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Does foreign aid make a difference? a case study of the Boseele Association in Northern Lesotho.

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CHAPTER ONE

INTRODUCTION

The Boseele Association, NGO and CBO

One of the main economic development projects in Lesotho from 1986 was the Lesotho Highlands Water Project (LHWP). This was a massive multi-billion rand dam construction and engineering project undertaken by Lesotho and South Africa. The project was inaugurated in 1986 by the governments of the two countries and was essentially meant to supply surplus water from Lesotho to South Africa and generate electricity. At its peak, the project employed about 5 000 Basotho[1]. The project was located in Thaba-Tseka and Botha-Bothe districts[2]. Upon completion of the construction, the project retrenched more than half of its employees and retained only those who would maintain subsequent operational phases of the Project.

This research is a case study of a Community-Based Organisation (CBO) called Boseele. The association is based in Botha-Bothe district. The organisation was established and registered in 1997 by a group of concerned project and construction workers who were retrenched from the LHWP. The purpose of the organisation was to enable retrenched workers to address their household income needs through self-reliance, self-sufficiency and income-generating activities. These needs would be realised after the members undertook retraining programmes and capacity building activities, as some retrenched workers did not have skills, except those they were employed or trained to carry out by LHWP. Most of the retrenched workers did not have the requisite skills to run income-generating projects.

According to the CBO's Constitution (1997) (amended in 2005), Boseele is an association with two main objectives: poverty alleviation through various activities, capacity building of its members and to strive "for better lives and health of the

[1] Lesotho is a country; Basotho are the people of Lesotho. The singular is Mosotho. The language is Sesotho.
[2] Lesotho has ten administrative districts. Katse Dam is found in ThabaTseka district. 'Muela Hydropower Station in Botha-Bothe district supplies the country with hydro-electricity. Refer to the map of Lesotho on p. 3.

people in surrounding communities." Their amended Constitution (clause III.B (i)) underscores that "as a community-based organisation, the association will engage in community development and capacity building for its members."

Boseele is a CBO, and legally, an Association. This study therefore makes reference to Boseele as a community-based organisation, a non-governmental organisation (NGO), a Non-State Actor (NSA) and an Association. Within the context of Lesotho, the four concepts are used interchangeably and they embrace civil society organisations or the civil society sector.

Membership, according to the organisation's current chairperson and one of the organisation's founder members, Mr Oscar Maphuroane, ranges from highly qualified personnel to unskilled workers. The organisation initially registered about 150 men and women who joined as members from 1997 to 2000, according to the first audit report of the Association of 2004. The organisation formed six activity clusters with different activities as follows:

- health centre facilities;
- home gardening and subsistence farming;
- poultry farming;
- piggery;
- tree and nursery plantation; and
- dairy farming.

(Boseele Constitution, 1997)

Since the majority of the membership had funds in the form of retrenchment and fringe benefit packages, Boseele accumulated considerable funds from membership fees and was able to generate and yield substantive capital (Boseele–'Mate Nursery Project Document 2001). The Association had funds which members could borrow and return their loans with low interest. They became a model NGO in the country which initially had self-generated resources, and where members benefited directly from their investments.



(January 19, 2011.www. mapsofworld.com)

- German Technical Volunteer Service - Deutsche Gesellschaft fur Technische Zusammenarbett (GTZ) supports civil society organisations and local government structures in *Mohale's Hoek, Quthing, Qacha's Nek and Mafeteng districts;*
- European Union (EU) operates in the north supporting *Leribe, Botha-Bothe*[3] *and Mokhotlong* districts; and
- United Nations Development Programme (UNDP) in the central part with *Maseru, Berea and Thaba-Tseka.*

In 2000, the association established a health care centre called Boseele-Ha Motsoane Health Centre/Clinic. For three years, the Health Centre at Ha Motsoane village became the hallmark of Boseele's success. Ha Motsoane is a village about 20 km from Botha-Bothe town towards Leribe district (refer to the map above). The health centre was a model project, where the retrenched health officials from the LHWP formed themselves into a health team.

[3] Botha-Bothe is spelt in the map as Butha-Buthe. This report writes it as spelt and pronounced by Basotho – which is Botha-Bothe.

The health centre provided primary health care services to the surrounding communities. Through its financial resources, Boseele was able to provide necessary equipment for the health centre.

However, health services in many respects are basic social services which, even in developed countries, are subsidised by their governments. After running for three years, the health centre closed down due to lack of funds. There was no subsidy from the government.

About 6km from Ha Motsoane Health Centre is another village called 'Mate, where Boseele started a nursery project in 2001. According to Mr Maphuroane, the Boseele-'Mate Nursery Project was started to benefit the association's members and the community. The aim of the nursery project was to educate the members and the community on nursery seedling production, to generate income through the sale of nursery seedlings, and as an alternative income-generating venture towards self-reliance (Boseele – 'Mate Nursery Project Document 2001). The nursery project became a success after the Danish Volunteer Services (DVS) known also as MS-Lesotho funded it for three years from 2002 to 2004. An office was set up in the village, with office equipment and a solar panel system to run a computer and a copier machine. Technical support through a full-time volunteer based at the project site was provided. A project vehicle was also made available for Boseele through the MS-Lesotho funds.

Towards the end of 2004, another development agency, the Canadian International Development Agency (CIDA) funded an agriculture and farming project in Botha-Bothe town. According to a project proposal document submitted to the CIDA Fund (2004), the purpose of the project was to educate Boseele members and the community of Botha-Bothe on organic and permaculture[4], indigenous farming and sharecropping methods. Many different agricultural practices are for the purpose of self-reliance, however, permaculture differs from other agricultural practices, as the definition below implies.

[4] Permaculture: ("permanent agriculture") strives for agriculture that is ecologically sound and sustainable in the long term involving care of the earth and people (www.uwc.ac.za/envfacts).

In Lesotho, sharecropping occurs when a field owner is not able to pay for farming activities by him/herself. A field owner can decide to share costs with another person, as agriculture and farming practices can be costly, and become unaffordable in rural and peri-urban communities where there are no jobs to subsidise farming activities.

According to the organisation's audit report (2004) collectively, the operation of the three projects funded by (DVS) MS-Lesotho and CIDA, and through membership contributions, amounted to over 1.5 million Maloti[5] - a period estimated from 1997 after their registration as an organisation until 2004.

The five years from 2001 to 2005 were years of successful development projects. Boseele became well-known, sometimes featuring on local and national radio broadcasts for other civil society organisations to emulate. Upon hearing the success stories of the three projects, the Government of Lesotho (GoL) and donors developed an interest in the organisation. Boseele was perceived, and continued to be the best model for community-based development and indigenous organisation in the country.

Problem Statement

In 2005, Boseele's successes reached their peak, while problems also started. The two donor partners, MS-Lesotho and CIDA, were demanding in terms of administrative, programmatic and reporting requirements. Too wide a range of activities were taking place in various locations. A huge membership created a lot of administrative and management work for executive members, the majority of whom were working as volunteers. The Executive Committee was composed of members from the three project sites (Boseele Health Centre, 'Mate Nursery and Botha-Bothe Sharecropping and Farming projects), and individuals had to travel long distances for meetings, coordination of activities, reporting, management and administrative duties.

[5] Lesotho's currency is called Maloti; the singular form is Loti. One Loti is equivalent to the South African Rand. The country uses both currencies interchangeably.

Some Executive members were employed elsewhere and took up other responsibilities and could not continue to lead the organisation. Meetings meant to coordinate and oversee the progress of the three projects were no longer held and strategic and administrative decisions were not made because there was no quorum at executive meetings. Those who vacated their positions within the executive could not be replaced because the meetings lacked quorums to pass decisions. Non-executive members lost interest as they felt side-lined. Members defaulted on their membership payments, membership declined and a low level of activity prevailed, with projects left unattended, some with little or no supervision. Seemingly, things were falling apart.

The internal problems that emanated as the organisation grew could be well attributed to their new experience they were encountering with foreign agencies, as work and activities evolved. According to one Executive member, if they had resources of their own, they could have managed well with fewer problems. But because they needed donors' resources, there was friction, as they had to learn how foreign agencies operated, thus importing knowledge and assets management approaches, which was a foreign knowledge to them.

Purpose of the Study

In the midst of their downfall, Boseele was fortunate to attract another donor, Irish Aid. The latter came with funding to build, develop and strengthen, among others, organisational capacity in Lesotho's civil society sector. The Irish funding was a four-year operational project from 2005 to 2008. This study was conducted from 2009 to 2010 while the European Union (EU) was donating funds for civil society and local governance programmes in Lesotho. Boseele was to receive the EU funding until 2011 to 2012. The study is therefore conducted at a critical time in the history of donor interventions from MS-Lesotho to CIDA, Irish Aid and EU.

I have known Boseele and have interacted with the organisation since 2005 when their problems started. I have also been a civil society activist and community development practitioner employed by various donor agencies including Irish Aid and the EU.

In this study, I am a researcher and a participant because I have worked closely with the Association, and also worked for the donor agencies which provided technical and funding support to NGOs in Lesotho. My dual loyalties as an employee for foreign agencies, while upholding community development values and ethos for indigenous organisations have compelled me to investigate how best the two entities (civil society organisations (CSOs) and donor agencies) can work harmoniously to alleviate poverty and to strengthen and empower civil society organisations to sustain donor-funded projects.

While the executive members were confident that they established their own indigenous CBO because of their previous knowledge on issues and agenda they set for themselves, they were confronted with some foreign and imported realities as well. The purpose of the study was to investigate the extent of their knowledge of community projects dynamics and how foreign funding increased or compromised their knowledge and affected their work. The study thus examined the relationship between Boseele and the four foreign agencies at work, their collaboration and partnerships.

The assumption behind this is that, civil society members join their organisations with indigenous knowledge and understanding of their community development they want to embark upon. However, when confronted with other foreign interventions such as funding requisites, they gain the knowledge which could be described as imported learning. The challenge, which the study investigated, was how the two foreign and indigenous knowledge, complement each other and how civil society members embraced the two worlds of knowledge.

Research Questions

1) *How has interaction with donor agencies contributed to capacity development and knowledge-base of Boseele's members?*

2) *Have internal problems experienced by Boseele, the result of donors' intervention or lack of knowledge and capacity building?*

3) *To what extent does foreign aid contribute in the life-cycle of civil society organisations?*

Rationale

Donors and development agencies claim that they provide technical and other forms of support to rural development efforts. How that is done differs according to each organisation, its political relations with Lesotho, and also how the fund benefits the donor country itself. The majority of CSOs or NSAs in recipient countries usually work closely with donors with genuine commitment and a will to succeed. They have no idea that donor agencies have their own agendas and that their interventions come with strings attached. Sometimes they are told their project was successful because it has met donor requirements while they still find themselves entangled in the cycle of poverty, with their children going hungry and unschooled.

Over the last 25 years, I have worked with civil society organisations at national, regional and international levels as a community development practitioner facilitating and managing community projects. As an adult educator, I provided capacity building interventions on behalf of donor agencies, ensuring the success of community development programmes. As a civil society activist, my responsibility has been to ensure that decision makers are aware of the complementary role of civil society in ushering in developmental policies and programmes meant to alleviate poverty within communities.

Sometimes my roles would appear conflicting and incompatible, as if I am being a player and a referee at the same time. This situation makes one questions one's loyalty, allegiances and some philosophical principles.

As an M.Ed student at the University of the Witwatersrand, and having worked for donor agencies while serving the Basotho people, I took this study to be a great challenge. This was a great opportunity to evaluate the work I have done over a long period.

This study serves as a champion of the underdog civil society organisations which achieve development goals within serious constraints and yet have no one to voice their challenges loud enough to be heard. On the other hand, the study also acknowledges and appreciates the interests and limitations of donor agencies.

As an educator and a researcher, this study has assisted me in trying new research methods and techniques, some of which I have tried for the first time. I will be able to apply them in my subsequent learning and teaching career.

Background to the Study

Lesotho is a small land-locked country with very few natural resources, and notably overshadowed by its huge and economically attractive neighbour, the Republic of South Africa. The country is about 30 336 square kilometres in size, and has a population of about 1 880 million, according to the most recent census (Bureau of Statistics 2006). The country's economy depends, amongst other things, on its water sales to South Africa and its diamond mining, both of which contribute to its gross domestic product. However, the country continues to be highly dependent on foreign aid for its developmental programmes geared at empowering communities of Basotho. The country's rural, agrarian economy and poor infrastructure development makes it depend on rural development programmes aimed at improving the lives of the people. About 67% of Lesotho is classified as rural, and the unemployment rate is about 52% (Bureau of Statistics 2006).

Lesotho was under military rule from 1986 until 1993, when the country regained a democratic dispensation. During the military regime, the majority of developed countries discontinued or reduced their foreign aid to Lesotho and many development agencies moved to the newly democratic South Africa. Canada, Sweden and other Scandinavian countries, the United Kingdom (UK), Denmark and Germany closed embassies and resident consulates in Lesotho. This state of affairs meant that development agencies had a minimal role and impact in the country.

In 1999, Lesotho had about 20 diplomatic embassies. In 2009, Lesotho had only six resident diplomatic missions and nine international organisations, of which seven are United Nations (UN)–affiliated (cited in the Government of Lesotho (GoL) Foreign Affairs website www.foreign.lesotho.gov.ls.) This shows how minimal and shrinking the international aid to the country has become.

The European Union (EU), United States of America International Development Aid (USAID), UK Department for International Development (Dfid), World Bank, Global Fund and Irish Aid have remained major donors. A high percentage of their aid still supports the Government of Lesotho's national development projects in sectors such as education, health, water and sanitation, public service reform, and national and broader infrastructure development. A minimal percentage of this aid goes to the private sector and civil society/non-state actors for community development-related efforts. Civil society and the private sector in Lesotho remain poorly funded. Yet CSOs in Lesotho are regarded as major stakeholders and partners in community and national development.

According to the Government of Lesotho (GoL), the National Development Policy Framework (NDPF) is informed by the three main sources in ensuring that national development policies and priorities are achieved. The three main sources quoted, being the National Vision 2020 Document (1998), the Poverty Reduction Strategy Updated (2008) and the United Nations Millennium Development Goals (MDGs). This is according to the Local Government & Chieftainship Strategic Plan (2009–2013).

These policy documents acknowledge that there have been relentless efforts to raise funds for community development, advocacy and service delivery for NSAs, but there are too few donors to support the CSOs' work. In order to curb the situation, the EU, UK-DfID, Irish Aid, and GTZ, the only European Development Agencies still in Lesotho in 2009 have formed a team called the European Development Agencies in Lesotho (EDA-L). The United Nations Development Programme (UNDP) is participating within the EDA-L, by virtue of its developmental mandate.

It is through EDA-L that development donor agencies hold dialogues and round-table meetings, and attempt to consolidate their developmental efforts in addressing national priority policies and issues with the government, civil society and the private sector. This is a positive change away from the situation in the 1980s when donors did not talk to each other. In the 1980s, development efforts were chaotic because most funding would be invested in one promising development project leaving other areas unfunded. It also resulted in uncoordinated investment, poor record-keeping and misleading statistics.

Having looked at how agencies have structurally organised and developed themselves, it is important to emphasise that capacity building has remained their focus within the civil society sector. Capacity building therefore is discussed here within the context of Boseele and its development agencies.

> One of the pillars of good governance in democratic societies is for non-state actors (NSAs) to provide an oversight function by keeping governments accountable to citizens through strong advocacy programmes and citizen participation by ensuring service delivery at local government level. The concept of capacity development is therefore seen as a critical move in enhancing and deepening democracy.
>
> (Cotonou Agreement, 2003:91)

The Cotonou agreement or protocol provides a guiding principle and justification by the EU for their interpretation of NSAs and private sector. The current Local Governance and Non-state Actors Programme in Lesotho (LGNSP) is guided by this principle. Similar sentiments are also shared by governments, the international community and civil society itself, as may be seen in the passage below:

> Capacity development is an educational activity that involves learning, training, re-training and application of knowledge, and it is when citizens have the capacity and knowledge of developmental issues that they will be able to partake in good governance, collectively and as members of NSAs.
>
> (Strengthening Civil Society in Lesotho (SCIL) Project Report, 2006:4)

SCIL was a donor project that was implemented by a consortium of CARE-International in Lesotho, Action-Aid International in Lesotho and the Catholic Commission for Social Concern: Justice and Peace (CCJP) of the Lesotho Catholic Bishops Conference and funded by Irish Aid.

