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Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto.

A report on research study presented to

The Department of Social Work

School of Human and Community Development

Faculty of Humanities

University of the Witwatersrand

In partial fulfilment of the requirements

For the degree Master of Arts in field of Social Development

By

Maxwell Luthuli

March, 2018



Declaration

I solemnly declare that this work is my own and no plagiarism whatsoever was done. Every source used has been acknowledged and authors of such work have been referenced in this research report.

Signature: ……

Date: …….

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The Abstract

Non-profit organisations (NPOs) play a vital role in contributing to social development in South Africa, however, funding to develop and implement projects appears to be challenging. The primary purpose of the study was to explore the experiences of project managers at non-Profit Organisations in Soweto about the funding from the Gauteng Department of Social Development (GDSD)**.** The study adopted the qualitative research approach and a multiple case study design. The study was undertaken amongst 15 NPO Project Managers from NPOs located Johannesburg South Region (Soweto) and two key informants from the Gauteng Department of Social Development. For the purpose of this study, the researcher used purposive sampling technique to select the research participants. Two different interview guides comprising of open ended questions were utilised as research instruments. Semi structured interviews were used as the method of data collection. Thematic analysis was used to analyse the data. The main findings of the study, were that Non-Profit Organisations from Soweto had challenges in accessing funding from the Gauteng Department of Social Development and such findings included delays in payments of subsidies in the beginning of every financial year, inadequate funding that does not cater for all their programmes as the funding criteria are not working in favour for the NPOs. It is hoped that these findings will create a platform for the Gauteng Department of Social Development and Non-Profit Organisations to work together in re-assessing funding policies in respect of NPOs in Gauteng and their contribution to efforts of Social Development at large.

Keywords: Non-Profit organisations, funding, experience, challenges, project managers, Gauteng Department of Social Development.

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List of acronyms

ANC- African National Congress

GDSD- Gauteng Department of Social Development

GEAR – Growth, employment and redistribution programme

MEC - Member of Executive Council

NDA – National Development Agency

NPO – Non – Profit Organisation

PSS - Provision of Psychosocial Support

PFASP – Policy on Financial Awards to Service Providers

RDP – Reconstruction and Development Programme

SANGOCO – South African National Non-Profit Organisations Coalition

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

Non-Profit organisations (NPOs) play a very important role in addressing issues such as poverty, HIV/AIDS, crime prevention, violence, family dysfunction and other numerous social ills or problems (Patel, 2005). Service delivery in a form of programmes aimed at addressing the social ills mentioned above appears to be inextricably linked to having access to subsidies from donors. This chapter describes the research problem and the rationale for addressing issues of accessing subsidies and funding, a brief purpose of the research and an overview of the research design and methodology.

1.2. Statement of the Problem and Rationale for the study

According to Patel (2015), South Africa is facing a number challenges such as high poverty incidences, violence against women and children, and crime. Government programmes alone appear to be ineffective in managing and preventing some of these challenges. As a result, the Non-Profit sector is involved in addressing social ills such as eradiation of poverty, violence, domestic abuse, and numerous other social problems (Patel, 2005).

In formalising the NPO sector, The South African government has introduced a number of policy reforms. In 1997, the African National Congress (ANC) led government passed the NPO Act of 1997, to allow registration of NPOs into being recognised as non-governmental organisations, to also allow them to establish structures such as governance which is inclusive of the Board of Directors and other necessary procedures which were stipulated in the NPO Act of 1997. The purpose of establishing the NPO Act of 1997, was to enable non-profit organisations to have access to state funding from the government and other funding agencies (Patel, 2005).

Again, in 2000 the South African government amended the taxation Act to create a more enabling environment for NPOs. The state had passed these Acts with the aims of recognising the importance of non-government organisation in contributing to the social development in South Africa. However, the non-profit organisations sector has been experiencing continuous challenges about the collaborative partnerships between the Government and civil society. For example, the article “Needy children face calamity after subsidies go unpaid to NPOs” in the (Saturday Times News Paper, 6 May 2017), Is supported in Patel (2005) when she mentioned

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that service providers in the welfare and development field, have had funding crisis pertaining to welfare services and the lack of man power.

