which are paternalistic in nature, the use of more traditional philanthropy in the CDP approach seems to also have furthered this dependence. Community members learned that they were given resources, without monitoring. They were not overly accountable for the success of their projects and felt no desire to own the projects. As a result of this type of operation, the handout syndrome is still present in the community today. Even since a more social justice oriented philanthropy has been used in the community through the establishment of the ADP approach, the problem still remains. This illustrates the beginnings of a dependency on WWSA resources and it was mentioned by community members as limiting the community members' active participation and ownership of development. However, in spite of these concerns in the community, this research found that there are four mechanisms in place that were continually being attended to in order to facilitate sustainability. The first secondary research question highlighted the importance of participation, capacity building, empowerment and ownership. Ife and Tesoriero (2006), Mercado et al. (1998) and Narayan (1996) have all demonstrated through their literature the importance of these types of mechanisms in creating sustainable community development. It is these mechanisms that are needed to further development projects and initiate new projects once external assistance has been removed, in spite of the dependency effect found due to the type of funding. As long as the community is able to participate actively by defining their own needs, creating their own projects, having access to resources and owning their development, the challenges of being donor funded can be overcome. However, while it is possible to create sustainable development, it is important that additional challenges to sustainability are addressed to ensure that they do not hamper the positive mechanisms for encouraging sustainability.

6.4 Conclusion

From the findings, the mechanisms that promote sustainability and the challenges that the Khauhelo ADP faces in creating sustainability have helped to address the question of philanthropy's role in sustainable development. Overall, the findings of this case study point to a strong possibility that philanthropic funding for the community development projects in the Khauhelo ADP can create sustainable development projects through the mechanisms for sustainability that have been identified.

Chapter 7: Conclusions and Recommendations

In the previous chapter, the data were presented and discussed. Facilitating sustainable development has been shown to be a complex process which involves several factors. Sustainable development is complicated to achieve on its own and adding the dimension of donor funding and the challenges it presents makes it more difficult. To determine if philanthropy can create sustainable development, the Khauhelo ADP community was examined. This chapter assesses whether any conclusions for the research question can be reached, based on the case study. Also, recommendations for sustainability and for areas of future research are suggested.

7.1 Philanthropy and Sustainable Development

Challenges regarding funding and donors will always present themselves when operating in the development arena. What is important to understand is how these challenges can be overcome, and by what methods, in order for sustainability of development to be possible. In the Khauhelo ADP, it was found that while the issues regarding the philanthropic donor agenda do not play a large role in the functioning of development in the ADP, the other known challenge of dependency on aid was evident. By examining the WWSA documents and interviewing WWSA staff members, it became clear that WWSA has attempted to overcome this challenge. They have organised their functioning in such a way that sustainability of development is a key priority. In the Khauhelo ADP they continue to educate the community on the ADP structure and how they are striving to facilitate development that will surpass WWSA functioning in the community. WWSA does not focus only on encouraging developing projects that will succeed in the short term, but will have long term potential and become sustainable. The mechanisms of participation, capacity building, empowerment and ownership are continually developing in the Khauhelo ADP. The long term time frame for WWSA operation in the Khauhelo ADP of 15 years also provides the time to strengthen these mechanisms, and to continue to improve their operation so that they are most effective. While generating these mechanisms in the community has also been shown to be fraught with difficulty in some situations, WWSA continues to learn from the community on how best to address sustainability concerns.

From this case study, it is clear that the funds from philanthropy come from a variety of sources, such as individual sponsors, which works to the advantage of the community. By collecting funds from a number of sponsors, it allows for less intervention by the sponsors and provides the opportunity for more community development to take place. Fewer demands are put on the community, in terms of how the funds should be spent or the goals that should be reached. It gives the community the chance to make these decisions, with the facilitation of WVSA.