The project operated between 2005 and 2008 to strengthen capacity of civil society organisations (CSOs) in Lesotho. The fact that SCIL was founded by two international development agencies and was donor funded is an indication that capacity building, development or strengthening of CSOs is of critical concern to foreign agencies.

The SCIL project interpreted strengthening civil society and capacity building as a holistic approach where capacity development went beyond imparting educational objectives. According to SCIL's Project Report (2006), capacity development and strengthening includes technical support in the form of financing of programmes; institutional and organisational capacity; sound linkages; partnerships; and an integrated advocacy and human rights package.

Drawing on its mandate, SCIL conducted capacity building interventions using what it called mixed methodology and strategies in training and retraining of CSOs. During its tenure, SCIL funded capacity building interventions for selected CSOs, in the three northern districts of Lesotho. One of those selected CSOs was Boseele.

While donors were talking and complementing each other's developmental interventions, the Irish-funded SCIL and the EU, through its Local Governance and Non-State Actors Support Programme (LGNSP), encouraged the NSAs to talk to each other, work together, form partnerships and consolidate their efforts for greater impact in their work. Work within the CSO sector is now better organised than it was, due to SCIL and LGNSP project initiatives.

> Building, developing and strengthening the capacity of non-state actors, particularly the CSOs and local councils has been seen as a vehicle to urge community participation, service demand and delivery and thus contribute towards poverty reduction, improved service delivery and livelihoods of the Basotho.
>
> (EU-LGNSP Project Design, 2007:3)

Significance of the Study

This research will be beneficial to the members of the Boseele Association and the EU as a foreign development agency. While Boseele may be aware of their successes in dealing with donors, findings of this study will benefit them in developing a better understanding of how donors operate, their operational dynamics, changes and parameters that determine their work. On the other hand, the EU may also acknowledge that community-based organisations may not be as well organised as big NGOs in terms of setting universal criteria for accessing funds. As an adult educator, facilitator and trainer for Boseele Association, I will benefit from the success stories and lessons learned while also reviewing strategies to meet challenges and emerging issues that need re-planning. The study will help me and development agencies in planning future sustainable projects.

Many organisations and projects talk about the empowerment of communities for sustainable development. I have become accustomed to the empowerment and awareness-raising philosophical thinking. Some years ago, development agencies were willing to fund community projects for longer periods, but lately the trend has changed and donors prefer funding short-term projects, but emphasise sustainability after their interventions.

In the past ten years, I have worked in short-term projects, mostly operating from three to five years. For instance, the Irish-funded Strengthening Civil Society in Lesotho (SCIL) was a three-year project. SCIL's successor, the EU-Local Governance and Non-State actors Project (LGNSP), started in 2009 and will continue until 2011/2. How can empowerment and sustainability be attained given the short term donor pattern without compromising principles? These are some of the robust and critical debates this study has unpacked through talking to the members of Boseele and the EU-LGNSP.

Conclusion

This introductory chapter gives a broad overview of the study by providing some background information on Lesotho as a country, donor agencies, the operational environment and how these factors affect the work of civil society organisations. The introduction highlighted the overall purpose, rationale and significance of the study through three research questions.

A review of related literature is presented in chapter two and has two main parts. The theoretical framework discusses conscientization and empowerment, and human resource in development and civil society contexts. The conceptual framework highlights some prominent cluster concepts used throughout the study and shows a link between capacity building, development and power dynamics.

Chapter three outlines the research methodology and approach. It discusses four different methods and instruments used in collecting, analysing and interpreting the data.

There are two research findings chapters. Organisational capacity building interventions, sustainability and developmental strategies - all of which are embedded in all three research questions - are discussed in Chapter four.

The fifth chapter provides testimony by five individual members of the organisation on how they benefited or not by virtue of their membership. The chapter concludes with highlighting major issues for discussion.

The last chapter concludes with discussion and highlights of main issues raised in the study. Recommendations for further studies are also made.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

In Chapter one I discussed specific contexts in which civil society organisations are positioned in Lesotho. Stakeholders in development, such as the government, and donor or developmental agencies, were described to show the environment in which NGOs operate, and how different developmental agencies understand and interpret their interaction with CSOs and development issues.

Social theories are influenced by changing societal issues, dynamism in cultures and complex and multiple factors. An education practitioner like me should be mindful of these changes. I start this review of literature by considering capacity development and human resource benefits and the meanings of development and issues of power relations. Capacity building and development are concepts which serve as the context of this study. The two concepts informed issues in this study; hence it is important to understand them in depth. The chapter is organised into the following headings:

- Capacity building continuum
- Development within rural and community contexts
- Does foreign aid embrace power and authority?
- Empowerment and consciousness-raising
- Conclusion

This review concludes with linking power dynamics and relations and their implications for the work of civil society and foreign agencies while attempting to find out whether foreign aid makes a difference in sustainable development work.

Capacity Building Continuum

Boseele is an organisation founded through indigenous efforts with multiple roles to fulfil. However, this study is particularly focussed on capacity building and development and the impact or influence of donor interventions in such endeavours. The study does not claim to discuss the entirety of Boseele's life, but only the issues relevant to the discussion.

There are two important concepts that this study discusses closely: "capacity building" and "development". The conceptual understanding and interpretation of capacity building of members of Boseele and that of its development partners, the Danish, Canadian, Irish and the European Union, are therefore imperative.

Capacity building is therefore clustered with;

- *Capacity building, capacity development and civil society strengthening.*

Capacity building, capacity development and civil society strengthening are commonly used terms and concepts in the development arena. I personally look at the cluster above from a continuum perspective. Capacity building starts from scratch and then continues developing and is nurtured and strengthened through continuing learning and education. The reason why capacity building is a continuum is that people continue to learn in various ways, and new issues in development continue to emerge in a robust and dynamic society.

Capacity building, development and strengthening, in my opinion, characterise a sequence of significant continuous learning and teaching. Capacity building is an educational process within the individual in the context of developmental interventions. Civil society capacity building and strengthening can mean material and monetary support through programme funding, technical expertise, grants to manage projects or handouts. Differences in the interpretation of capacity building may be due to the different contexts in which capacity building occurs and its impact on sustaining a project.

For instance, capacity building and development can be strengthened where a civil society organisation is supported with grants and expertise in a certain project. Most donors that I worked for implement this practice. Irish Aid, through SCIL, had a special fund for capacity building and provision of small grants to strengthen the work of the CSOs. The European Union (EU), similarly, through LGNSP, has set aside a value of about M70m for grants provision. Boseele is a beneficiary of this grant category. In supporting the EU's move and justification of civil society strengthening, the EU-Cotonou Agreement says:

> Alongside the governments in fighting poverty, promoting growth, delivering social services and fostering democracy and good governance, the essential role that non-state actors can play is recognised and supported. This capacity strengthening intervention is done in the form of grants acquisition for CSOs.
>
> (Cotonou Agreement, 2003:26)

Lavergne (2008:4), of the Canadian International Development Agency (CIDA), writes that the concept of capacity development requires clarification because it is often wrongly associated with other development concepts such as education. He observes that;

> Capacity development implies abilities; capacity development contributes to the capacity to perform; mixing this with motivation and direction will yield results; and adding good governance will achieve relevant results or social change.
>
> (Lavergne, 2008:4)

Capacity development is a process in which one looks at progression from one stage of development or achievement to another. Continuous and lifelong learning is a continuum confirmed by authors such as Nafukho, Amutabi and Otunga, who also underscore the essence of a learning society. "Learning takes place throughout the life-span, from cradle to grave," Nafukho, Amutabi and Otunga (2005:148) concur. Boseele's partners, the Irish Aid-funded Strengthening Civil Society in Lesotho (SCIL), considered capacity development as crucial to their programme. The project states that:

> Capacity development is an educational activity that involves learning, training, re-training and application of knowledge, and it is when citizens have the capacity and knowledge of developmental issues that they will be able to partake in good governance, collectively and as members of NSAs.
>
> (SCIL Project Report, 2006:4)

Lavergne and SCIL concur that capacity development of civil society organisation is a potential educational factor in good governance, and people acquire certain skills which they apply for the process to be effective. However in my opinion, Lavergne is contradicting or confusing himself when he says that the concept can be "wrongfully associated" with education, Lavergne (2008:5).

Another partner, the EU-LGNSP, confirms that:

> Building, developing and strengthening the capacity of non-state actors, particularly the CSOs and local councils, has been seen as a vehicle to urge community participation, service demand and delivery and thus contribute towards poverty reduction, improved service delivery and livelihoods of the Basotho.
>
> (EU-LGNSP Project Design, 2008:6)

In support of their capacity building endeavours, the EU-based organisation implementing the LGNSP in its technical proposal also infers that:

> The concept of capacity building as a process should go beyond the conventional perception of training. Capacity building should be undertaken by addressing broader needs than individual and organisational development. Capacity building should be carried out as a continuous exercise.
>
> (Technical Proposal Document: GOPA Consultants, 2008:102)

Boseele has gone through various stages of capacity building, development and strengthening as a group. The organisation has also been provided with skills training to perform their various income generating activities, including farming. Machobane Agricultural Development Foundation (MADF)[6] confirms this notion.

> Capacity building is done through holding training workshops. For this reason MADF management and PELUM Lesotho Management have agreed in principle that MADF should hold training or orientation workshops for sister organizations on the essence of Machobane Farming Skills (MFS). This is to encourage a more or less common approach to the organizations' agricultural activities, for example organic farming, food security, market oriented production, continuous production circle and uniformity of agricultural products according to market demands.
>
> (MADF Profile Document, 2010: 3)

Can we say because Boseele members have been trained before, they no longer need to be trained again?

[6] MADF is a small NGO in Lesotho that has been operating since 1997 to provide an institutional base for ensuring that the indigenous Machobane Farming System (MFS) endures and grows. Boseele has a formal partnership with MADF.

As an adult learner and educator, I continue to learn formally, informally and non-formally to enhance my knowledge, skills and development. I would not be here learning at the University of the Witwatersrand if I believed I had learned adequately before. Learning is from cradle to grave; learning is a lifetime continuum.

Development within Rural and Community Contexts

Development is one of the most highly misused and misunderstood concepts, with many synonyms, expressions and semantics around it. I am not wrong in saying that almost all academic faculties and disciplines include the word "development" in their jargon. International organisations like the World Bank, United Nations, and the International Monetary Fund (IMF), all have their definitions and operational mandates on development. The Cotonou Agreement (2003:15), for instance, interprets its development mandate/cooperation to reflect and mean: "The form of financial and technical assistance to support cooperation and [development] priorities, jointly agreed upon by the partners."

Webster (1984:35) states that, if people do not see or interpret development programmes in ways that are significantly divergent from developers' intentions, then no matter how economically viable they are on paper, they may be completely impractical socially. With the best of intentions, all donors bring resources to the under-developed in order to succeed and profit the beneficiaries. In defining her understanding of development, which she shares with Korten, Attwood says development is:

> A process by which the members of a society increase their personal and institutional capacities to mobilise and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations.
> (Korten (1990:67) in Attwood, 2007:30, 81)

Development in this context refers to a continuation of what was discussed in capacity building. The continuum between capacity building and development is an infinite process. An individual learns and develops in many respects. People develop as individuals and as members of their communities and organisations or institutions. People and societies need economic, political and social developments in order to live and become better citizens.

The Boseele Association in its Constitution (1997:2) describes itself as an organisation that means to develop its members and community, and, from what was observed, Boseele operates in rural settings; in other words, in settings where development is needed. Showing how underdeveloped and social and economically deprived Lesotho is, Ferguson says:

> There are several reasons why Lesotho has remained at such a low stage of social and economic development….the British government did not really attempt to introduce any development….Lesotho is not merely poor; it is poor because it has remained at a… low stage of social and economic development.
>
> (Ferguson, 1994:32)

As a participant observer and a researcher, I have lived in Lesotho for at least three decades, and the situation as described by Ferguson has not changed much. The EU-LGNSP (2010) project describes the economic and social deprivation or under-development of the Botha-Bothe district thus:

> Botha-Bothe is a district highly affected by poverty and this is because of drought which has taken more than 15 years, and…people have not been able to plough their fields. Poverty… is so severe that it resulted in many more problems such as: Hunger and starvation, alcohol and drug abuse, theft and armed robbery, prostitution and sex slavery. There are also problems of unemployment and retrenchments from the South African mines and firms…Most families in Botha-Bothe earn their living out of salaries which come from the mines. Poverty alleviation through agriculture and food production is very important at this particular time.
>
> (LGNSP Grant Justification Submission (2010:2.)

As can be seen from Ferguson and other authors cited above, the slow pace of development in Lesotho has a history. One of the most significant factors that have affected the country is the impact of HIV and AIDS. The last two decades saw the country focusing its full attention on slowing the spread of the pandemic while other developmental issues were given little attention.

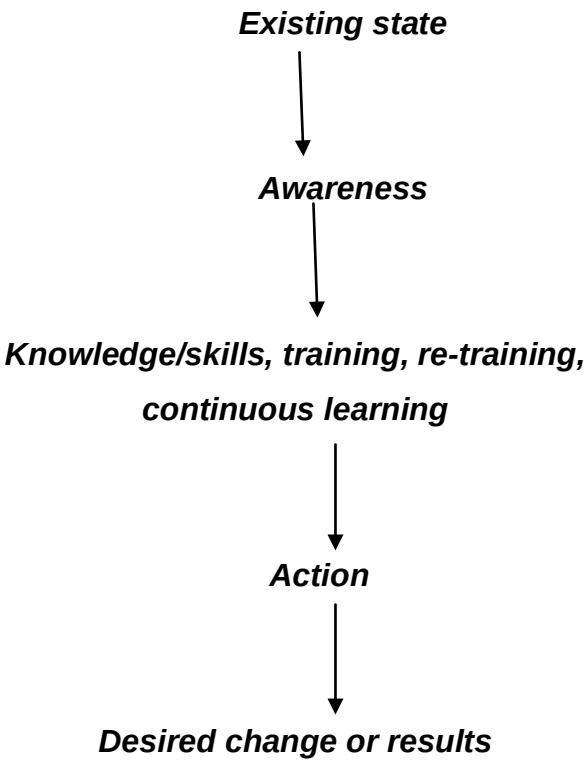
> It is estimated that the HIV/AIDS prevalence rate is about 29% making Lesotho the third highest hit country in the world. This puts Lesotho amongst the worst affected by the pandemic in the world….HIV/AIDS …..has a particularly strong impact on vulnerable groups.
>
> (Local Government Strategic Plan, 2008:24)

The state of the pandemic affected other developmental aspects severely. Coupled with the slow pace of development, Lesotho suffered a setback in having to deal with the consequences of the pandemic.

Another aspect of development that this study intends to focus on is community or rural development. Boseele operates in the rural areas of Botha-Bothe and 'Mate villages/areas. In describing what community or rural development entails, Lombard (1992:111) says it is a process, a method, a goal, a programme and a movement, in which societies participate, are educated, involved and partake in bringing about lasting solutions to their problems. Indabawa & Mpofu (2005:35) define it as a deliberately planned and organised effort aimed at improving community life or solving particular problems in community. Community development referred to in this study happens in a rural setting.

Rogers (1992:118) and Ferguson (1994:269) describe some of these deliberately planned and organised efforts as models or routes used in implementing and enhancing rural and community development programmes or projects. Rogers advised developers that there are critical stages essential to effective development and those steps form a model in which development becomes a long, winding process that requires patience, skills, time, commitment and desire to change. The Rogers' model is illustrated below.

Figure 2: Developmental Basic Model to Change



Steps/Stages essential to Effective Development: Adapted from Rogers (1992:119).

Models which Rogers (1992:120) advised against in community development are classified as bureaucratic, technocratic and direct-action routes. He added that in these processes/models, “omitting or skipping the awareness and the knowledge/skills stages,” in which actual capacity building evolves, results in “failure of projects.” Where the critical stages of capacity building and ownership are skipped, rural or community projects lack sustainability, and often collapse due to these serious omissions.

A picture below shows the remains of the Boseele nursery project. There were debris of tree seedlings, tattered fencing, a vandalised hut – and only roaming animals eating whatever they could find. Is this evidence of Ferguson’s “failure project?” There are many projects that have remained “white elephants” amidst the country’s unemployment rate of 52%, according to the National Vision 2020 report.



Roaming animals finding refuge in what used to be a viable community project. Fences and valuable equipment were vandalised and stolen.

Does Foreign Aid Embrace Power and Authority?