NPOs are autonomous, privately set up, non-profit making agencies that support, manage or facilitate Development action (De Beer & Swanepoel, 2007). Some of the NPOs embark on income generating initiatives such as fundraising to supplement or complement the Gauteng Department of Social development funding efforts in meeting human needs. However, funding challenges still persists.

As a social worker responsible for monitoring and evaluating the NPOs in the Gauteng province this is a concern to me, however, for this study the researcher will not conduct the interviews with the NPOs directly monitored by himself. NPOs play vital roles in addressing a number of social and health challenges. However, some of these organisations appear to be struggling to access funding from the Gauteng Department of Social Development (GDSD). Shortage of funds and inability to access funding disrupt the services they offer to vulnerable members of society such as women and children.

Therefore, the rationale of this study is to explore the challenges confronting NPOs in accessing funding from the GDSD. Currently, there is limited literature on the experiences and challenges of NPOs, especially in Soweto Township. Soweto has a number of NPOs addressing a variety of social and health problems. The study has the potential to inform the funding allocation process. The study also has the potential to contribute to social development knowledge and practice, for example development of funding guidelines which can be of great use by programme managers in government and other funding agencies. Lastly, the study seeks to encourage more studies in this area.

1.3. Significance of the study

The research significantly contributes to the theoretical knowledge base in terms of Non-Profit organisations in accessing subsidies from the Gauteng Department of Social Development. The research findings gathered through this research have the potential to assist the Gauteng Department of Social Development in aligning its priorities and funding policies with the needs of communities out there at grass roots level. Furthermore, knowledge gained through this study contributes to social development at large in terms of steering more progressive steps towards achieving improved social development for marginalised communities who receive services from Non-Profit organisations that access subsidies from the Gauteng Department of Social

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Development. The research findings may also help to transform developmental approaches and strategies adopted by the Gauteng Department of Social Development to maximise social development that is beneficial for the marginalised communities. Moreover, the research might have laid the ground work for further research on issues such as monitoring and evaluation of subsidies donated to Non-Profit organisation for the purpose of providing specific programmes such as the psychosocial basket of services.

1.4. Purpose of the study

The purpose of the study was to explore the experiences and challenges that confront the Project Managers at Non-Profit Organisations in Soweto in accessing funding from the Gauteng Department of Social Development.

1.5. Research methodology

It was a qualitative study and a multiple case study design was utilised. The study employed a purposive sampling technique. For the purpose of data collection, individual in-depth face to face interviews with 15 NPO project managers in Soweto (South of Johannesburg) were conducted using a semi-structured interview guide. All the interviews were carried out by the researcher in order to enhance the reliability of the study. Furthermore, all the interviews were tape-recorded following informed consent given by all the research participants who showed interest to be part of the research. Data was analysed using thematic analysis as explained by Terre Blanche, Durrheim and Painter (2006).

1.6. Limitations and delimitations of the study

The following were the anticipated limitations and delimitations of the study:

- The research participants may have given socially desirable answers or withheld vital information from the researcher which they could have regarded as sensitive. However, the researcher assured the research participants confidentiality of information shared by the research participants and this assisted the researcher to develop mutual trust between the researcher and participants.
- It was also anticipated that some participants may object from being audio-recorded because of the nature of the questions. To counter this problem, the researcher kept a diary and also wrote comprehensive field notes.

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- The researcher is a social worker working for the Gauteng Department of Social Development and to avoid bias of the research, the researcher excluded all the Non-Profit organisations that he works with directly as his case load.
- The method of thematic analysis has limitations. The researcher's own subjective pre-conceived ideas could have influenced the way in which data was interpreted. To counter this problem, the researcher made considerable attempt to be objective and neutral as possible and eliminated all the pre-conceived ideas by setting aside his frame of reference. Lastly, the data were collected with an open inquiry attitude.