When formulating this research, it was thought that there would be a more noticeable difference between how philanthropy and other sources of donor funding affect implementation styles, which ultimately impacts sustainability. However, when examining the literature that has been published on the influence of donor funding on sustainability, the philanthropic funding in this case study functioned in a similar manner. It was found that when donor funding is being utilised to finance development projects, it is important that the agendas of the donors do not impede the development and strengthening of the mechanisms for sustainability. Where philanthropy did differ from other donor funding was in the influence the direct donors have in the development projects. In this case, the philanthropic funding arose from a variety of sources, which did not allow for individual sponsors to have a direct say in the running of the development projects, and their ultimate sustainability. However, other sources of funding often have donors that become actively involved in the development process, which can be harmful if the agendas of the donors are not compatible with the beneficiaries. In the end, it was found that what is most important for sustainability is that the mechanisms of participation, empowerment, capacity building and ownership are fostered, regardless of the type of funding that is being used.

In addressing the larger question of philanthropy and sustainable development, this case study has illustrated that when the mechanisms of sustainability are in place, sustainability can be promoted. While dependency may occur, educating the community and cultivating active participation, building the capacity of the community and the institutional structures, empowering people at all levels to make ownership a reality, can function to meet this challenge. Therefore, this research has provided further evidence that philanthropy can facilitate development that is sustainable, as long as the mechanisms which were identified in this study are fostered.

7.2 Recommendations for Enhancing Sustainability

As this research also identified some of the challenges that were present in the Khauhelo ADP community which could impact on sustainability, there are a number of recommendations that can be developed from this information which will be presented below.

- More of an effort should be made by WVSA in the Khauhelo ADP to monitor and encourage community members in their projects. Community members felt that WVSA should come and visit the projects more frequently to help keep them on the right path.
- One recommendation which was mentioned by a staff member was that once the projects have developed and are operating well, they should be linked with one another to provide services. For example, linking the vegetable garden projects with catering. This can be done by providing the community with information on all of the projects so that they can decide if they would like to link up with related projects. WVSA can also provide suggestions as to which projects may be helped by one another.
- More marketing and proposal writing trainings or workshops should be given to provide the community with more information on how to market their projects to gain more business, and to locate new sources of funding.

7.3 Recommendations for Areas of Further Research

Possible areas of further research related to this study could involve a more long term study investigating an ADP from which WVSA has phased out to determine which mechanisms of sustainability have remained in the community since the exit of WVSA and how these mechanisms have fostered future development. This information could be used for better planning of ADP strategies for sustainability. It can also help WVSA understand what mechanisms worked best and why.

Another area of research could involve an in depth study that would examine more closely the relationships that exist among community members in an ADP and how these relationships affect project sustainability. This could be useful to better understand the underlying dynamics which may influence the functioning of the sustainability mechanisms.

If this research is carried out on an ADP that is currently operating, the information can be used to adjust ADP strategies to target community strengths and to develop methods to address their weaknesses.

7.4 Final Conclusion

Sustainability is essential for development. Supporting development projects that will come to an end once the facilitating organisation has stopped its operation in a region is not valuable for long term improvement. This research has emphasised, through the examination of the WVSA Khauhelo ADP, how sustainability can be achieved even as it obtains its funding through philanthropic donor means. Regardless of the fact that philanthropy is used in this ADP, sustainability does seem to be possible and WVSA has fostered a number of mechanisms to support this. As long as WVSA continues to strengthen these mechanisms while providing the community with the resources required for their projects, it is possible that these projects will be able to survive once WVSA leaves the Khauhelo ADP.

Appendix A

The Participation Information Sheet which was given to WVSA Khauhelo ADP community members before the interview.

Participant Information Sheet – World Vision South Africa Community Members

Study Title: Philanthropy and Sustainable Development: Exploring Sustainability of Community Development Projects - A Case Study of a World Vision South Africa ADP Community

My name is Jessica Ferndrigger and I am from Wits University in Johannesburg. I am doing research on how World Vision is helping to create lasting development in your community. I would like to ask you a few questions about your experience with World Vision projects.

The interview should take about half an hour and any information you give me will be kept confidential. Your name and identity will never be made known to anybody. The information you give me will be used to help create a final report which will be submitted to Wits University in February 2010.

Your participation is completely voluntary and if you do not want to answer questions or would like to stop the interview, you can do so at any time. If you have any questions about the research, you can ask me at any time and I will answer them as fully as possible.