The following section discusses the role of development and power relations concerning capacity building interventions in Lesotho and how both roles and relations are shared by civil society and development partners. In highlighting the importance of equally-shared participation, empowerment processes and a balanced power equation, Gboku and Lekoko (2005:159) emphasise the need for stakeholders and participants in development to ensure full control by communities for whom development interventions are included, not outsiders like donor or development agencies. Capacity building interventions should capacitate stakeholders and empower them to have full control of their development projects.

In preparation for the LGNSP programme launch, the EU commissioned four teams of consultants in different needs assessment studies. None of the four leading consultants were Basotho; all of them came from either EU countries or South Africa. Asked why Basotho consultants were not commissioned, the response from the EU was “Basotho consultants did not have the requisite capacity and could not meet the EU’s required standards.” The issue of capacity remains a challenge for Basotho, not only for civil society, but in the private sector as well, considering that needs assessment regarding civil society could be done by them or the private sector. But the issue here about capacity is: who determines knowledge, competence and capacity – Basotho or foreign agencies? This discussion continues to showcase capacity limitations within various sectors in Lesotho as perceived by foreign agencies, reflecting their hegemonic relationship with Basotho.

In the work of civil society organisations and foreign agencies, power relations often show imbalances, although the emphasis is always placed on mutual partnership; partners in development. Gastrow in the article written in NGOpulse of 2010 cautions those who are inclined to assess and evaluate the work of CSOs to be mindful of why the CSOs exist and operate, are managed, and how they should be perceived.

> Non-profits cannot be run like businesses – their whole reason for being is not about profit and production, but about social change. Their trustees or board members do not earn directors’ emoluments; they do their work for social benefit.
>
> (Gastrow, June 30, 2010 http://www.ngopulse.org)

Lavergne (2008:3) points out that although many CSOs are dependent on aid for their survival, many others are not. He cautions those in development that CSOs should be judged according to, and based on, the values they stand for, their diversities of vitality and strengths, ability, capacity and capabilities. He said no generalisations should apply when dealing with them, because CSOs produce results in a variety of ways such as:

- Delivering direct development and humanitarian benefits to the most vulnerable.
- Promoting peace and building security.
- Forging networks and linkages.
- Advancing development practice.
- Developing capacity and empowering the poor. Lavergne (2008:3).

This helps us to acknowledge that, while CSOs are seen as development partners with governments and the public sector, people should not lose sight of what they stand for, why they exist and how their work should be assessed, within what scope, parameters and limitations. The question of who even has the mandate to judge their work is itself power-laden, adds Lavergne (2008:4).

"Does foreign aid make a difference?" According to Gastrow (2010), Gboku and Lekoko (2005) and Lavergne (2008), foreign aid can have an impact and can make a difference, depending on who is evaluating, how the impact is being assessed and who is qualified to pass judgment. There is a link with power dynamics. I agree with the authors.

Empowerment and Consciousness-Raising

In the early 1980s, I worked for a non-governmental organisation (NGO) in Lesotho called the Transformation Resource Centre (TRC). This is an "ecumenical resource centre for justice, peace and participatory development, established in 1978, to serve humanity in the area of social justice" www.trc.org.ls .

The Centre took a leading role in propagating Paulo Freire's philosophy and approach to development, education and social change.

The essence of empowerment as discussed and analysed with Boseele is also described and confirmed below by Attwood, who underlined Freire's theory of conscientisation that

> An empowered independent society is not a silent society; it is an equivalent of people that are able to develop a critical consciousness that would enable them to 'break out of the culture of silence and win their right to speak' and challenge dominant socio-economic structures.
>
> (Freire (1997:59) in Attwood, 2007:33)

In the 1980s, at the peak of the *apartheid* era in South Africa, there were a large number of refugees in Lesotho and other countries in Southern Africa and abroad. TRC became instrumental in caring for the refugees' welfare and other educational and developmental needs in Lesotho. Paulo Freire's conscientization or awareness-raising theory and its applications were used in capacity building interventions with the refugees. Adult learning and teaching methods which Hope and Timmel (1984) refer to as developing critical awareness, participatory education and social analysis approaches promoting Paulo Freire's philosophy were our everyday work. I enjoyed what I did, and became the professional Education, Training and Development Practitioner (ETDP) I am today, through that influence.

However, after the political *apartheid* struggle ended in South Africa, the methods became less effective. Why? There was no common political enemy anymore. TRC had to re-position itself to find its feet in the social, economic and developmental issues that impoverished Lesotho as a result of *apartheid.*

I was transferred to a Community Development Department. My work became challenging; not as easy as it used to be. I realised that Paulo Freire's methods and approaches are more appropriate in political struggles, where radical approaches to social change can work. Looking back at how much was conceived and achieved by conscientisation and liberation education during the liberation struggle in South Africa then; I remain a strong advocate of Freire's theory and approaches to literacy and social issues.

I also acknowledge that his methods are appropriate and can work effectively in environments where political issues are discussed and hence they succeeded and gained international recognition in Latin American countries like Brazil and Chile, where political upheavals were immense, as they were in South Africa.

Johns Hopkins University (2002:13 as cited in Indabawa & Mpofu 2005:82) describes empowerment as a person's ability to take effective control of one's life in terms of being well informed and equipped with education, finance and relevant skills to take decisions without any external influence. The process is summarised into four main elements: control of one's life; access to information; access to education and access to skills for decision making related to one's situation. Boseele, through its interaction with various donors, is supposed to achieve empowerment. Such an empowerment process should enable members to take control of their situation and become self-sufficient. The organisation, through its members, is expected to have acquired skills to enable them to make informed decisions. The empowerment process is supposed to enable the organisation to sustain its projects even after the donors have left. This case study with Boseele will provide information to benchmark the extent to which empowerment was achieved.

Conclusion

This review of literature discussed the capacity building and development conceptual interpretations within civil society work in Lesotho. The review concluded by linking power dynamics and relations and their implications on the work of civil society and foreign agencies while attempting to find out whether foreign aid makes a difference in sustainable development work.

Civil society members are a human resource often overlooked when credit is given for successes or achievements of development projects or in operations of civil society organisations. The majority of these human resources are members who are volunteers, or work on a voluntary basis, with no regular income, rendering their volunteerism unsustainable.

The review acknowledged the important role played by civil society organisations in development work. A gap created by those who evaluate the work of civil society was highlighted to remind them of the environment, economic constraints and limitations within the civil society work. And also to acknowledge the indigenous knowledge that members come with in development work of civil society organisations, where they ultimately meet donors and share their knowledge with.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Identification and Description of a Research Approach

During the research process, researchers make major decisions such as what area of interest they intend to research. Another major decision is what research design should be used in order to collect, analyse and interpret the data. A number of considerations which authors such as Cohen, Manion and Morrison note are:

> The researcher's own background interest, knowledge, and biography…. The research and data for focus are not theory-free; knowledge is not theory-free. Indeed Glaser and Strauss (1967) acknowledge that [researchers] brought their own prior knowledge to their research on dying. Cohen, Manion & Morrison (2010:173).

As a researcher and a participant, I have chosen a qualitative design based on my background experience as an adult learner, educator and rural community development practitioner. I come from very poor beginnings, and when I talk about poverty, I speak from experience. Issues surrounding how an organisation's members volunteer their services during the day and have to care for their children and families at night are part of what made me who I am today.

Qualitative research design was selected for this study. It is informed by my theoretical underpinnings and the knowledge I have acquired through various interactions with individuals, groups and on developmental and education and training issues. The selection of a qualitative approach obliged me to choose data collection, analysis methods and instruments that are compatible and congruent with my study. Issues around poverty, community development, and civil society, especially the benefits of participation in them, are best told through people's stories and their experiences, hence a qualitative design, according to Cohen, Manion & Morrison (2010:467).

This qualitative research is also informed by my empowerment philosophical thinking and, as Attwood (2007:84) posits, "research is value-laden and not neutral."

My research thus continually questions how empowerment principles apply while community development is conducted and sustained.

This chapter discusses the sampling techniques and size determined in gathering data. It also describes different data collection methods and instruments used, and how data was analysed.

Case Study Approach

Stake (1994), in Merriam (1995:13) describes a case study as a research process or method: “an empirical enquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident.”

Cohen, Manion and Morrison (2010:261) observe that “a case study may be most suitably written as descriptive, narrative, often chronologically, with issues raised throughout.” On the same note, Gravett (2005:73) adds that a good case study should represent a real life situation in which the learners or readers can identify, relate to and raise thought-provoking issues which lack an obvious answer. The authors agree that a case study may not necessarily bring about solutions to problems, while a “body of evidence that supports a conclusion or judgment can be made”. As a researcher, I agree, because during the process of conducting this research, I felt the phenomenon and real-life contexts were there, but no clear solutions or answers.

Sampling Approach and Techniques

During its establishment in 1997–2000, Boseele had about 150 paid members. The Association had three operating areas: Botha-Bothe, their main base, the Health Centre Project area and the ‘Mate Nursery Project Area, where the Association once had a nursery project funded by the MS-Lesotho. According to the organisation’s audit report of 2004, the organisation recorded 150 members who had paid their M100 registration and subscription fees.

In the 2009–2010 financial years, the organisation's records reflected only 20 paid-up members. Fifteen were members considered active and still participating in the Botha-Bothe area, while five were from the 'Mate Nursery Project Area.

From the existing membership, a purposive sampling technique was used to select members who would be able to provide a history of the organisation and who were knowledgeable about the issues. In support of purposive sampling in case studies, Rule and John, (2010 in press) confirm that "people are selected because of their relevant knowledge, interest and experience in relation to the case".

During the process, it became apparent that other non-active members should be involved. The snowball sampling technique was used through which active members identified others who could provide more information, and who could be reached. A sample of twelve members who participated in interviews (individual and group interviews), fieldwork observations, story-telling and transect walk was considered reasonable for the scope of the study.

Research Methods and Instruments

Four research methods were used to collect and generate data for this case - individual and group interviews; field observations; story-telling and transect walk. In December 2009, a preliminary meeting was held with two Boseele Executive Committee members to explain the intentions of the research project. In preparation for individual and group interviews, an interview guide was prepared. And for effective communication purpose, for some participants, the tool was translated into Sesotho (see Appendix A for the English version).

Individual and group interviews – interview guide

In June 2010, a group interview was held at the office of the Association in Botha-Bothe with four Executive Committee members and one youth member who had rejoined the Association. Another group interview was held in 'Mate with some members of the nursery project. The group interviews worked effectively yet they were not initially planned. Originally, focus group discussions were planned, but they proved unfeasible and costly.

The interview schedule served as a guide in ensuring that relevant issues were raised and not lost during the interviews. The schedule highlighted guiding questions that were used for all the participants because they were relevant for their participation in the organisation and as individual members. The interview guide questions were expanded and extrapolated from the three research questions.

Hitchcock and Hughes (1989:83) classify three kinds of interviews: structured, unstructured and semi-structured. They add that the results of semi-structured interviews could be regarded as more objective manifestations, more easily analysed and the data derived from them as more reliable, because the interviews are relatively free from the influence of the researcher. The interview guide was prepared beforehand, and structured and semi-structured interviews with open and close-ended questions were asked.

In using the semi-structured questions, I realised that they “left room for innovation by the respondents and have limited influence and bias on the part of the researcher,” (Hitchcock & Hughes 1989:83). They also allowed the interviews to take the form of an informal dialogue with conversational dimensions while yielding structured data.

Cohen, Manion and Morrison (2010) call a semi-structured interview, “an interview guide approach,” (p.353) where topics and issues are, “specified in advance, in outline form”. They acknowledge that, used discreetly, the interview guide approach is able to infuse conversational and situational data into logical and comprehensive data. In using them for Boseele, I was able to elicit issues around the organisation’s capacity and learning knowledge for development, donor funding influence, networking and sustainability which were aspects of my three research questions. My scribbled notes made during the interviews were immediately collated, coded into themes and filed for analysis later.

Story-telling

One of the contemporary and effective methods described by Rossiter and Clark (2007), cited in Rule and John, 2010 in press), is story-telling. The “richness and texture” (p. 3), of story-telling makes it a unique method in narrating verbatim accounts of events. Five participants of Boseele narrated their personal stories of what they did or did not gain from various activities, including capacity building interventions. Their testimonies are narrated in Chapter Five. Their stories strengthened and enriched issues raised in the previous chapter.

The story-telling technique yielded responses and data that were relevant to research question one, as outlined below:

How has interaction with donor agencies contributed to capacity development and knowledge-base of Boseele’s members?

During story-telling interviews, my role as a researcher was to guide the discussion, particularly where I felt the narration was off-track. However, care was taken not to intimidate participants or limit their freedom to speak freely. In order to allow for privacy to speak about confidential issues, story-telling was introduced in one-on-one interviews only as it would be intrusive to have the participants speak about their personal stories with their colleagues listening. However, where some information needed cross-checking and verification for validation and reliability purposes, other participants were interviewed but without making any reference that could divulge other participants’ motives or identities.

For instance, one participant mentioned that he believed another member benefited more through attending more training workshops than others. The first participant, who brought up this issue, was concerned that favouritism and unfair selection procedures were experienced, denying other members the opportunity to grow and develop. In response, the second participant who was targeted by the allegation explained that his nominations were based on merit, commitment level and other considerations like English language proficiency, which were prerequisites for some training workshops.

It appeared therefore that in the absence or knowledge of policies, clearly stated benchmarks or selection criteria for some members and the selection or choice of participants was misinterpreted, misconstrued or misrepresented.

Field observations and checklist

This method refers to noting and recording movements, objects and observable and non-observable clues that may have a bearing on what is being studied. Gray, Williamson, Karp and Dalphin (2007:87) emphasise that researchers should be trained to carry out observational tasks and to draw up checklists that are pertinent to the phenomenon being studied. They further recommend that observations should be recorded as soon as possible to lessen the possibility of researcher bias if recorded late. A prepared contact and observation checklist was prepared beforehand for this study and is attached as Appendix B.

Two prominent areas, Botha-Bothe and 'Mate Nursery Project areas, were visited in June 2010 and their characteristics were observed and captured during data collection. In order to give a thorough understanding of the two places, the descriptions are recorded in Chapter four as research findings.

Rule and John (2010 in press) note that observations provide a reader with an understanding of the places visited:

> Case studies are likely to include some descriptive content. Case studies seek to develop a rich, thick description of a phenomenon….Without some description of the phenomenon and its context,... case studies will not make sense.
>
> Rule & John, (2010 in press)

Transect walk

McNiff and Whitehead (2002) cited in Rule and John, (2010 in press) talk of participatory data collection approaches in case study research as those contemporary methods that can be employed in a variety of settings where goals of maximising participation and ownership,…and minimising the control which researchers often exert. One of such participatory approach used in this study was the transect walk.

During data collection, two members of the ‘Mate Nursery project, ‘Mamotaung Lesoetsa, the treasurer at Boseele-‘Mate Nursery Project and Thabelang, a young man originally from the area, showed me gabions built during the project tenure. They took me on a guided tour to a road development activity that was undertaken by the group members and some community members. Two kilometres away from the project area lay a stretch of gravel path with gabions to conserve and control water flow that was eroding the road. Participants took me on a transect walk which helped me recognise the value they attach to landmarks and developments.

‘Mamotaung commended the project’s landmark and how the community continued to benefit from road rehabilitation. Before the project members rehabilitated the path, sick people and corpses had to be carried by wheelbarrows or improvised stretchers to the other side of the village where they could be taken to a nearest hospital or mortuary and to the graveyard.

Documents

Apart from the literature review conducted for this study presented in chapter two, a number of documents were used to gather information about Boseele. The documents provided additional information, helped to confirm some voiced opinions and substantiate some facts. Appendix C, attached at the end of this report, demonstrates how some documents in the form of books, reports and project documents were used to extract salient issues raised in the report.

Some of those documents include the Association’s constitution, project designs and memoranda of agreements made with four donors namely MS-Lesotho, CIDA Irish Aid’s SCIL and European Union’s LGNSP, executive committee minutes and a report of an audit conducted in 2004.

Triangulation of Methods

Cohen, Manion and Morrison (2010) advise researchers to use different methods of data collection to provide “the richness and complexity of human behaviour by studying the [phenomenon] from more than one standpoint and, in so doing, make

use of diverse data collected" (p.141). Some examples of how triangulation was used and yielded cross-checking facts are cited below.