1.7. Organisation of the Report

This chapter provided the background and contextualised the area of the study. Chapter two provides a review of related literature and theoretical framework for the empirical research component. Chapter three explicates in detail the research design and methodology employed by the study. Chapter four provides an in-depth discussion and presentation of the research findings that emerged from the study. The final chapter of the research report summarises the major findings and the proposed recommendations emanating from the study.

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CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Introduction

This chapter mainly focuses on the review of the relevant literature that is allied to the field of this study. Non-Profit Organisations (NPOs) are private, self-governed organisations which promote people centred development (De Beer and Swanepoel, 2007). Establishment of the NPO sector in South Africa has been aligned with the countries social policies in the welfare, education, health and crime prevention. The NPO sector has underwent lots of developmental stages which are interlinked with South African history of apartheid era to the post-democratic era in which this sector continues to strive and exist in partnership with the government and all other non-governmental stakeholders.

NPOs are an important partner for the government in terms of delivering and implementing social welfare services and other related programmes. Dar and Cooke (2008) concurs with the importance role NPO's play in assisting the state to roll out services to communities such as poverty, HIV/AIDS, crime and unemployment which are in line with the countries agenda and sustainable development goals.

It is then clear that there is a collaborative partnership and a mutual dependence between the government and the NPO sector and that at this moment, South Africa as a developing country cannot render services to communities without the NPO sector.

The Non-profit sector world-wide plays a very important role in economic and development issues. In South Africa, this sector has established itself in all the facets of the country's policies such as public policies, welfare, health and education. Non-Profit organisation sectors history is interlinked with the country's political systems stemming from the Apartheid era through to the democratic era wherein these non-profit organisations continue to exist in a collaborative partnership with the state and other non-state donors.

However, Social development efforts in South Africa continue to encounter challenges such as the growing rate of populations that often maintains the cycle of poverty, HIV/AIDS, child headed household, youth headed household, crime, violence against women and children. It is argued by Patel (2005) that these challenges often hamper social development efforts to redress poverty and inequality. South Africa has set targets when as a country it adopted the sustainable

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development goals in order to alleviate and eliminate these challenges in a long term. The Primary aim of non-profit organisations is to render assistance to individuals or develop communities in-order to promote sustainable development at grassroots level. NPOs promotes community capacity building through participation and social learning. They are also viewed as possible alternatives to government in advocating for and addressing the needs of communities unreached by official development programmes (Davids, Theron & Maphunye, 2009). NPOs are metaphors of development in their scientific, emotional and experiential link with people.

They enhance participatory development (Dar & Cooke, 2008), and are important partners with the government in delivering and implementing social welfare services and programmes, because government cannot do this on its own. Pluralism was therefore adopted to incorporate other stakeholders in helping with the delivery of services. However, the state has the primary responsibility for meeting the needs of its citizen (Patel, 2005).

2.2. Definition of Non-Profit Organisations

The origin of the term "NPO" can be traced back to the establishment of United Nations (UN) in 1945. The non-profit organisation sector is normally understood as a subset of a wider "third sector" made up of a diverse non-profit organisations. The term non-profit organisation is often used interchangeably with similar terms such as "voluntary", "non-voluntary", "civil society" and community based organisations, each of which has its own cultural and ideological margins (Surrender, 2013).

Sellem and Eaves (as cited in De Beer and Swanepoel, 2000, p. 109) mentioned that "until 1983, there was no World Bank Statement which clearly defined the term NGO,". However, Swilling and Russell (2002) mentioned that the language used in the 1980s and 1990s did not include the term NPO to refer to the term NGO. Then during the late 1990s policy makers and civil society partners adopted and settled for the term NPO.

Therefore, the terms NGO and NPO refer to the exact same matter. However, for the purpose of this study the term NPO will be used. Various authors gave different definitions of NPOs despite the obvious inherent similar characteristics in non-profit organisations. Sellamon and Anheier (1992, cited in Lewis 2001, p. 37) developed a definition termed the "structural" definition for the NPO sector in which they basically postulated five main characteristics of NPOs. "The proposition was that an NPO was formal, private, non-profit making for the employees of the NPO, self-governing (board members as management) and voluntary."