If you have any other questions about this study, you can contact me at 0769645370 or at jferndrigger@gmail.com.

You will be given a copy of this form to keep for your records.

The **main research question:**

1. *Can philanthropy create development that is sustainable?*

The **secondary questions** are in relation to the WVSA Khauhelo ADP community which is funded through the philanthropic WVSA Sponsorship Programme:

- a. *What mechanisms does WWSA have in place to ensure that the community development projects created under the Sponsorship Programme will continue once WWSA leaves the community?*
- b. *What are the challenges that have been identified which make sustainability in the Khauhelo ADP problematic and how are they being addressed?*

Appendix B:

The Interview Guide used when interviewing WVSA employees.

Interview Guide – World Vision South Africa Employees

Study Title: Philanthropy and Sustainable Development: Exploring Sustainability of Community Development Projects - A Case Study of a World Vision South Africa ADP Community

Organisational Position:

1. What is your role at WVSA?
2. What does it entail?
3. How long have you worked with WVSA and in what capacities?

Mechanisms for Sustainability:

1. What does sustainability mean to WVSA?
2. What do you think is required for sustainability of development?
3. Do you think that being funded by donors does or can affect sustainability?
 - a. Is there anything that can be done to minimise possible negative effects of donor funding for sustainability?
4. Do you think that WVSA has addressed the issue of sustainability adequately in Khauhelo?
5. What mechanisms are in place to help promote the sustainability of projects that are funded under the child sponsorship programme?
6. Who develops the projects?
 - a. Is sustainability taken into account?

Local Community Role:

1. From the beginning of WVSA intervention, what has been the role of local community members?
 - a. What type of relationship exists between WVSA staff and community members?
 - i.Eg. are they free to voice concerns, is there strong participation
 - b. How often do WVSA and community members meet, and what is the nature of the meetings?
2. How is capacity built within the local community?

- a. What types of trainings or capacity building is offered, how often do they occur and who is it open to?
 - b. Does the community understand the importance of sustainability?
 - c. Is the community making use of the process to participate in their local community development?
 - d. Does the community know when WVSA will leave and what is expected of them?
3. How are the local community empowered?
 - a. Are different groups (eg. women, child, youth, disable) targeted directly?
 - b. What methods of empowerment have worked best in this community and why?
 4. For the local councils, are the members voted in by the community? What is the process of becoming involved?
 - a. Once WVSA leaves the community, what is the role of the local council?
 - b. Are there any other community based structures which can impact sustainability?
 5. Do you think that the community will be able to carry on the projects once WVSA leaves or will outside assistance continue to be required?

Other Challenges:

1. What are some of the challenges you have found present in the community which will affect sustainability?
 - a. What is being done to address these issues?
2. What strengths are present in the community which will help sustainability?
3. Do you foresee any future issues which can affect sustainability?

Appendix C

The Interview Guide used when interviewing WVSA Khauhelo ADP community members.

Interview Guide – World Vision South Africa Community Members

Study Title: Philanthropy and Sustainable Development: Exploring Sustainability of Community Development Projects - A Case Study of a World Vision South Africa ADP Community

Project/Capacity Questions:

1. What development project are you involved with?
 - a. How much funding are you provided with and what is it used for?
2. What type of training/support did WVSA offer or provide?
3. How often do you meet with WVSA staff?
4. Do you feel comfortable coming to WVSA to voice concerns or questions?
5. If you have questions or concerns, what is the process of having them addressed?

Participation Questions:

1. Why did you get involved with WVSA projects?
2. Did you find it easy to get involved with WVSA projects?
3. From your experience, do you think other people in the community also want to be part of WVSA projects? Why or why not?
4. Have you seen any projects in the community start and stop?
 - a. Why do you think it happened?

Sustainability Questions:

1. Do you think that your project will continue once WVSA leaves the community?
2. What do you think WVSA has done to help prepare you to run your project alone?
3. Can you think of any ways which WVSA could change to help make your project more sustainable?
4. Do you feel like your project belongs to you and the community or WVSA?
 - a. Did you create your project alone or did you have help? If you had assistance, who was it from?
5. How much do you depend on your project to assist your finances?

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