During story-telling, some participants narrated their personal experiences. In the process, stories were given credence by individuals. However, some insinuations and utterances also surfaced during the process. Pronouncements had to be verified using interviews and further probing for the purpose of clarity and to minimise distortions. Where some doubts were cast or something felt intuitively wrong, triangulation was used to verify the information with other members, referring to contexts in which things happened, rather than to individuals.

One of the advantages for me as a researcher was my language proficiency. Capacity building as an educational discourse has many Sesotho connotations. First of all I had to establish rapport on the concepts of capacity building and development. Some statements were paraphrased in order to establish their reliability and authenticity.

For instance, where some members did not think an activity had capacity building aspects, others were adamant that a meeting, an information session by the European Union (EU), or a short briefing where local government official called them to announce an event or a campaign, was tied to capacity building. Going through some of the minutes and records of meetings, I was given the impression of frequent workshops, capacity building or training sessions. Some such recorded information had to be verified and understood by cross-checking and interviewing some executive members to validate them. Most of these written records were referred to as capacity building activities to most executive members; their argument was that any activity or gathering of members where knowledge was imparted meant capacity building.

Five data collection methods: interviews, story-telling, observations, transect walks and documents, were triangulated. Interview guide, observation checklists and camera to capture pictures were instruments used during the process.

Data Analysis

After each data collection fieldtrip in December 2009 and June and August 2010, preliminary data analysis was carried out. Small pieces of data collected after the first preliminary meeting in December 2009 gave me some direction of which route to take. The visit helped me to chart who, where, which issues would help to locate the participants and projects. The second and third visits in June and August yielded data in response to the three research questions guided through by interviews held, observations and the organisation's documents. Notes were coded and classified according to the main themes drafted during the data gathering and after the visits.

The following methods of data analysis were used throughout the process, but the first method of arranging data chronologically according to five historical epochs proved feasible and easier to work around the masses of data from the field. The chronology of Boseele was arranged as follows:

i) The pre-donor era – establishment, identity and registration;
ii) MS-Lesotho – 'Mate Nursery Project;
iii) CIDA funding – agriculture and farming sharecropping project;
iv) Irish Aid – capacity strengthening and networking strategies; and
v) The European Union – strengthening and sustainability through small grants.

Four data analysis methods were used: content analysis of documents, narrative, thematic, and discourse analysis. Each method is described below.

Content analysis of documents

Boseele has been in existence since 1997, according to their constitution (1997). Different documents in the form of a Constitution and its amendments, policies, procedures and guidelines on how the organisation was run and some of its strategic matters were given to me during the study.

Project documents, particularly memoranda of agreements with MS-Lesotho, CIDA, Irish Aid, EU and other partnership documents, Executive Committee minutes and an audit report of 2004 were accessed, copied and filed.

Some documents analysed are listed as part of Appendix C and others listed under reference list attached at the end of this report.

The content of the documents was analysed using codes, where salient issues related to the study's research questions were identified and noted. The salient issues were classified chronologically and historically, and according to themes like capacity building, networking and sustainability. Thematic analysis is elaborated below.

Thematic analysis

Contents were also analysed through coding of prominent themes. While some themes were derived from the research questions and theories discussed in the study, other themes were generated by the participants through their story-telling and thick descriptions during interviews.

For instance, the members' volunteer spirit became a prominent theme. All the participants talked about it. Registration of a non-profit organisation became a critical subject where the emphasis was placed on social benefit. The participants emphasised lack of support or political will by the government, despite the government's repeated acknowledgment and appreciation of the work of NGOs.

Narrative analysis through story-telling

Research question one investigated how being a member of civil society organisations in Lesotho benefited or did not benefit the members. As the researcher, I was worried that the membership may, to some degree, perpetrate poverty for its own members, who are said to be advocating against hunger and poverty in their households and communities. Through story-telling of personal experiences, the narrative analysis was able to bring out issues relevant to the study.

Story-telling allowed members to speak from their hearts and a lot of data were generated. The data were arranged according to already coded themes and chronology, but to make the stories more interesting, a flexible method of recording enabled the flow, sequence and logic.

While participants' stories had unique flare, they were inter-related and had to be cross-checked against versions of others. For instance, some personal stories reflected how other organisational members contributed to their well-being, and that showed how organisations as systems contributed positively or negatively in the lives of their members.

Discourse analysis

This research investigated a contemporary discourse within rural and community development and civil society organisations contexts. I believed it was imperative to analyse what capacity building discourse entails. The analysis was done in Chapter two under conceptual interpretations, and supported by evidence generated during data collection. Capacity building, as an educational discourse, was analysed through data generated by the participants, most of whom were members of the organisation. Analysis of how the participants understood and interpreted capacity building within the context of the civil society sector enriched the findings and interpretation of this study. Donor's understanding of the discourse was investigated through interviews with the EU's district officer interviewed.

Limitations and Ethical Considerations

This study adopted a case-study approach using qualitative research design and methodology. The Boseele Association may have operated in contexts and circumstances that are not the same as those of other CSOs and their programmes. This study does not generalise all civil society organisations. Contexts of operation, frameworks, policies and guidelines for civil society are flexible and allow for a wide array of possibilities and experiences.

Soltis (in Eisner and Peshkin 1990:252) warns that ethical dilemmas may be present when the researcher has to balance a multiplicity of factors that can influence his or her value judgment.

Personal philosophy, theoretical frameworks, the methods of data collection and analysis selected, interpretation of data, formulation of a research topic and questions all reflect the researcher bias. This may have influenced some of the discussions, interpretation and conclusions made in this study. However, I was aware of these issues and during the process I tried to minimise them.

Cohen, Manion and Morrison (2010) emphasise that case studies should demonstrate reliability and validity. They further observe that case studies can be "prone to problems of observer bias, despite attempts made to address reflexivity. This can be difficult, given the uniqueness of situations" …(p. 254). While conducting this study, I was conscious of my long-term experience in this field. This long-standing involvement goes with personal biases, philosophical thinking, multiplicity and uniqueness of issues in community development and their underpinnings, with value judgments and rationalisation likely to be affected.

Methods, instruments and techniques for this study were carefully selected, used and triangulated to maximise reliability and validity. However, I cannot claim to be perfect in adhering to all principles, and accept the limitations with some methods and their use in yielding reliable and valid data. For instance, organising group discussions proved costly as sampled participants lived far apart. I resorted to group interviews instead where a minimum of two and a maximum of four participants could be together at the same time.

The respondents were assured of confidentiality, anonymity and the right not to respond to questions should they feel uncomfortable in answering, particularly if they regarded questions as private or intrusive. During story-telling, I requested individual interviews so as to give privacy to the participants so that they could freely speak without fear of intimidation from their peers. However, chapter five of this study presents individual stories with real names provided. Participants' permission was sought and interviewees agreed that their names may be used for the study.

Permission to take pictures of landmarks and individuals on tours was requested from the executive committee members in charge and the individuals concerned. All pictures were taken with the permission of the participants.

Initially, permission was requested and granted to use a tape recorder, but during the process, it was not used at all. However, words and expressions said with emphasis or certain ambiguities or connotations during the interviews, and seemed to have significant bearing were captured to ensure that emphasis was put where it was due.

Conclusion

This research design and methodology chapter identified a qualitative research approach and a case study method used. A sample of 12 respondents was selected with purposive and snowball techniques suited to the study. Research methods such as individual and group interviews, field observations, story-telling, documents and transect walk were used, with the interview guide and observation checklist as best instruments for the methods. Methods, instruments and techniques for this study were carefully selected, used and triangulated to maximise reliability and validity.

Contents of documents, thematic, discourse and narrative analysis were used to analyse the data. Themes and historical chronology of events facilitated easier coding of the data into manageable units.

This study has helped me to realise that while research design and methodology can be predetermined, the research approach gives one the direction to take. Some methods used to collect and analyse data were tried for the first time, but because the case study warranted such decisions, their selection was suitable and appropriate.

CHAPTER FOUR

BOSEELE'S GROWTH AND SURVIVAL: DOES FOREIGN AID MAKE A DIFFERENCE?

Introduction

The research findings of the Boseele's experiences as an organisation, an association and a CBO are captured in this chapter. The findings reflect its developmental phases from as far back as 1997 when it began, with emphasis on the period from 2000 until 2010.

The findings discussed in this chapter were captured in two of the Association's key operational areas: Botha-Bothe and 'Mate. The Botha-Bothe district is described in relation to the operations of the Boseele Association, and only related characteristics are provided.

Botha-Bothe is one of the three northern districts after Mokhotlong and Leribe. Of these three, Botha-Bothe is the smallest in terms of local government demographics as given in the table below:

District	No. Community Councils	No. of District Councillors	No. of Community Councillors	Total No. of Councillors
Botha-Bothe	10	22	95	117
Leribe	18	37	177	214
Mokhotlong	15	35	230	265
Total Northern districts	153	94	502	596

Local Government Strategic Plan (2009 – 2013)

Boseele operates from a business complex called the Basotho Enterprise Development Corporation (BEDCO), where small and medium business entrepreneurs rent small blocks for different operations ranging from vocational schools, mechanical and technical workshops, retail outlets, business cafes or kiosks and small shops for their various goods and merchandises. BEDCO is an enclave in a noisy complex in the town centre where the majority of small and medium business people do their everyday merchandising, entertaining themselves with their favourite music, causing all sorts of noise.

Apart from government offices which are found around town, and most of them in very old and dilapidated buildings, being a tenant at BEDCO Complex is a sign of prestige and better than being in any of these old government buildings. One small office could be rented at about M500/R500 per 100 square metres per month.



Morena Lira Peete (left) and Oscar Maphuroane (right), in front of Maphuroane's Animal Feed Shop, also used as the Boseele Office

In Chapter one, I gave an overview of a landmark of the Boseele-'Mate Nursery Project funded by the Danish Volunteer Service or MS-Lesotho.

'Mate is a ward[7] made up of a cluster of about 20 villages, (Ha Motsoane included) and the project in this area was regarded meaningful considering the large population of this remote and its historic background.

During the case study data collection, the three research questions became central to the discussion. The following themes were created to narrate the case study: capacity building interventions that have enhanced and impacted on the growth and strength of the organisation; the impact of donor resources and how projects were sustained through such interventions and collaboration and networking efforts as strategies in development programmes within civil society. The Boseele case study starts with a historical background, and then moves to the period lines covering a decade of existence of the organisation with donor agencies. The decade starts from 2000–2005; 2005–2007 and the current stage.

Overview of the History

Boseele dates as far back as in 1996, after a massive strike by Lesotho Highlands Water Project's (LHWP) employees, who were demanding a wage increase. However, the strike was called at a critical time when the project was already starting to phase out some of its major construction work. Morena[8] Lira-ha-li-bonoe Peete was an employee of the LHWP and a shop steward of the Construction Workers Union of Lesotho (CAWULE) that was organising labour in the Project. He became instrumental in organising workers into the Boseele Association and he continues to be active today.

Morena Peete said Boseele was able to register as an association with the support of the non-governmental organisation (NGO) community under the auspices of an umbrella NGO organisation, the Lesotho Council of Non-Governmental Organisations (LCN). CAWULE was then an affiliate member of the LCN and both attempted jointly to safeguard the interests and rights of the striking workers.

[7] Ward: In Lesotho, a cluster of villages ruled by one gazetted (paid) chief.
[8] Morena literally translates as Chief. It is an official title and does not have a ready English version. One must be called Morena so-and so, not Chief…..

Morena Peete pointed out that the LHWP was forced to pay retrenchment benefits to the workers, who were brutally repressed by the Lesotho Police Service, claiming to curb the anarchy. He recalled that some of the workers died during the strike; others were seriously injured. He said two had since become permanently disabled as a result of that strike and police brutality.

Boseele was officially registered as a legal non-governmental organisation (NGO), a community-based organisation (CBO), a membership organisation and an association with multi-purpose goals and objectives, in 1997. The Boseele's developmental growth and survival had gone through various phases of development. These developments were determined to a large extent by the presence, participation and involvement of its members, their different activities and projects and the interventions of donor agencies.

What is meant by "Boseele?"

What is "bo-seele" - a phrase? Morena Peete recalled his first meetings with one of their local supporters, the late Mr Paki Mopeli, who owned the Botha-Bothe Hotel. He said:

"Bo seele bosiu, bo seele bo kherehane ho setse ngoana marongoa khapala; mphe-mphe ea lapisa molekane, motho o khonoa ke sa ntlo ea hae."

This Sesotho proverb or a short poem may be literally translated as:

"The night has fallen (Bo seele); one should wake up and work hard; a beggar cannot survive, but the heads of household should be able to provide for their families and become self-sufficient."

Morena Peete said the name reflects the mission statement of their organisation which stipulates that: "Through various project interventions, the Association shall strive to set up self-help initiatives and create job opportunities for its members" Boseele's Constitution Amendment (2005:2).

Since its establishment, Boseele's main aim has been to inculcate self-sufficiency and self-reliance principles and values among its members. Morena Peete went into detail on how workers were exploited by the big dam project, and how the name was a reflection of their long suffering and perhaps bitterness emanating from their ill-treatment.

He further recalled that the name fitted well with what he and other members were going through with the LHWP. He said he felt like somebody was waking him up from a very long and deep sleep, empowering him to fight to regain his dignity, integrity and selfhood, which were stripped by being employed under unfair labour practices for a long time. He then felt ready to stand up and fight for his rights through the association – Boseele.

Boseele's Constitution (1997), amended in 2005, shows two overarching goals: first, poverty alleviation measures, where capacity building of members and surrounding communities play a central role, and second, improved health services and provision of other community services while promoting self-reliance among members.

Civil society "social development" mandate

In Lesotho, the civil society sector can be divided in three categories. One is the non-governmental organisation (NGO) sub-sector, which embraces faith-based organisations (FBOs), community-based organisations (CBOs), networks, coalitions and alliances. Some donor or development agencies use their terminology – Non-State Actors (NSAs) – to refer to civil society organisations, or simply the NGO sector. The description was provided by SCIL Report (2006:4).

A second category in the civil society sector is that of trade unions. They are membership organisations like the NGOs but with limited capacity to generate funds for their members through subscriptions and fees. The difference in membership between NGOs and trade unions is that, in the latter, members are in employment, while in the former the members are generally volunteers with no regular monthly income.

The third category is the private sector. These are private businesses, cooperatives and Small Medium and Micro Enterprises (SMMEs), established solely to generate and promote business practices.

Boseele members regard their organisation as an NGO or non-profit organisation. Asked specifically how their members benefit from such a framework, Maphuroane said that one of the reasons why the Association lost its membership over the years was because they could not accumulate profits to sustain their services, projects and hence membership. Was that an oversight from the beginning on their part, or was it by design that they chose to register as a non-profit-making entity? Maphuroane answered that civil society organisations in Lesotho are non-profit-making by law but the developmental contribution and role they play collectively as a sector has had significance in national policies and should not be underestimated in any way. He claimed that civil society organisations provide an advocacy role in promoting human rights and an oversight function in keeping the government accountable.

Boseele is bound by law to survive through its volunteer members, and not generate profits. The issue of sustainability becomes challenging as their survival is based on membership dues, donations and gifts.

Gastrow was quoted earlier in this report where he was showing a social benefit mandate of the civil society sector against the business sector. Both Gastrow and Maphuroane agreed that civil society organisations have social mandate and face challenges of sustaining projects, particularly those that need regular maintenance and recurring costs. They both remind readers of civil society organisations' mission and mandate.

Maphuroane, however, lamented that, while civil society organisations are seen as developmental partners by their governments, the Government of Lesotho (GoL) does not have any systematic or organised funding programme for CSOs. They rely instead on donations and gifts from foreign donor agencies. Maphuroane also argued that people, who are always emphatic about sustainability within civil society, seem to lose the rationale for why civil society organisations exist in the first place.

He said: “Sustainability of our work is important but should be discussed within the context of our broad mandate”, and he felt that some people confuse CSOs, particularly the indigenous ones like Boseele, with the private or public sector.

He gave examples of international organisations like CARE-Lesotho, World Vision and ActionAid, which are allowed to compete for programmes and resources with indigenous organisations like Boseele. “It is wrong to make such comparisons. The internationally-linked organisations are able to survive and maintain internationally recognised standards while indigenous CBOs like us struggle because of limited resources compared to our competitors – international NGOs.” Finally he said that when sustainability was discussed, researchers like himself take things for granted and out of context.

After the 1996 LHWP workers’ strike, development agencies which were sympathetic to large water dam projects worldwide developed an interest in knowing more about Lesotho’s labour movement and NGO movement and how they could be of assistance to them. Both Morena Peete and Mr Maphuroane said initially that their organisation did not have problems soliciting funding from development or donor agencies, due to donors’ willingness to assist them.