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And their argument was that their definition was well suitable and fitted well with defining various types of organisations. For example; in South Africa, the Department of Welfare and Population Development (currently the Department of Social Development) in the NPO Act of 1997, defined as NPO as a "trust, company or other association established for a public purpose and the income and property of which are not distributable to its members or office bearers except as reasonable compensation for services rendered" (NPO Act of 1997, p. 6).

With all the definitions, above, one is able to see similar characteristics that tend to distinguish NPOs from any other organisations like Private Companies, however NPOs also differ in terms of typology and functionality.Swilling and Russell (2002,p. 44) defined an **"**NPO as a non-profit organisation and a body of individuals who associate for any of the three objectives: To perform public tasks that have been delegated to them by the state; To perform public tasks for which there is a demand that rather the state nor the for profit organisations are willing to fulfill, and to influence the direction of policy in the state, the for-profit sector or other non-profit organisations**"**.

The terms NGO/NPO are embedded in terminology to define organisations called NPOs and there is therefore no clear way to define these two terms. However, having considered these definitions above, it is important to give an understanding on how non-profit organisations are viewed internationally and regionally.

2.3. Development of Non-Profit organisations internationally and regionally

Before the formal introduction of non-profit organisations, civil organisations, including religious groups have developed over 100 countries and they assumed the roles that NPOs play in this modern society currently. The NPOs came into use with the establishments of United Nations in 1945. International non-governmental organisations was given in the 288(x) of Economic and social Conditions (ECOSOC), which is a permanent council of the United Nations (David's, Theron, & Maphunye, 2009).

The purposes of NPOs is mainly to advocate on behalf of the socially, economically excluded, vulnerable and marginalised, therefore with such a purpose NPOs became known as the movements of the poor. However, there is also a visible growth in number of international non-profit organisations in developing countries e.g. International Aids Health Core Foundation United Nations Children Fund. International NPOs are concerned with broader issues of social policy development, trade.

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International non-profit organisations fund local NPOs because they work at grass-roots level, with the funding local NPOs then respond to local needs of people in communities by facilitating the development process.

The inability of the state to deliver social welfare services by implementing programmes aimed at strengthening the economic participation of the poor, addressing social problems such as HIV/AIDS, unemployment, crime and violence has led to establishment of NPOs in Africa at large. NPO sector in Africa has played a very explicit role in challenging the Authority of the Colonial government (David's et al.2009).

As a result of increase in social problems affecting African citizens, the growth of NPO sector has been growing enormously and this is confirmatory in terms of evolutions of the roles that the NPO sector plays in development processes (Manji & O'Coill, 2005). It I became evident that the NPO sector plays a pivotal role and very prominent part as a catalyst and implementer of social welfare services to communities.

2.4. History of NPOs in South Africa

During the twentieth century the NPO sector developed further through a corporatist pact between the British elite and Afrikaner middle class. Formalisation of NPOs that dealt with health and social welfare services emerged right there with programmes aimed at caring for the white community, however at the same time, grass-roots initiatives that are community based organisations were also formed and catered for the black communities in terms of providing basic services (Patel, 2005).

It is evident that in South Africa, Civil Society organisations emerged during the colonial period with various religious, cultural and welfare community-based groups. European Colonial authorities, through globalisation brought their own international organisations which exerted powers from the seventeenth through the nineteenth century (Migdley, 2012). However, in the past, South Africa never had a legislative framework or a public policy that defined government policy about NPOs, therefore the relationship between NPOs and South African government during apartheid era can be described as antagonist (Davids, Theron, & Maphunye, 2009).

By then, funding for non-profit organisations was allocated on racial discrimination. Hence NPOs in Black community received much less funding in comparison to NPOs who catered for white communities. In 1994, after the democratic elections the NPO sector still continued to have it the hard way, it has not been an easy journey as some of the NPOs closed down because their

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purpose was not recognised by the democratic government, whereas in reality the NPO sector is a machine that ensures the effective service delivery on behalf of and in collaborative partnership with the government, as they also influence social policies nationally.

Through the democratisation of South Africa, there has been a movement of enabling the NPO sector to strive through opportunities in order to contribute meaningfully to the development of South Africa, mainly focusing at grass-roots level initiatives (Davids et al. 2009) and the NPO sector was then formalised by the state in introducing the NPO Act of 1997 which then recognised the NPO sector as a stakeholder and an implementing partner of social welfare services in a developing country like South Africa.

The South African welfare service delivery system has transformed from Apartheid social welfare to a developmental welfare system in the year 1994. According to Patel (2005), the South African conception of developmental social welfare embodies the following:

- Social welfare services and economic development agencies such as National Development agency must work collaboratively as a whole to achieve greater development.
- It is very important that the citizens participate in their own development and they should be part of decision making as development brought by will affect them either directly or indirectly.
- Partnerships in the space of social development are advised to work together with all stakeholders to drive developmental processes.
- Macro and Micro divide addresses the complex dynamics of change and interventions in the changing of local and global scenario.
- The state must be able to build more institutions for the sector social development so as to decentralise service delivery.

The South African National Non-Profit organisations Coalition (SANGOCO) emerged in 1995 to coordinate NPOs input into government Policy and to ensure that rich traditions of combating apartheid continued to serve the people of South Africa, hence funding of NPOs was introduced to enable NPOs to render social welfare services at grassroots level (SANGOCO Report, 2017).

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2.5. NPO Sector Challenges in South Africa

The South African welfare system evolved from Apartheid welfare systems prior 1994, then transformed into a developmental welfare system after 1994 and the developmental approach to welfare system was articulated by the White Paper for Social Welfare (1997). However, the NPO sector continued to experience challenges in social welfare service delivery. Patel (2005) highlighted a few challenges experienced by the NPO sector, but the study will mainly focus on one of the challenges, namely, the funding crisis or inadequate funding. Funding crisis confronts the running of NPOs to efficiently provide effective social welfare services. Underfunding or inadequate funding presents the NPOs in South Africa with numerous setbacks and challenges which inhibits the service delivery such as eliminating inequality, eradication of poverty and decrease the skyrocketing statistics of HIV/AIDS (Hölscher & Sewpaul, 2006).

Limited institutional capacity to meet human needs is a constraint cause by lack of accessing subsidies or funds and resources. Currently in South Africa, only a few Non-Profit organisations are able to continue with human development processes (Capacity building) and the development of physical infrastructure because there are donors who still fund for infrastructure development for NPOs (Lombard, 2005). This statement is also interlinked with poor financing policies for development of the social welfare services and then this leads to poor implementation of programmes and projects because more often Non-Profit organisations bit for limited resources. Programmes at times maybe underfunded to accommodate or prioritise other more important services needed by local communities (Midgley, 1995).

When there is lack of access to subsidies it often leads to insufficient number of personnel employed by the Non-Profit organisations as they cannot afford to remunerate highly skilled professionals in the sector hence there is a high number of unemployed social workers and some leave the country in search for better life and better remuneration packages outside South Africa (Chetty, 2000).

Political authorities also orders Non-Profit organisations and that threatens the NPOs as they are viewed as possible alternatives to government in addressing the needs of local people at grassroots level. Therefore, political tensions are still visible between NPOs and the government as the activities of NPOs tend to expose the gaps in service delivery of government and extremely highlights government's responsibility to participate in development (Hölscher et al. 2006).

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De Beer and Swanepoel (2001) argues that Non-Profit organisations as developmental projects are meant to capacitate local people at grassroots levels, meaning that the main role players are to be people who are affected by social challenges and they need to also be afforded powers in terms of decision making processes. They ought not to be "Passive citizenry". This poses serious questions on the encouragement for a "democratic centred process" especially in the South African context wherein the state plays a very central role in giving out resources, materials, support and funding social development programmes.

Accessing to subsidies often implies more involvement on the part of the state, other agencies and private sector responsible supporting and aiding social development initiatives.

This may pose a serious threat to non-profit organisations participating as most donor's funds or aid comes with strings and conditions attached and it is a take or leave it kind of situation. Therefore, reliance on external resources comes at a price, namely the price of loss to autonomy and independency, genuine autonomous communities can only flourish in the absence of external dependency. The important question becomes whose agenda should be followed, that of a Political Authority, the Donor as the saviour of those affected?