Boseele-‘Mate Nursery Project: (2000–2005)

During 2000–2005, Boseele secured funding from the Danish Volunteer Service (DVS), later known as MS-Lesotho. The DVS-MS Lesotho funded the organisation to the tune of M350 000 (equivalent of US$50 000 then). They also provided technical support through one of their volunteers, Mr Clause Lackenhoff, known by the local community as *Lefau-fau* (meaning a tall fellow).

In 2002, Boseele started a nursery project in ‘Mate with the MS-Lesotho funds. The main purpose of the project was to impart skills to the organisation’s members while also generating funds for sustainability of the organisation and their members’ livelihoods. This is according to the Project Design Document (2001).

The Chief of ‘Mate, Morena Halejoetse Selebalo, allocated land for the nursery project between Boseele-‘Mate Nursery and the MS-Lesotho, without requiring payment. According to the then Chairperson of Boseele-‘Mate Nursery Project, Mr Makhetha Khanare, the Chief allocated one and half acres of land for the project. Security was provided by the community to ensure that nursery plants and seedlings were safe from theft and vandalism.

Lefau-fau was provided with free accommodation in the village, not far from the project, so he could be part of the community. He was there for two years until 2004 when another volunteer, known only as Mr John, replaced him. The Danish volunteers were provided with office space furnished with office equipment in one of the huts in the village. The office was furnished with a laptop, furniture and a solar panel to operate the laptop, as the village did not have electricity. Two project vehicles and their maintenance became part of the funding agreement, to ensure that Boseele members and the volunteers operated without hindrance. Farming implements included a scotch-cart, fencing, wheelbarrows, spades and gardening tools for nursery project requirements. The project was up and running during 2002–2005.

Khanare recalled, quoting the Danish Boseele-‘Mate Nursery Project Document (2001) that the Danish intention of providing technical support was to ensure that the local community and local government structures would take over the running and management of the project once the Danish had left. Capacity building was to be provided to the project members to enable a smooth transition and proper hand-over. The Boseele members were to be provided with technical and leadership skills to ensure continuity and sustainability of the project. The process was meant to empower the members and community in order to continue and claim ownership of the project. A series of capacity building and training activities was conducted for Boseele members through the MS-Lesotho funding and with other service providers and partners.

‘Mamotaung Lesoetsa, earlier mentioned in this report as the treasurer at Boseele-‘Mate Nursery, said that funding created new problems. “When members not employed in the nursery project started thinking others had more access to resources than they did, that created conflict, suspicion and mistrust,” she said. Most of the people who criticised others were those who were idle and did not have much work. The project could not engage every member of Boseele. Those who knew little about the project created problems, confusion and conflict, and became a bad influence on others. ‘Mamotaung said she experienced death threats at one stage, because some members who knew that she was the treasurer thought she and her family were benefiting from the project’s resources, and that she was keeping money, resources and information from them.

On the other hand, ‘Mamotaung showed us some wheelbarrows and garden tools which she herself confiscated from the project because she was still owed three months’ wages, or rather stipend, when the MS-Lesotho funding came to an end. While she knew there were no more funds she believed Boseele had funds which could have been used to pay her and four other employees. She said she was still bitter about her stipend, and she would not give back the wheelbarrows and garden tools to Boseele.

As we walked along and towards the nursery project site, ‘Mamotaung said:

> It was extremely difficult to get materials to and from the project site. Some government departments and the Lesotho Highlands Water Project were our main tree-seedlings clients. They bought in large quantities and their trucks could not cross a pit that was created by rainfall. We were forced to fix the gravel path.
>
> ‘Mamotaung (Interview June, 2010).



Gabions constructed as part of road rehabilitation during the Nursery Project tenure

Despite some setbacks experienced towards the end of the project, 'Mamotaung's positive reaction to how gabions became the community's landmark showed that foreign aid had helped the community to some degree.

Other job opportunities

Apart from the nursery project, the organisation's capital fund and the MS-Lesotho fund created other job opportunities for some members. Those who benefited from the Boseele Health Centre were health practitioners who provided primary health care services to the neighbouring community in Ha Motsoane. Some basic health equipment was bought for the centre from Boseele funds. The health centre was manned by about 10 health practitioners and was well known in the area. However, the health centre became a personal project of one member who was running it and some members started to complain. According to Khanare, these were some of the issues that caused problems for members who thought some were using the organisation for selfish ends, personal enrichment and interests.

A local businessman and hotel owner, Mr Paki Mopeli, opened a small motel in the Ha Motsoane Village, (in a complex where the health centre also operated) and employed some members of Boseele.

However, the motel only operated for one year in 2005. After the death of the owner, Boseele members lost their jobs due to a family feud over the business. Maphuroane tried to justify how the majority of Boseele members got jobs due to the Association's support for its members and the importance of networking with other sectors, like the private sector and hotel-owner Mr Mopeli. Those who were able to gain training and skills got alternative employment elsewhere, particularly the professionals who could secure jobs through their qualifications and by other means, Maphuroane emphasised.

CIDA Funding: (2005 – 2007)

A communal and sharecropping production project did not take off concurrently with the nursery project as planned by Boseele, due to lack of funds. It was deferred until another donor, the Canadian International Development Aid (CIDA), came forth later. Boseele was keen on introducing its members to indigenous organic farming, which they believed was cost-effective, environmental-friendly and discouraged the use of expensive chemical fertilizers which members could not afford. Boseele agreed with the principles of MADF: "Organic farming is believed to improve the texture and quality of soil as it reflects and in many ways predates the now common adoption on diversified, low input and organic approaches to food production, often coupled with use of indigenous skills and knowledge". Machobane Agricultural Development Foundation (MADF: 2010:2)

CIDA supported Boseele from 2005–2007 with funds estimated at M250 000[9] . Unlike the nursery project funded by the MS-Lesotho, the CIDA fund did not have as many activities that could employ members. The funding request to the Canadian Fund as quoted in their terms and agreement document (2005) stated that the funds would strengthen the capacity of Boseele through procurement and acquisition of farming equipment to carry out communal farming. Model farms would be created for Basotho people. Another aspect of the project was the specific indigenous, organic and permaculture farming practices which were going to be implemented as a learning strategy for members.

[9] R250 000 (equivalent of US$50 000 at M5 to $1).

A tractor, two more scotch-carts, two ploughs, two cultivators, about 50 wheelbarrows, spades and other farming implements were acquired to implement the farming project in the Botha-Bothe area. The CIDA fund was thus able to augment and expand the Boseele initiative.

The project fund was primarily to procure farming implements that would facilitate better farming practices with little recurring costs. The funds were invested in Botha-Bothe, where the Executive members felt the members there would benefit, like the 'Mate members. Unfortunately the 'Mate nursery project members lost their opportunities while new funding was being sought. They did not understand that the projects were separate.

The majority of the members I talked to agreed that the CIDA Fund did not have complex administrative red tape like the Danes. The Canadians gave the funds for the procurement of farming implements. They were happy to see the fields ploughed and members in the sharecropping project happy. Maphuroane pointed out that the Danish nursery project had more administrative tasks than the Canadian farming one. From that, they learned that donors are different. There are those who are more bureaucratic and demanding in terms of administration, reporting and service delivery than others.

Some interviewed members still believed that the executive committee could have salvaged the dying nursery with CIDA funds, a principle that was practically impossible, according to the chairperson, Mr Maphuroane. "Donor funds have regulations and could not be used to save another project, therefore, it was not feasible," Maphuroane emphasised. This transition and misunderstanding brought serious dissatisfaction from 'Mate members. Maphuroane noted that the members who were trained and experienced could have continued the project, but they failed to do so. Asked why, he said the members were "only happy to get paid at the end of the month". They did not think of ways to pay themselves.

The Association's members with fields which they could not plough began sharecropping with other Boseele members under the Canadian Fund's technical support.

Through CIDA funding, capacity building activities in the form of technical permaculture and organic farming were done with PELUM[10] and MADF, Morena Peete stated.

All was going well in Botha-Bothe and some members benefited by hiring the farming equipment. Community members also benefited because the tractors and other farming implements could be used for community members at cost. Maphuroane recalled how they made thousands of Maloti by letting and hiring out the farming equipment to the community. However, Morena Peete admitted that there was no clear renting or sub-leasing policy and guidelines. Some members defaulted on payments and took it for granted that they would not be charged.

Both Maphuroane and Morena Peete said that today most of their farming equipment was still in the hands of members who were charged with using the Association's equipment without paying rental fees. Peete confirmed 'Mamotaung's earlier statement that she had kept some wheel-barrows belonging to Boseele-Mate nursery and did not intend to take them back. What appeared as strength, in terms of assets for the organisation, became a cause of dispute and ultimately caused problems they never anticipated.

While Boseele was boasting of its farming equipment and could use that equipment as collateral against bank loans, and as a sign of their sustainable efforts and capacity, Maphuroane admitted that membership figures had dwindled so far that only a handful of members remained active. Maphuroane was quick to answer and contradict his previous statement about huge membership. He emphasised that the capacity of an organisation like Boseele should not be measured in terms of their membership, but how effective their active members were in implementing and building their projects. He said comparatively, Boseele was more capacitated and focused now, with fewer active and committed members, than when it had 150 less effective people.

[10] PELUM is an acronym for Participatory Ecological Land Use Management. PELUM is a regional African network for indigenous CBOs engaged in agriculture and farming practices. Boseele is an affiliate of PELUM Lesotho Chapter.

The organisation had funds in the bank account, and Maphuroane recalled the Annual General Meeting of 2006, when the then treasurer, Lebohang Mapheelle presented their financial audit (2004). The organisation had generated about M120 000 from the farming project. However, when other members heard the figure and knew that the organisation was generating money, they started making untoward demands. 'Mate nursery members caused an uproar demanding to know why they had not been paid for three months when the organisation had so much money.

Morena Peete said some 'Mate members questioned why the funds could not be used to assist the collapsing nursery. The terms and conditions of funding appeared to have not been communicated, learned and understood by the majority of members. Perhaps only executive members were conversant with how donor funds work, and how one project fund would not offset problems arising from another project. But Maphuroane said even some executive members made unreasonable demands that they should be paid stipends because the organisation had money. Both Morena Peete and Maphuroane admitted that members were not informed about donor funding, and they were considered ignorant in that regard. Maphuroane admitted that:

> CSOs are ever faced with a challenge, and they struggle with meagre resources to maintain their good people. Boseele also lost some good members, because we could not pay them for their valuable services. Some members started losing interest and as a result, they left for other jobs elsewhere.
>
> Maphuroane (Interview, June, 2010)

Referring to the conflict which arose during that period, the chairperson of Boseele-'Mate, Mr Makhema Khanare, said the conflict was caused by greed, corruption and malpractice by some executive members who did not want to vacate their seats after the election of new members. He added that old members became greedy and benefited from the organisation's funds, leaving other members to complain, resulting in distrust and demoralisation.

Morena Peete noted that while Boseele was comfortable with the reduced administrative management required by CIDA, they could have benefited more in their undertakings if they had employed a trained bookkeeper like ‘Mamotaung in the ‘Mate nursery. Asked why they did not bring ‘Mamotaung along, Morena Peete said it was becoming expensive as ‘Mamotaung had to commute whenever her bookkeeping expertise and services were needed. He acknowledged though, that ‘Mamotaung was better trained in bookkeeping by the MS-Lesotho than members who were assigned to handle administration and bookkeeping issues in Botha-Bothe. Hence, both Maphuroane and Morena Peete conceded that if a trained bookkeeper had managed the farming project, it might have made more profit. Maphuroane admitted that this was an oversight on the part of the executive, acknowledging that responsibility was left with a completely new person who had no previous training.

Asked about how she acquired her administrative knowledge and skills during the Danish tenure, ‘Mamotaung, who was the treasurer of Boseele-‘Mate Nursery, said the Danish volunteers taught her skills which were easy to use and adapt for the nursery project. She said she was comfortable and competent as the treasurer and her books were always in order, up-to-date and error free. However, she was not sure whether she would cope if the organisation gave her that responsibility for a project different from the nursery. She added that with some training, she would cope. She concluded that she was feeling demoralised, and was no longer sure if she was still competent to exercise the bookkeeping skills she acquired earlier.

Asked if she had taught or trained other members in administrative and bookkeeping skills, she said she was the only one who handled such issues. She said she was chosen for training because she was an administrator and the bookkeeper-cum-treasurer of the nursery project at the time. She clarified that another member, ‘Maseutloali Khanare, received extensive training in nursery production. She was a lead facilitator in that regard.

‘Mamotaung attributed her administrative and bookkeeping qualities and skills to Boseele. She said she has since been elected to several community committees in which she had applied some of her skills.

She said she also volunteered to help a burial society committee after realising that if she did not use her skills, she would re-lapse. So to some extent, the skills training received by some community members benefited others, although to a limited extent.

Networking, collaboration and alliances

In 2005–2007, there were very few active members and many conflicts, and the organisation was about to disintegrate. It was then that Boseele discovered they should go back to the drawing board with the few members. They requested Lesotho Council of Non-governmental Organisations (LCN) and PELUM to conduct capacity building training sessions for the few members that were left on:

- organisational development;
- team-building; and
- conflict resolution/management.

The training was meant to curb and put an end to the internal conflict which was stifling progress. There were fights about money, assets, property and its management. They also realised that while they were busy with their programmes, they had neglected their life as an organisation; they also neglected strategies such as networking. They made an executive decision to review their life as an organisation, because they felt they needed to know each other better. Maphuroane emphasised the importance of networks, but noted that networks are very expensive and Boseele had always been careful and selective in their networking and collaboration activities and strategies.

They had close working relations with the St Paul's Catholic Parish and the Catholic Diocese Development Desk, LCN, PELUM and the Machobane Agricultural Development Foundation (MADF). At district and local government level, they work closely with the Ministry of Agriculture and Food Security – Livestock Division in Botha-Bothe.

One of the strategies that Boseele noted as a strength was how their involvement in organic farming practices enticed media programmes and gained publicity for them. They recalled occasions in which they were invited on various radio programmes to speak about their successes in agricultural and farming practices and to share their technical experiences with organic and permacultural farming practices. That showed their capacity and they took credit for it. On numerous occasions, Maphuroane said they were invited to share their experiences in general meetings of their affiliates, which in turn introduced them to new agencies and other organisations, not only in Lesotho, but regionally and with international agencies.

CAWULE and LCN

From the beginning, Boseele managed to develop and maintain working relationships, partnerships and networks with other NGOs. Its collaboration with CAWULE yielded results when retrenched workers were able to invest their provident funds, severance pay and retrenchment payouts. Boseele is not a labour movement, but has maintained close relations with CAWULE for years. Boseele is an NGO, affiliated with the LCN, and pays an annual subscription of M250. They said they continued to benefit from being a close affiliate of this NGO Council. Active members of Boseele have attended capacity building activities and events at various intervals by LCN and they understand the importance of such networks and collaboration.

Maphuroane revealed that recently (in 2009) the LCN and the EU were embarking on a civil society strengthening programme from which civil society organisations and the LCN affiliates would benefit. Boseele was nominated amongst others as a beneficiary of this project. The envisaged programme, according to Maphuroane, would strengthen their capacity to operate their office without donor support.

The LCN support included the acquisition of computers, office furniture, maintenance and technology. Maphuroane was pleased that at last LCN had thought about tangible capacity building measures for its affiliate members.

PELUM and MADF Farming

Khanare noted that Boseele benefited from networking and collaboration efforts with PELUM – Lesotho Chapter. PELUM is an acronym for Participatory Ecological Land Use Management, and Boseele has been a member of PELUM since 2001. PELUM is a regional umbrella network coordinating NGOs involved in land use management in Lesotho. There are PELUM Chapters in other African countries, and on several occasions, Boseele participated in PELUM's regional and national meetings and training sessions. Boseele pays an annual subscription of M1 200 per annum to access services and facilities of this regional network. PELUM is also instrumental in promoting indigenous farming and Machobane Farming Foundation schemes in Lesotho.

Machobane Farming is a foundation in Lesotho that promotes organic farming among Basotho farmers. Morena Peete reiterated that Machobane farming rejects the use of fertilizers and chemicals in soil. Looking at their networking efforts, Boseele has managed to strengthen ties and relations with other organisations and this had added value, recognition and respect in the agricultural and farming CSOs' sub-sector. The Machobane Agricultural Development Foundation (MADF) is responsible for acquainting local farmers and farmer associations with MFS techniques and their proper application (MADF (2010:4).