Challenges that NPOs are faced with are more rooted from lack of access to adequate subsidies and this further creates more problems such as lack of administrative capacities, lack of effective management, lack of technical and professional skills and limited communication systems and monitoring. Financial incapacity means that they are not in a good position to attract professional expertise because many cannot offer market-related salaries (MacIndoe & Sullivan, 2014). Swilling and Russell (2002) alluded that major problems faced by NPOs emanate from a lack of financial resources and their continual struggle to build as well as maintain a sustainable funding base. On the next page is a table illustration some challenges faced by Non-Profit organisations in South Africa

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Table 2.1. Common problems NPOs encounter rated by percentages in the below table.

Problem	**(%)**
Lack of government financial support	55
Lack of government support	53
Lack of contributions from the public	45
Lack of contact with potential funding sources	44
Inadequate office equipment and supplies	39
Delays and red tape in realising financial support	32
Low salaries and benefits	30
Difficulty locating affordable office space	30
Lack of experience in fundraising	28
Lack of favourable tax treatment for contributions	25
Inability to generate income from client fees	24
Limited public awareness of type of organisation	23
Difficulty recruiting volunteers	23
No exemption from, or reduced rates for taxes and services from local government	21
Bureaucratic requirements of NPO Act with no reward for registration	21
Competition from for-profit business	20
Pressures to raise income from selling services and products	20
Lack of clear legal status	19
Inaccessible policy processes	18
Difficulty recruiting able staff	18
Lack of staff training	17
Excessive reliance on foreign funding	16
Lack of policy direction	16
Difficulty managing volunteers	16
Inadequate professionalism amongst staff	14
Low employee morale	11
Hostile public attitudes	10
Ethical issues	9
Political instability	9

(Data extracted from Swilling and Russell, 2002, p. 87)

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2.6 Integrated Service Delivery Model

In South Africa the delivery of social welfare services has come a long way since the end of Apartheid era. Therefore, the partnership between government and the Non-Profit organisations helps in providing social welfare services to the marginalised local people and this partnership came with an improvement in the lives of those who benefit from services rendered by Non-Profit organisations. However, to date the social needs and social ills continues to grow and they are still not adequately met by both government and the Non-Profit organisations.

The National Department of Social Development came up with strategy to develop the Integrated Service Delivery Model in 2006 which served as a comprehensive national framework that sets out the nature, scope, extent and level of social welfare services. **"**The purpose of the model was to also set the appropriate norms and standards for social service delivery. Underpinning this model was the need to have an affective service delivery system based on the principles of equity as advocated in the White Paper for Social Welfare and the constitutional, legal and international obligations that inform the mandate of the Department of Social Welfare in the provision of social services**"** (Integrated Service Delivery Model, 2006, p.5).

The Integrated Service Delivery Model was based on the integration of services across different departments and stakeholders, in order to have efficient and effective social welfare service delivery. From the vantage point of view of the National Department of Social Development, **"**the model was adopted against the background and history of developmental challenges that are facing South Africa regarding. Its main feature is there need to promote sustainable development. The other equally important rationale for adopting the service delivery model was based on the fact that over the past years, the focus on social services was dominated by social security but to the detriment of other social services because of the crowding-out effect on the social security budget**"** (Integrated Service Delivery Model, 2006, p. 8).

The Department of Social Development then acknowledge that due to this crowding out effect, social service practitioners had been forced to adopt a solution based approach dictated by resource limitations rather than allowing self-actualisation of needs, priorities of beneficiaries of social services, statutory and internationally ratified obligations which again sets the Department of Social Development for failure in terms of reaching out masses of marginalised people and render quality social services (Integrated Service Delivery Model, 2006).

It is very important to note that given the purpose of the service delivery model, there are still challenges in terms of delivery of social welfare services. Among other challenges accessing

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funding for Non-Profit Organisations still remains a big issue. However, poor service delivery cannot be attributed to funding only because there are also other factors that needs to be acknowledged such as lack of human resources skills for instance shortage of employment for graduated social workers to render social welfare services guided by the service delivery model. South Africa has from time to time experienced a number of protests from citizens demanding quality service delivery. Bond (2000, p. 150), in commenting on service delivery, stated that "in post-apartheid South Africa, these breeding places of disease - the mass shanty towns and squatter villages, the hostels, the decaying inner-city areas, the nooks and crannies where the homeless congregate are all found to be growing, not shrinking".

These factors suggested a lack of service delivery and the failure to fulfil the promises given to the masses at the dawn of the new era in 1994. For example, during 2004-2005, a series of protests erupted in a number of municipalities. These protests were actually termed service related protests and centred on complaints such as lack of housing delivery, lack of health care and sanitation services to mention just a few (Botes, 2007).

Given this background, service delivery in South Africa has not reached sufficient and effective levels despite the efforts of both the government and NPOs. Real needs are yet to be addressed in-order to prevent future protests which have resulted in loss of lives and destruction of infrastructure in the past such as burning schools and health services institutions. For example, the housing protests in Eldorado Park and Kliptown which took place late 2017 were partly attributed to the lack of effective service delivery to the poor who form the majority of the population. Secondly the xenophobic attacks that erupted in 2008 were also attributed to the lack of service delivery, however there were also criminal elements involved in the attacks.

Rendering of social welfare services by Non-Profit Organisation is largely tied to adequate access to funding and as part of complying with the Norms and standards set by the National Department of Social Development this process has to function within the principles of the Integrated Service Delivery Model so that there is collaboration and effective integration between different stakeholders, and the state departments. The Integrated Service Delivery Model acknowledges Non-Profit Organisations as important partners in the provision of social welfare services and that funding to Non-Profit Organisation should be prioritised for effective service delivery at all the times (Integrated Service Delivery Model, 2006).

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2.7. Theories influencing the emergence of Non-Profit Organisations

Lombard (2009) expressed that a theoretical framework comprises of ideas and, together with their definitions and reference to applicable insightful writing, existing theory that are used for research studies. The theoretical framework gives an understanding of theories and concepts that correspond to the topic of a research study and that relates to the broader areas of knowledge being considered. The following are the theories that influence emergence of the non-profit sector.

2.7.1. Economic Theories of the NPO Sector

2.7.1.1. Subsidy Theory

Lewis (2001) mentioned that the subsidy theory bases its justifications for the existence of NPOs on the premise that the subsidies that NPOs get are largely responsible for the proliferation of NPOs. For an example, if one can have a look in South Africa the NPO Act of 1997 and the Tax Amendment of 2000 was solemnly introduced with the aim of creating an enabling environment for the NPO sector to strive.

Therefore, NPOs benefit largely from a variety of explicit and implicit subsidies and such subsidies include Tax exemptions and favourable employment conditions via unemployment tax systems (Powell, 1987). This theory underpins the study in that it talks to Tax exemptions for NPO's from the funding they get from donors. Furthermore, this theory is closely linked to the NPO Act of 1997 which was established with the below mentioned objectives.

"The NPO sector in South Africa is governed by the NPO Act of 1997 which was established with five specific objectives, to encourage and support NPOs in their contribution towards providing social welfare services and addressing the needs of the population. The Act seeks to:

1. "Create an enabling environment in which Non-Profit organisations may strive and flourish
2. Establish an administrative and regulatory framework within which Non-Profit organisations can conduct their affairs.
3. Encourage Non-Profit organisations to maintain adequate standards of governance, transparency and accountability and to improve those standards,
4. Create an environment within which the public may have access to information concerning registered Non-Profit organisations and,

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5. Promote a spirit of cooperation and shared responsibility within government, donors and amongst other interested persons in their dealings with Non-Profit organisations. Non-Profit Organisations Act No.71 (1997, p. 5)."

According to Swilling and Russel (2002) Non-Profit organisations acquire funding through a centralised agency which is the National Development Agency (NDA) and the Lotteries Act of 1997.The above mentioned is outlined in the NPO Act No 71 1997.