Mr Lebohang Thithili, also a member of the Boseele organisation, acquired and benefited from a bursary to study in Tanzania through PELUM and the Machobane Foundation. He holds a diploma in Organic and Permacultural Farming Approaches to Agriculture, a qualification he obtained through Boseele's networking efforts and relationship with both networks. Mr Thithili also participated in an exposure tour with MS-Lesotho to an organic farming project in Nelspruit, Mpumalanga, South Africa, in 2003. He said he was grateful to Boseele because, through his qualifications, he was regularly consulted by various organisations to facilitate learning for their members – an activity that earns him some money.

Mr Khanare attributed his leadership qualities and exposure to other organisations to Boseele. He revealed that he has since been appointed by his church to become the Church Parish Chair and Catechist. He attributed that position, which he holds dearly, to his Boseele leadership training.

Irish Aid and EU (2007 – 2010)

In 2007, another funding agency, Irish Aid, formulated a programme which was directed at supporting and strengthening the work of civil society organisations in Lesotho (SCIL). The project implemented its programmes in the three districts of Botha-Bothe, Mokhotlong and Thaba-Tseka. The SCIL's mandate was to provide capacity building for civil society organisations informed and based on their needs. In their Needs Assessment Survey (2005), SCIL's project came across various CSOs in the three districts. In Botha-Bothe, Boseele was identified and contacted. Boseele was considered suitable by SCIL to benefit from the capacity building activities. SCIL's approach towards capacity building was based purely on the selected CSOs' identified needs. Some of the training interventions identified for Boseele and other CSOs in the districts included:

- project planning and management;
- monitoring and evaluation;
- organisational development;
- constitutional drafting, policies and guidelines;
- proposal and donor relationship;
- bookkeeping and financial management;
- conflict management; and
- networking and forging alliances and relationships.

CSOs' members attended a series of training workshops. Those who attended said they wished it was possible to have some accreditation and recognition of what they had achieved. However, SCIL did not give certificates and there was no accreditation of the training. Some members felt discouraged as they would not be recognised for their effort.

A subsequent phase called the grants management project intended to examine this aspect was since transferred to the EU's funding. While Boseele and Irish Aid's relationship with SCIL was very short, Maphuroane said he still thanked the Irish for recommending them to the European Union (EU). He acknowledged that SCIL was instrumental in facilitating some training workshops which some members attended and benefited from. He said in drafting their Animal Husbandry Project Concept Project (2009), they applied some of the skills that SCIL had taught them, and which Lebohang Thithili was able to apply.

However, one of the major challenges that SCIL faced was training CSOs on skills they could not immediately use, resulting in relapse for most of them. Capacity building is critical and useful to CSOs, but capacity to do what? Providing training to CSOs does not guarantee functioning programmes. CSOs operate with volunteer members who cannot be forced to stay with organisations by virtue of their having received training.

Maphuroane acknowledged and observed that training which accompanies donor funding is usually similar, but how donors conduct capacity building activities depends on how the topics are tailored towards their funding, or on which topics they put more emphasis. "Their training programme safeguards their funding interest. However, organisations also seem to have common goals which are implemented through rural development and towards poverty alleviation by organisations like us," he said.

Morena Peete added that donors were keen to see their funds work and benefit the communities and organisations. "No donor can give you money without building your capacity on how their funds should be used. Donors who don't know how corrupt civil society organisations can be, risk giving them funds without training," Morena Peete revealed. "Are you saying CSO officials are corrupt?" I asked. "Yes, the majority are," he said.

Thus, accommodating donors' needs and adjusting to some of their requirements was not a big concern for Boseele.

They said they always exercised flexibility because they are interested in donors' support and funds, as long as they did not dictate what Boseele should do. Maphuroane mentioned that if all foreign agencies liaised with indigenous NGOs and funded projects through indigenous CBOs, the strategy would minimise competition and conflict and provide empowerment approaches to development.

Unfortunately some foreign agencies, or international NGOs, according to Maphuroane, are regarded as competitors in development work. He added that indigenous CSOs like Boseele have cried foul about the disempowering approaches to development with some aid agencies that compete to implement projects at community level. "Because they have more resources than us, they perpetuate dependency, and jeopardise empowerment processes within communities," he said.

Will EU funding make a difference?

When the European Union (EU) project funding came into operation through its Local Governance and Non-State Actors Programme (LGNSP) in 2008, the EU was interested in selected CSOs that had already received training and mentoring from SCIL and other projects. Boseele Association was one of those organisations that benefited from the Irish and the EU funding phases.

This study and particularly this section looks at some of the activities that are currently underway and those that will continue after the submission of this research report. Some activities will be reported as completed while others will be implemented in the future.

During the course of the study, Boseele was granted funding to the tune of M110 000[11], "a 12-month funding for Boseele Animal Husbandry Project, to address the scarcity of male animals which has led to artificial insemination for animal production" (Boseele Animal Husbandry Project LGNSP 2010).

[11] M100 000: at the current exchange rate of M7.50 = US$1, this amounts to about US$15 000.

The EU-LGNSP Project Design (2008) emphasised the need to have three district development liaison officers who would be resident in the respective districts and responsible for ensuring close and proper project planning, implementation, monitoring, evaluation and mentoring to ensure the sustainability and smooth transition of projects. Three district development liaison officers were therefore employed and placed in the districts.

I met and interviewed the EU-LGNSP Botha-Bothe District Development Liaison Officer (DDLO), Mrs 'Malepota Mafeka, during a series of meetings with Boseele. Amongst issues she disclosed, Mrs Mafeka said there was a set of criteria that the EU-LGNSP used to select and short-list the CSOs in Botha-Bothe. Boseele was an exemplary CSO with equipment and property that the EU-LGNSP was interested in.

According to Mrs Mafeka, the EU conducted Training and Development Needs Assessment (TDNA, 2009) and Boseele was one of the best CSOs. However, the TDNA noted with concern that policies and guidelines on how their equipment should be leased to members did not exist. Hence there was long standing conflict with some members who were keeping and using the organisation's property for personal use. The TDNA (TDNA, 2009:15) recommended that the issue be addressed immediately. The chairperson, Mr Maphuroane, assured me during the interview that the issue has been noted by the Boseele Executive committee and would be urgently attended to.

Mrs Mafeka highlighted five informative and capacity building sessions that were held with the selected CSOs in the district, including Boseele. She added that such a training and skills programme would benefit the organisations even when the project is phased out in 2011. She pointed out that Boseele had already undergone training on organisational development and management with other donors, but as a membership organisation, capacity building remained a continuous process as new members joined at different stages and needed to be trained.

Mrs Mafeka observed that the EU had learned to be flexible when dealing with NSAs. "These are voluntary organisations that survive through the passion and commitment of their members.

Forcing them to comply with rigid principles on organisational, administrative and other formal rhetoric and rigid office procedures will not definitely help them to grow." She made a joke about how the EU insisted on their usual procedures that NSAs should have office space, organised communication facilities such as postal and physical addresses, telephone, fax and email addresses. None of the 10 NSAs that they are funding in Botha-Bothe had any of those.

"As EU, we have learned that some of our rigid structures and procedures should be relaxed, otherwise we should pack up and leave them; go somewhere else and find another sector. They just have their own culture of doing things, hence donors should be the ones adapting to that, not NSAs", she emphasised.

Mrs Mafeka cited another example of a ten-page project proposal form to be completed by the selected NSAs. None of the targeted CSOs were able to complete the form before the closing date. Realising that none of the NSAs had submitted the form, it was reduced to only four pages. The CSOs still complained that the form was too long, demanding and time-consuming.

Asked whether members as individuals benefited from the project funding, Mrs Mafeka said Boseele was very clever in presenting their proposal, because they included wages for casual labour and stipends and allowances for their members during the project's life. "I am afraid organisations that did not include that budget line for their members would have to struggle, as our monitoring and evaluation processes are very strict," she added. "That showed us that Boseele had dealt with donors before."

According to Mrs Mafeka, one outstanding point that earned respect for Boseele was the uniqueness of its farming and animal husbandry project. "Their project is an original innovation. It has an indigenous basis where Basotho could benefit and have their animal breeds." The EU was assured of the project's future opportunities by the Livestock Division, indicating that it would benefit local communities and advance the national agricultural policies of the country.

The EU-district official said she was convinced that Boseele would continue to survive even when the EU project had left, after 2011/2. “They are a strong organisation with committed members who have stayed with the organisation even during its difficult times,” she affirmed. She concluded that the EU funding would make a difference in terms of promoting and enhancing the mandate and activities of Boseele. She cautioned that those in development and donor agencies should not regard the survival of indigenous CSOs as being their gift. CSOs live as long as their members are committed, not because they have donor funding or not. “If Boseele was surviving through donors alone, it would have ceased to exist,” she concluded.

Conclusion

The research findings recorded in this chapter have highlighted the social mandate, social change agenda and social development work of the civil society organisations. Lavergne and Gastrow’s literature review confirms Maphuroane’s concerns about challenges that face human resource issues around volunteers in civil society work. The importance of human resource contribution in civil society work is a force to be reckoned with. The sentiments will be further shared in the following chapter from testimonies of individual members. Without volunteers to advance the work of civil society organisations amidst their challenging environments, meagre resources and sometimes lack of political will from their governments, the sector would not have achieved its social development agenda, social change and social mandate.

While advancing the social development agenda, civil society organisations also take self-reliance and empowerment of their members and communities seriously. Boseele has shown that its sole intention was to develop its members and communities around its project areas. Capacity building of members to support and sustain development projects plays a primary role. However, the results have indicated that a socially and economically empowered individual will be able to empower others. Those Boseele members who were empowered as individuals were able to empower and sustain the development projects established. This principle is confirmed by the findings of this study and the testimonies to be discussed in the next chapter.

This study has emphasised strategies such as networking, collaboration and building of alliances with other organisations. This strength with Boseele stood out as a fall-back position to show that organisations need to strengthen themselves as entities. The findings confirmed that organisations are neither established for donors' intentions nor are they started only to receive funds, but organisations are established to address communities' development issues, and they live on even without resources. Funding interventions, according to the findings of this study, were seen as adding value to the core and the life of Boseele.

Looking at their survival history, I am also inclined to believe that organisations survive because of the willingness of their members, not due to donors' interventions. Boseele may be a single case, but my experience with civil society organisations confirm that few committed members can make organisations develop and continue to exist, as long as they also benefit.

CHAPTER FIVE

TESTIMONIES OF MEMBERS

Introduction

In 2001, a few years after their legal registration as an association, Boseele had a membership of about 150 men and women around the country. These were previous employees of the Lesotho Highlands Water Project. Since the majority of the members had received their severance and retrenchment benefits, the Association was able to register with the Law Office, open a bank account and deposit funds from members' subscriptions and fees.

Mr Maphuroane recalled that their first bank savings amounted to about M50 000[12] derived from subscriptions and membership fees and donations from various local, national and international organisations. Boseele regarded their big membership as a success and an indication of how their vision was shared by many. However, experience had shown them that having a large membership created challenges for a non-profit making organisation.

In 2010, the organisation had only 20 to 25 paid-up and active members. When they started, the subscription fee was M50. From 2009 it was increased to M200. Members are regarded as such only when they have paid their dues. The executive members have learned through experience that quality membership was what they needed, not quantity. Their members now come from the Botha-Bothe district alone, not countrywide, as was the case when they started.

Maphuroane further emphasised that the strength or capacity of an organisation should not be judged or characterised by the number of members but the quality of service, commitment, participation, harmony and innovation they bring into the organisation. He also emphasised that civil society cannot survive without this important human resource which members bring into the sector.

[12] M50 000 is equivalent to ZAR50 000 – about US $10 000 at the time.

Similarly, civil society comprises individuals and membership organisations. The organisations survive because there are members who are neither employed nor paid but participate in development programmes meant to benefit themselves and their households, their organisations and their communities at large. If these people deem it fit to spend their resources – time, knowledge, labour – and to share what they get for the benefit of other community members, there must be some reward or incentive that motivates them to remain and maintain their membership. The research findings in this chapter revealed some of the benefits and challenges as experienced by five members of Boseele.

The chapter highlights individual members' experiences. Their experiences reflect their participation levels within their organisation and how that translates into social and economic achievements for themselves, their households and families. Their individual stories demonstrate how their organisation has survived through their commitment and sometimes sacrifice. At the end of the first two testimonies (Mapheelle and Khanare), comments on salient empowerment issues are discussed.

At the end of Morena Peete's story, important cultural, attitude and behaviour patterns of Basotho are questioned, and hence further research studies. The last testimonies of Makhahliso and Thabelang are concluded with a comment showing us that community development projects have different tiers which should be seen as complementary, and not in conflict.

Mapheelle's Health Centre Success

Mr Lebohang Mapheele hails from the southern district of Lesotho known as Quthing, but he was employed by the Lesotho Highlands Water Project (LHWP) for 8 years working as an apprentice pharmacist in the LHWP's Leribe Trauma Unit/ Hospital. Mapheelle does not have an academic qualification in pharmacy, but his more than 30 years experience in dispensing medicines, from his former job in the mines and the LHWP placed him at an advantage. The LHWP continued to provide on-the-job training for him. He earned a substantial monthly income compared with most of the project employees.

When he was retrenched, he had no intention of moving back to his home district of Quthing. He saw the potential for a better life in Botha-Bothe. He was one of the founder members of Boseele.

In the old days, Lesotho had rich herbal plants which Mapheelle took a special interest in learning about. He talked to old people in the LHWP areas about their uses. One advantage of the LHWP activities was its location where the herbs grow in abundance. Mapheelle, together with other retrenched Lesotho Highlands Water Project (LHWP) workers who were health professionals – nurses, pharmacists, physiotherapists and others – decided to use their skills to provide health services to the neighbouring community of Ha Motsoane, near 'Mate. A team of ten Boseele, former LHWP health workers, started the Boseele Health Centre under the guidance and leadership of Mapheelle.

Mapheelle said the health centre was one of the best-equipped in the district of Botha-Bothe with basic health equipment considering how it was started. They provided primary health care services, physiotherapy, an under-five clinic and maternity clinical services. For five years from 1998 to 2002, the clinic was up and running well. In those five years, the clinic had to register with the Ministry of Health and Social Welfare, go through accreditation with the country's health structures and be recognised by the government. Unfortunately, the Boseele Health Clinic got the government's formal approval but not the funds and other resources it needed.

They struggled until they realised that if they were to survive, they were compelled to charge higher fees than public clinics. In the process they lost the community support due to their high fees. In Lesotho, a public health centre charges R10 for primary health care services. Boseele had to charge R20 as a private clinic to provide same services. This created problems because people in the rural areas normally cannot afford the charges of private health centres and they cannot also differentiate the quality of service offered by both public and private clinics.

Mapheelle was instrumental in looking for alternative employment for his team, who fortunately had educational qualifications and experience and could find alternative employment, even abroad. Mapheelle recalled that seven nurses were still working as far afield as Saudi Arabia and the United Kingdom. While closing the health clinic and letting his committed staff and Boseele members go, Mapheelle continued to provide services to the local community where his western medical training and herbal and traditional healing gained him fame. He is still a famous traditional healer who also exercises and dispenses western medicine to his patients.

In this part of the country, traditional healing is still highly regarded and hence Mapheelle has become a successful healer highly respected by his community. He took over the running, administration, resources and ownership of the centre. Other members were not happy with Mapheelle's inheritance of the organisation's resources. However, his argument was that the equipment was technical and would not benefit the organisation as only he had the expertise to use it. The equipment would become a "white elephant, benefiting nobody," he added.

He has continued to maintain the ethos of Boseele by being a successful farmer who owns many fields. He practices sharecropping with other community members, often his patients, particularly those who cannot afford to pay for health services. He lives permanently in Ha Motsoane and is still a member of Boseele. He speaks highly of his personal achievements and how Boseele has impacted on his success. He believes he would not have been successful if he had started alone. Boseele served as his platform for his success.

Job Opportunities and a “Project Failure”

Mr Makhema Khanare joined Boseele when the organisation came to their village, ‘Mate, in 2001. Public meetings were held by Boseele executive members who asked people to volunteer for the project. During the project tenure, the following volunteers were employed for 12 months;

- Makhema Khanare – Chairperson of the project;
- Mamotaung Lesoetsa – Treasurer;
- Maseutloali Khanare - Nursery production trained facilitator;
- ‘Matsele Khotso - Project member;
- ‘Masamuele Makeka, - Project member; and
- Maleshoane Masaoana – Project member.

Their work became interesting, easy and rewarding, first and foremost because of training skills they acquired through MS-Lesotho, PELUM and Machobane. They were well equipped with skills to perform their duties. When other community members got casual jobs, the first six became their supervisors.

When they went for training outside ‘Mate project area, they benefited from allowances and per diems. All of them agreed that their lives changed for the better during the period. ‘Masamuele was able to send her son back to school, where he completed his diploma in electrical engineering in Maseru.

Khanare said he benefited from the regular income both he and his wife got from the project. He said those who were employed as full-time personnel had volunteered for months without pay. With this, Khanare was trying to show that in civil society organisations, people should have commitment and the will to serve without payment. Sometimes rewards come later. His family benefited from their income. He said he learned a lot from nursery experiences of the MS-Lesotho volunteers, whom he and the other five understudied, in preparation for hand-over.

During the project tenure, Khanare attended many workshops, where he met different people, some of whom have become friends.

At a personal level, he gained a lot from meeting other people. He said his work with the organisation opened new avenues for him. He is ever elected to community projects in leadership positions for his eloquence, dedication and the will to serve. During the national elections, he applied for a temporary position with the Independent Electoral Commission (IEC), and was employed for three months as elections officer. He attributed this to his previous experiences and exposure with Boseele. “That was due to my experiences and leadership training skills I acquired with Boseele where I had attended Organisational Development training. In that training we were taught on how to conduct organisations’ committee elections,” Khanare said enthusiastically.

Khanare was firm in pointing out how his family benefited from the wages he and his wife received for 12 months while under the employ of the ‘Mate Nursery. In fact, I could sense a contradiction in what he was saying. Both he and his wife were employed on full-time basis by the Project. “Was that nepotism or what?” was my question. He refused to admit it, preferring to point out instead their commitment and passion for the project.



Mr Makhema Khanare, Chairperson of Boseele-‘Mate Nursery Project, showing an empty and dilapidated nursery bed, where they used to produce thousands of seedlings.

Comment

There are two empowerment points of views brought out by the two stories. Khanare and 'Masamuele have shown that their families' livelihoods improved from the community nursery project job opportunity spin-off. Their stories reflect comfortable individuals who probably were employed for the first time and enjoyed that status.

However, despite the fact that the project was so meaningful to these two members, it is disturbing that none of them deemed it fit to continue its operations when the Danes left. Notwithstanding the fact that the members were technically trained to produce seedlings and to run small business enterprise, it seemed without leadership support, they were unable to drive the process and empower them to continue.

Mapheelle's health project on the other hand, takes a positive route to success. Does this suggest that perhaps poor communities cannot sustain projects which do not generate an income for them, unless someone in leadership position drives the process? Does the assumption as referred in chapter two where four empowerment elements stated in Indabawa and Mpofu (2005:83), control of situation; access to education and resources; ability to make informed decisions without external influence and visible empowerment characteristics, displayed in the two scenarios? Mapheelle displayed control of his situation, he had access to resources that the project has and skills to manage the health facility. Above all he had the ability to make decisions without external influence. On the other hand, Khanare and his colleagues were not able to do all the tasks. This reflects that empowerment process can happen with some people, but can fail with others, depending on complex elements.

While some members interpreted Mapheelle's firmness in using the organisation's health assets to good use as corrupt and selfish, his response that the equipment would become a white elephant as no other members would have the requisite skills to use it profitably, makes a lot of sense.

This may be a typical example that community development projects should be all-embracing when assessing the project resources that can be used by individuals as against collective use. Perhaps ‘Mate nursery failed because the members were not committed to carry forth the activities as a collective.

Morena Peete's Farming and Leadership

Morena Lira-ha-li-bonoe Peete hails from a royal and chieftaincy family, and hence a headman[13] of Ha Peete village, located within the 'Mate Ward. He is about 70 years of age. He was a founder member of Boseele, and is the repository of "institutional memory" of Boseele, as other members keep referring to him for the organisational history. He was a shop-steward in the LHWP and he seemed more informed and knowledgeable in many respects than other members of Boseele. During the interviews and in meetings, he seemed eloquent in the economic, political and environmental affairs of Lesotho and of other countries. Through his influence, Morena Peete was able to acquire the 'Mate nursery project site from his half brother, chief of 'Mate.

By virtue of being a headman, Morena Peete was either educated in, exposed to, or exercised leadership skills. He mentioned during one of the interviews that most of his leadership qualities and skills were developed in from CAWULE (the trade union) where he learned to negotiate and, in Boseele, where he learned how donors operate. "I have learned what makes donors happy; tell them what they want to know in order to ensure they give money and it is well spent," he affirmed. Within the Executive Committee, Morena Peete is assigned duties as a farming facilitator, and a spokesperson in matters related to Boseele.

Apart from his astute leadership qualities, Morena Peete is a renowned farmer. He owns seven fields and has sent his five children to higher education through farming. Four of his children have been to universities, and are working as public officials. He sees value in education, and he said he wished Basotho parents could see nothing more important than working hard to send their children to school, while they also learn new things and become innovative.

While employed by the LHWP, his earnings were spent buying farming equipment and implements.

[13] Headman is subordinate to a chief. Headmen either come from the chieftainship families or clans, or can be elected by village elders.

He said the time had come for him to retire, but he wished to mentor young members of the organisation in farming and agricultural knowledge practices. At the time of our interviews, Boseele was reviewing its Constitution for the third time since 1997 and they were recruiting young people and encouraging them to create their own employment through agriculture.

Morena Peete believed that non-formal education geared to self-sufficiency could be productive in enhancing people's ability to become self-reliant. Young people should be encouraged to join in civil society programmes. He said this in the light of deteriorating economic conditions of the Basotho. "Basotho should not rely anymore on political or economic leadership that promote employment opportunities against self-sufficiency and self-reliance. He was convinced that the National University of Lesotho's motto, "taking the university to the people," should be more realised than it is currently.

Formal Adult Education provided by the university is not enough; more non-formal training that addresses needs and aspirations for self-sufficiency should be promoted for the rural Basotho. He said young people should join civil society organisations because, "they are free learning institutions, if one is eager to learn". However, he also realised how difficult it was if young people had to be breadwinners in their lives and homes. He was concerned about the child-headed households' phenomenon, where small children lose parents and in turn become young parents themselves.

In the current EU funding epoch, Peete will benefit as he has been identified as resource person who will be paid by the project to impart his farming skills and supervise other members. He is also the organisation's liaison officer and will attend meetings and training sessions which will earn him stipends, allowances and other rewards. At the end of our interview, Peete said there are five attributes typical of the Basotho. "Basotho are not successful as civil society organisations' members because the majority of us are *botsoa* (lazy); *mona* (selfish); *masholu* (thieves); *balotsana* (cheats); and *ba hloloa ke nako* (poor time-keepers).

Morena Peete (Interview, June, 2010).

Comment

Morena Peete's leadership qualities and skills stood out and defined him as a person able to navigate through development project opportunities. He was portrayed as someone who thinks globally and acts locally. As a leader, he shared his views on how the Basotho society should embrace civil society and development projects.

I am not surprised that, as a leader, Morena Peete observed certain negative characteristics of Basotho he stated above. However, these characteristics made me wonder whether another study pertinent to Basotho's cultural beliefs and attitudes towards development programmes may be proposed to investigate some of the issues he raised.

Morena Peete has brought another important element of young people and youth in community development projects. If Boseele has to survive through membership and the volunteer spirit of its members, as has been understood by some members like Maphuroane, then new, young and vibrant leadership has to be developed within the organisation. Morena Peete's vision of developing this new leadership and generational transition, his mentorship programme should be taken seriously by his organisation. Civil society organisations should engage community development projects that are more meaningful to young people, particularly now with the advent of child-headed households. Programmes should target young people and their benefits should be seen as a transitional leadership strength and quality that can also benefit the organisations.

Orphan and Child-Headed Household Challenges

Thabelang Letho is a young man of 31 years who has just married. He is currently working as a street vendor in Botha-Bothe town, and originally comes from ‘Mate Village, where he was a member of the ‘Mate nursery project. Thabelang said he joined the nursery (from the conversation it seemed he could not differentiate between the organisation and the project) and was its youngest member. He is an orphan and he wanted a project that could help him to overcome financial and economic difficulties he was facing as an elder brother. He has two other siblings to care for, hence his need for money to buy food and pay school fees.

He did not volunteer his services in the nursery project. He had to work to earn a living for his brothers as well. He joined the nursery project purely as a means of employment and to get money for survival. He left when he realised the workers were not paid.

When World Vision (WV) came into the area he attended their meetings. After realising that the organisation would pay school fees and other needs of his siblings he continued to participate in their activities. He then left Boseele to join World Vision, in order to access the promised benefits and resources.

Apart from the World Vision programme, Thabelang said he also joined the political ruling party and carried its card. “When development projects are brought into new areas, job opportunities are given first to card-carrying members,” he revealed.

When I went on transect walk in ‘Mate nursery project, I was taken on tour by Thabelang who said, despite his “abscondment” from Boseele, he was intending to renew his membership now that he was living in Botha-Bothe. He said he later realised that the benefits he was expecting from World Vision were also not forthcoming. Apparently he has been back and forth looking for survival means, and not really interested in community development projects, per se.

Development Interventions for Immediate Needs

Nkhono (meaning "grandmother") 'Makhahliso Monkhoane is an old woman and citizen born in 1924, a widow who lives with her three grandchildren, all of whom are orphaned. Her son, daughter and daughter-in-law died of AIDS some four years ago, leaving three orphans in her care. She is old, does not have other source of income except the government grant for senior citizens. Her M150[14] monthly grant is their only means of survival. She was a member of Boseele during the nursery project. Her sole intention was to benefit monetarily from the organisation and project, but due to her age, she was not offered a job opportunity. She said she was considered too old and frail to perform laborious work in the project. She said she was hurt by the decision as she felt discriminated against, despite her paid membership dues to the organisation and her voluntary activities before the project.

When World vision came into the village, she joined their programme in search of assistance for her three orphaned grandchildren. "I became active with World Vision because I needed help and found it. Boseele failed me and I could not continue my membership. They used us. Why didn't they tell us that their organisation would only benefit young and able people?" She said she felt deceived and discriminated against, because of her age.

Since I began my fieldwork, there were numerous mentions of World Vision working concurrently with Boseele in 'Mate village. World Vision is an international NGO with operations in many countries. In Lesotho, World Vision was established in 1976. It is known worldwide for its efforts to end hunger, through different projects such as food aid and distribution, advocacy and pleading the cause of the hungry. WV is also internationally renowned for its Child Sponsorship Program (Retrieved on July 25, 2010 from http://www.worldvision.org/les).

In Lesotho, WV states its commitment in partnering with the people of Lesotho individually and collectively to enhance their lives and to help enact sustainable solutions for the future of their communities, families and children.

[14] M150/R150 - about $21 a month ($1/R7 rate).

Starting with only three projects, WV-Lesotho grew to 49 development projects clustered into Area Development Projects (ADPs) around the country. 'Mate Village is within the Kota ADP. The Lesotho Child Sponsorship Programme cares for about 35,249 Basotho children (Retrieved on July 25, 2010 from http://www.worldvision.org/les).

It is therefore not surprising that the old lady and the young man found more fitting support from World Vision programmes than with the longer term empowerment project of Boseele. World Vision addressed immediate needs, such as food aid and school fees and was more relevant to them than Boseele. World Vision is applauded for its work with orphans and vulnerable children.



Three Boseele-'Mate Nursery members: Khanare (right), Nkhono Makhahliso and Thabelang

Comment

Thabelang and Nkhono 'Makhahliso's experiences, suggest that development work can be done at different levels. Charity organisations like World Vision provide community needs that cannot be avoided and postponed. Foreign aid, in the form of food aid, small grants for specific needs like school fees and donations to attend to immediate needs are necessary. Foreign aid aimed at long-term benefits is also necessary. These experiences confirm that discussion about whether foreign aid makes a difference, should be qualified and understood from different contexts. Generalisations on whether foreign aid makes a difference or not are not relevant when discussed out of context.

The discussion however can be taken to another level of how the two complement each other, and how communities can be empowered to continue projects – both short and long-term – for their own benefit.

However, a political membership and participation for development purposes revealed by Thabelang is a worrying factor. I only hope this practice does not become a norm for poor and vulnerable Basotho in rural areas. Poor communities should not be used for political gain, to win votes and undermine genuine development programmes. It is an unethical practice that should be a reason for shame with political parties in Lesotho and anywhere else in the world where it exists.

Conclusion

The chapter highlighted individual members' experiences. Their experiences reflect their participation levels within the organisation and how that translates into social and economic achievements for themselves, their households and families.

Maphuroane's observations that the capacity of an organisation should not be judged or characterised by the number of members but the quality of service, commitment, participation, harmony and innovation they bring into the organisation, has come out from the five testimonies.

Their experiences have varying degrees. Some members have benefited more than others, depending on how much one could benefit from such undertakings. All testimonies acknowledge that dedicated members of organisations are the backbone of such organisations, and they ensure that their organisation survive through their actions. Individuals with compatible goals to those of their organisations are able to sustain their organisations as long as they economically benefit as well.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

Introduction

This final chapter discusses the main issues raised by the three research questions, forms conclusions and suggests further research. The discussion points and conclusions are summarised into the themes below:

- Diverse environments and frameworks
- Empowerment of individuals through civil society programmes
- Capacity building interventions
- Power dynamics in development projects
- Does foreign aid make a difference?

Diverse Environments and Frameworks

Development programme of civil society organisations should be evaluated within their legal, economic and social frameworks. Maphuroane and other authors such as Gastrow (2010) and Lavergne (2008) agree that civil society organisations are established to enhance social benefits for communities. This study discovered that in Lesotho, economic benefits for volunteer members are critical and should be factored in to any development project.

The literature review pointed to the diverse environments in which civil society organisations work with limited technical resources. Diversities within development interventions demand that stakeholders talk to each other, particularly where they work with the same communities. Impact of donor interventions in development projects would be better realised and maximised if all stakeholders – governments, NGOs, local government and communities – work together to ensure the success of community projects. Based on the Boseele's experiences, the study concludes that empowerment of communities is achievable and can lead to sustainable development and ownership of development projects.

However, where stakeholders do not consult one another, development efforts may collapse, as was the case with the nursery project.

Empowerment of Individuals

Development projects do not succeed only because they are well designed and conceptualised. They are a result of effort, hard work, dedication and goodwill on the part of the individuals who plan them and those who implement them. Poor socio-economic conditions are a result of unfair distribution of country's resources. However, not all poor people are willing to bring about change and improved social and economic conditions. There are sayings ("teach a person to fish rather than give him a fish"; and: "you can take a horse to water but you can't make it drink") that show that empowerment is impossible when people do not make an effort.

The story of Mapheelle's health service provision illustrated an empowered individual whose bold decision making earned him good results and a small fortune. Morena Peete managed to climb the ladder through civil society organisations for his own benefits. He continued to benefit from the organisation because he was able to make personal sacrifices and worked hard so that he later earned an income, while advancing projects for the organisation. Khanare and his team on the other hand, were not able to continue the nursery project. The project has remained an unused community liability while there were trained members who could continue benefiting from its operations.

One wonders why they did not take the bold steps of resuscitating the project as Mapheelle did. Were they not empowered to do so? Their situations were similar and they could have easily continued producing seedlings and selling to their customers, but they did not. This shows that not all individuals act in the same manner, or are adequately empowered.

Communities will not sustain projects that are not beneficial to their social and economic needs. The issue of how immediate community needs should be addressed without compromising empowerment principles is critical.

Incentives, handouts and social grants are an answer to this dilemma, as long as they lead to long-term sustainable development projects. This research confirms in no uncertain terms that if an individual is empowered economically, then empowerment within organisations can be realised through such individuals. If individuals are not empowered and economically motivated to undertake community work, empowerment and ownership of projects is compromised, since people have to deal with their own bread and butter issues first. The experiences of the nursery project therefore suggest that poor communities cannot sustain projects which do not generate an income for the individuals concerned, and with no leadership to drive the decision-making initiative.

Capacity Development Interventions

At the beginning of each year when learners enter the classroom, the educator cannot always predict which learners will graduate at the end of the year. At the level of civil society, many join as members but few reach their full potential. Boseele has showcased this view.

The study confirmed that capacity building as an aspect of adult education was provided in several forms – non-formal, continuing and informal educational modes and using flexible methods and techniques. Many capacity building interventions were offered; skills development, information sessions, workshops, meetings, forums and workshops. These activities are presented at various levels by various agencies, according to their own goals and standards. Some individuals have benefited, but others did not.

Power Dynamics in Development Projects

Empowerment is a result of many factors and reasons. Why some people are empowered and others are not, is not a matter of logic; people are not the same. Empowerment depends on various factors. If I was inclined to say men are more likely to be empowered than women, considering the two cases of Mapheelle and Peete, why then did Khanare feel incapacitated? In this case empowerment is not gender-inclined, maybe more power-based and influenced.

The research findings suggest that perhaps adult males like Mapheelle, Morena Peete and Khanare are better placed to take advantage of opportunities for empowerment because of their privileged position in Basotho society in relation to women and youth. Two women and a youth from 'Mate nursery project, 'Mamotaung, 'Masamuele and Thabelang, respectively, had equal opportunities to benefit from the project but they never bothered to even think of themselves as owners or leaders of the project.

Would one also assume that empowerment has urban/rural divide and influence? Rural people felt incapacitated to take risks; why? Is the dependency syndrome more ingrained in rural areas than in urban areas or is this the result of urban/rural power dynamics in development projects? The two urban members – Mapheelle and Morena Peete – seemed to have taken bold decisions. Can one deduce from this that maybe urban people are exposed to a wider range of social relationships and role models than rural people? Khanare was not exposed to such networks and support structures. Do better-resourced people and those poorly-resourced behave differently in participating and maintaining their participation in development projects? Rich/poor power dynamics and imbalances are at play.

Donor prescriptions in the form of resources, authority, decision making on how projects should be run and whose knowledge base is more hegemonic than the other – these issues are not new to researchers. These are foreign/local power imbalances and yield power dynamics in development projects.

The results of this study have been known for some time. They remain international, political, economic, dynamic and macro issues. They have direct implications for development projects. As long as adult educators are informed of these "beyond-us" dilemmas, and keep doing what they think is ethical and morally correct and just, social and economic injustices and inequalities in poverty, food insecurities and unemployment could be minimised.

Does Foreign Aid Make a Difference?

These discussions have brought us to the end of this study. The results have added more evidence in support of other previously written experiences reflected by the study. In response to the question, yes, foreign aid makes a difference, depending on how one looks at the development dynamics and emerging social and economic issues in society. Foreign aid alone does not make social and economic needs disappear, foreign aid can stimulate change in communities that are also willing to benefit from it. Foreign aid is the result of other macro developmental, political and economic issues in society.

Another important aspect of this study was how important an indigenous knowledge and participation in carrying out social development agenda, which civil society organisations' members bring into community development projects. Often, this important aspect is over-looked or taken for granted in the life-cycle of organisations, yet very valuable. While foreign funding contributes largely to the growth of the organisations in terms of assets and monetarily strengthening, the Boseele's challenges faced in sustaining the nursery project showed that the two learning cultures – the indigenous and the imported, foreign cultures should be harmonised as important learning processes for CSO members, who usually have to adjust in order to accommodate and augment their knowledge and dynamics with foreign agencies.

Further Studies

When I conceptualised this study, my intention was to investigate the influence of cultural values, beliefs and norms of Basotho, and the impact they have on Basothos' behaviour and attitudes towards development projects and civil society.
A fourth research question around Basotho culture was deferred for later study and research. However, the findings of this study confirmed that perhaps an empirical study on the cultural beliefs, habits, values and aspirations of Basotho could facilitate a better understanding of the Basotho's views on development projects and the work of civil society – a view that is also shared by Morena Peete, a traditional chief and a trade unionist.

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Appendix A - Interview Guide

(Translated into Sesotho for data collection purposes)

1. *How has interaction with donor agencies contributed to capacity development and knowledge-base of Boseele's members?*

Sub-questions

1.1. Were there any training or educational activities that Boseele undertook or participated which were organised by EU?

1.2. If yes, which were those activities? Can you elaborate on what training was undertaken?

1.3. Whose initiative was it? Was it Boseele or EU?

1.4. What have you benefited from the training intervention(s)?

1.5. How do you perceive the training interventions contributing to your livelihood(s) in the form of:

i) Enabling you to bring more income into your family through your income generating activity or involvement? (Economic and financial livelihood.)

ii) Enabling you in becoming a better enlightened person or equipped in skills and knowledge? (Social/educational livelihood.)

iii) Enabling you to be able to maintain good relations with your neighbours and community? (Social order and security livelihood.)

iv) Enabling you to understand and participate more in political activity or in local service delivery geared towards community upliftment? (Political participation livelihood.)

2. *Are internal problems experienced by Boseele, the result of donors' interventions or lack of or limited capacity building and knowledge of handling foreign funding?*

Sub-questions

2.1. What are the measures/activities done by Boseele to ensure that your funded projects are sustained after donor phase-out?

2.2. How do you intend to maintain and continue those projects without donor assistance?

2.3. Are all members willing to contribute towards sustaining the projects in the form of funds/personal money, human resource contribution and other forms?

2.4. Is there any contribution that you are advocating from the community to support the initiatives?

2.5. Are you in dialogue with local government to support your projects and ensure that the initiatives have the community backing and involvement?

3. *With case study of Boseele, to what extent does foreign intervention contribute in the life-cycle and capacity development of civil society organisations?*

Sub-questions

3.1. Civil society organisations like yours are ever encouraged to collaborate and network with other development stakeholders – the national and local governments, including the private sector. Do you have any working relationship with local government structures either in the district or at community council level?

3.2. Has your organisation ever collaborated in capacity development interventions with the local government at either district or community level?

3.3. If yes, can you specify on which activities and how the outcome was felt between yourselves and the council structures?

3.4. Is there any working relationship or partnerships between your organisation and the private/business sector? If yes, can you elaborate on such relationship?

3.5. Your relationship with other developmental stakeholders; who initiated these linkages and partnerships? Was it you or other agencies/partners?

3.6. Do you find such relationships beneficial? If yes, how have you benefitted from them?

Appendix B - Contact and Observation Checklist
(Completed sample)

(Responses are not aggregated here. The information given provides only as a guide for some of the responses obtained. It is a sample tool).

Date: December 09, 2009 and June 23, 2010.

Type of Contact: Visit.

Telephone: Cell: 0027 58 861 123 (Maphuroane) 0027 59 483 863 (Khanare) Contacted before every visit for appointments.

Name of contact(s): Mr Oscar Maphuroane: Chairperson; Mr Makhema Khanare

Other persons in the company: Refer appendix D for names of all participants contacted and met.

Their role/responsibility in the group (if any): Various, as referred in the report.

Place(s): Botha-Bothe BEDCO Market, a place used as Boseele's meeting place, since the organisation does not have an office. 'Mate Nursery Project – members' homes and community landmarks (gabions).

Type of activity:

1. Specify any salient issues discussed during the contact.

   (a) The purpose of the visit was to officially inform the group about the study to be undertaken by the researcher. The latter would be involved in their work for eight months, whenever they have activities in the form of training, meetings, etc.

(b) The long-term goal of the organisation is to carry out “block extensive farming”. They have fields and intend to do massive farming for sale and feeding OVCs.

(c) Due to lack of funding they have not been able to reach their goal. They have filled forms submitted to EU and are still waiting for a response; they are hopeful of finding donors in order to achieve their goal.

(d) The researcher told the group about a German donor agency looking for NGOs in need of funding – ASB. The chair was to approach the agency and take it from there.

2. How relevant are they to the study? Explain their relevance to the study.

All the above points are relevant to the study since this was the first official visit. It was important to know where the group can be located. Issues above will be expanded later; they are related to the study.

3. Any special non-verbal cues/body language to imply anything? Some were noted and expanded in the report.

4. Any issues that need follow-up after the contact? The Chair(s) were to contact other executive committee members for other meetings with the researcher, whenever required.

5. How do you intend following up? - To keep in contact with the Chair(s).

6. When and where? Any future plans in place? Same as Question 5.

7. Any physical features significant around you?

- Landmarks to observe related to improved livelihoods and poverty alleviation:

  - health centres and provision of services;

  - schools, educational centres;

- roads infrastructure; transport services;
- electricity supply;
- state of women, children and the elderly;
- water supply and sanitation services;
- food supply – food security, shops.
- Agriculture/livestock, domestic animals: The chair is a small business person with seedlings, animal feed and other farming implements for sale. Could this be the sign that he is the influence of the group into farming venture? This is further be clarified during the course of the study.
- Other business ventures in the areas: Chair's vision is to see other members become self-reliant and able to provide self-employment to improve their livelihoods.

(Tick relevant features)

Adapted from: Miles & Huberman (2nd Edition, 1

Observations Checklist - Transect walk
(Completed sample)

Date: June 23 & 24, 2010

Type of contact: Visit: Transect Walk to ‘Mate Nursery Project Site

Telephone: 0027 59483863

Name of contact(s): Chairperson: Mr Makhema Khanare

Who else was in the company? Youth Member: Thabelang Letho and ‘Mamotaung Lesoetsa.

Their role/responsibility in the group (if any): To show the researcher the project site and some project landmarks.

Place: Boseele-‘Mate Nursery Project Site

Type of activity: Specify any salient issues discussed during the contact.

i) Unused project site;

ii) Dilapidated nursery seed-bed;

iii) Vandalised security hut; and

iv) Gabions built during road rehabilitation.

How relevant are they to the study? Explain their relevance to the study.

- All features are relevant as they demonstrate the unused and deserted project infrastructure during the project functioning.

- Feature (iv) shows how the community benefited as a project spin-off.

Any special non-verbal cues/body language to imply anything? – Few movements, facial expressions, emphasis on some issues discussed, during the visits.

Any issues that need follow-up after the contact? None

How do you intend following up? Any information can be done via mobile phones, if any, but the last visit of August covered most of what was required.

When and where? Any future plans in place? Next visit was made in August 08, 2010.

Any physical features significant around you?

A classic rural setting – a typical village setup with following features and landmarks below:

- Landmarks to observe: related to improved livelihoods and poverty alleviation

    - health centres and provision of services: none
    - schools, educational centres: three and a crèche
    - roads infrastructure; transport services: gravel road/paths
    - electricity supply: none
    - state of women, children and the elderly: poor, but no signs of malnutrition
    - water supply and sanitation services: few public taps/VIP toilets in the majority of households
    - food supply – food security, shops: two Chinese grocery shops
    - agriculture/livestock, domestic animals**:** few traces
    - Other business ventures in the areas**:** none.

(Tick relevant features)

Adapted from: Miles & Huberman (2nd Edition, 1994).

Appendix C - **Document Summary Record**
(Filled Sample)

Date of the Review: AUGUST 11, 2009

Name of Reviewer: L.R. JOHNSON

Document/Book/Report reviewed: BOOK: ADULTS LEARNING FOR DEVELOPMENT

Date of publication/author/publisher: (1992) ALAN ROGERS, New York: Education for Development British Library.

Salient issue/point: Although his study is a case of the development context of India, it has numerous similarities with what happens in the case study of Lesotho – India and Lesotho being both South-South countries (Third World).

Why it is relevant to the study: The developmental models, routes, approaches, change agents and target groups describe the reality of how and what development is interpreted and implemented, most of which has failed dismally in developing countries, largely due to the fact that development is imposed by donor agencies and formal and conventional educational systems from old colonial days.

Rogers managed to blend adults learning in the countries mentioned to developmental dimensions, since development in most countries is implemented by the adult population.

Relate its specific/significant theme/topic: Rogers' book is classified into only three parts or sections:

- Adult learning and education: which gives an overview of what is embraced in concepts, purpose of adult education and economic and political influences that inform how adults' educational system is shaped.

- Different understanding and conceptual framework on development; its purpose, processes, routes, models, barriers, change-agents, needs and aspirations.

- Re-orientation of adult education and development: seeking new ways and sharing in development.

Although an old book, its relevance cannot be over-simplified for this study. It is easy to understand and user-friendly. It is relevant to my study, and has inspired me to further my studies in Ph.D in Development Studies.

Summary of the excerpt(s) selected:

- Evaluation has demonstrated that the major barriers to development lie not so much in the lack of knowledge or skills or resources but rather in attitudes – especially a lack of confidence or an unwillingness to change. And attitudes can be changed through a programme of education and training (p.3).

- Development agencies in general and change-agents in particular, are in fact educators, 'teachers' in the best sense, those who help others to learn, to change.

- Adult learning programmes embrace the following:
  - Health education
  - Income generating programs
  - Agricultural extension
  - Vocational
  - Professional training
  - In some countries, it is remedial: adult literacy.

- Adult education as a concept is equated to:
  - Continuing education
  - Recurrent education
  - Lifelong education
  - Non-formal education (p.19).

- Another way of looking or defining learning – instrumental learning is more behavioural and cognitive
  - Communicative learning - embraces social learning theories
  - Emancipatory learning – views of the world, meanings of values, beliefs and attitudes
  - Transformational/transformative learning – to be expanded in Mezirow's analysis.

- Relationship between sustainable development and economic growth (p.50).

- Relationship between education and economic development, hence Maslow's needs hierarchy (p.51).

- The education of adults is recognised as the main route in development. But in meeting these needs, governments, aid agencies and voluntary organisations rarely turned to Adult Education for assistance (p.64).

- The aim of community education is community development (p.67).

- Community education synonymous with community work, community action, community development work. Community education leads to community development.

- Ambivalence of adult education (p.70).

Any more information needed from other sources to fill up/substantiate other issues raised?

All issues/assumptions raised for Boseele and EU's interaction, will be substantiated during the course of the study where Boseele will be showcased.

If yes; from where will it be obtained?

From Boseele's case study and EU experiences and from interviews and other inter-activities (for example, other literature sources, listed in the References, participants and contacts – already provided in various parts of the report etc).

Adapted from: Miles & Huberman (2nd Edition, 1994)

Appendix D – Interview list and research schedule

The following were either interviewed as individuals and/or as group during data collection for this case study:

- Mr Oscar Maphuroane – Chairperson/Executive member
- Morena Lira-ha-li-bonoe Peete – Programmes Coordinator/Executive member
- Mr Lebohang Thithili – Agriculture Facilitator/Executive member
- Mr Lebohang Mapheelle – Executive member
- Mrs'Mamotaung Lesoetsa – Boseele-Mate Nursery Treasurer (Former)
- Mr Makhema Khanare – Chairperson – Nursery Project/member
- Mrs Masamuele Makeka – 'Mate Nursery Member (former)
- Mr Thabelang Letho – Youth 'Mate Nursery
- Mrs 'Makhahliso Monkhoane – 'Mate Nursery member (former)
- Mrs Malepota Mafeka – EU-LGNSP District Officer.

Research Schedule

Research Aim: To investigate the impact of capacity development processes and their effects on the organisational and its membership towards self-reliance, self-sufficiency, empowerment and sustainability of community development and donor-funded projects.

Research Questions

i) How has interaction with donor agencies contributed to capacity development and knowledge-base of Boseele's members?

ii) Are internal problems experienced by Boseele, the result of donors' interventions or lack of or limited capacity building and knowledge of handling foreign funding?

Iii) With case study of Boseele, to what extent does foreign intervention contribute in the life-cycle and capacity development of civil society organisations?

Start Date	Activity Undertaken	Data collection	Tools used	Methods of data analysis	Sources of data	Finish Date/ Duration
Dec 2009	Preliminary meeting with the Executive members of Boseele		Discussion about consent letter and modalities of the study	Some themes, chronological order and sequence outlined and drafted	Two Executive committee members Maphuroane Thithili	1 day
June, 23 2010	Group interview: Botha-Bothe	Group Interview	Interview guide	Narrative analysis of themes, chronology and content through documents story-telling analysis	Maphuroane Thithili Morena Peete	1 day
June 24 2010	Individual interviews in 'Mate			Narrative analysis of themes, chronology and content through documents story-telling analysis	Mr Lebohang Mapheelle Mr Khanare Mrs Mamotaung Lesoetsa – Treasurer, Masamuele Makeka.	2 days
June, 24 2010	Tour guide to nursery project	Transect walk	Observational checklist	Narrative, thematic, discourse, document analysis	Chairperson, Mr Khanare with Young member, Thabelang Letho	2 days
Aug. 08 2010	Individual interviews in 'Mate	Individual interview	Interview schedule	Story-telling; narrative.	Old lady Makhahliso Monkhoane, Thabelang Letho Maphuroane	2 days