2.7.1.2. The Public Goods Theory

Powell (1987) suggested that NPOs exist to serve as producers of public goods. His argument for such a theory was that the government and its entities tend to provide public goods only at the level that satisfies the median voter and consequently, there are likely to be some residual dissatisfied consumers. NPOs arise in order to meet this residual demand by providing goods supplemental to those provided by government.

This theory assumes that those that want to obtain a specific service from Non-Profit organisations should meet funding donor's half way in terms of their willingness to pay for the services which are in this case social welfare services. In addition, the theory also assumes that if the quality of public services is too low or minimised this eventually leads to discouraging citizens/donors to make contributions to voluntary Non-Profit Organizations that are willing and able to produce the public goods (Ackerman, 2006). The theory under-pins the study in that it talks to funding from donors in respect of the services provided to communities by NPO's.

The main criticisms that can be leveled against the aforementioned theories is that these two theories have explained the role of NPOs only in terms of economic needs and have disregarded the concept of social welfare and the government as a major driver of such organizations. In South Africa for example, Patel (2005), states that the Welfare budget has been known to devote 62% of its budget for welfare services to voluntary organizations in the welfare field. The relationship between government and NPOs is that of a complimentary role where the government mainly finances public services and NPOs deliver social welfare services.

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2.7.1.3. The Contract Failure Theory

Powell (1987) suggested that NPOs arise as a response to meeting demand due to a competitive survival advantage over profit making firms. People tend to opt for services from NPOs, which they can easily monitor and not be taken advantage of as seems to be the case in the for-profit sector where they are likely to encounter monitoring problems. The theory postulates that NPOs are chosen as efficient vehicles for delivering services unlike the for-profit sector which may exploit consumer ignorance to its advantage.

Non-profit organisations are primarily efficient in that they do not distribute profit amongst the employees, therefore beneficiaries of NPOs are not cheated in terms of services delivery because of the transparency ethic they uphold to account to funders all the time as per service level agreement. NPOs perform certain tasks better by acting as signals in assuring beneficiaries that whatever services they provide is for free unlike in the for-profit sector. On the other hand, Neo-liberal theory being adopted by South African State still does not offer favourable conditions for NPOs when they are acquiring funding from the state. The state is compelled to decrease funding to NPOs and its roles as far as funding is concerned because of the government strategy of increasing state capital through decreasing state spending to Social Welfare programmes.

2.8. Theory under-pinning the study

This study was informed by the neo-liberal theory. Neoliberalism is based on unchangeable facts of modern economics. The foundations of neoliberalism are closely linked to Adam Smith and his work *The Wealthy of Nations* (Clarke, 2005). Harvey (2010, p. 2) therefore defines neoliberalism as "a theory of political economic practices that proposes that human well-being can best be advanced by liberating individual entrepreneurial freedoms and skills within an institutional framework characterized by strong private property rights, free markets and free trade".

The role of the state is to create and preserve an institutional framework appropriate to such practices. Neoliberalism gave rise to the residual approach to social welfare. The residual approach to welfare is based on the notion that individuals are responsible for their well-being and the state only intervenes in terms of emergence and crisis (Sowers & Dulmus, 2008). Eligibility for welfare assistance requires that individuals exhaust their own private incomes, which may include assistance from family members, employers and the church before they can receive state assistance and requires individuals to prove their financial inability to provide for

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their families (Sowers & Dulmus, 2008). A residual approach identifies two systems through which people's needs are met, namely individuals or/and their families and the capitalist market economy (Zastrow, 2009). Social welfare only comes into play when these systems break down or fail to adequately meet people's needs, once the needs have been addressed the individual and the family ought to resume the responsibility for meeting their needs (Nicholas, Rautenbach & Maistry, 2010).

Residual welfare views social welfare in narrow terms, thus it only includes public assistance or policies related to the chronically poor, residual services are time limited, means tested and emergency-based and are generally provided when all other forms of assistance prove to be inadequate (Sowers & Dulmus, 2008).

The provision of welfare assistance in most African countries like South Africa is informed by neoliberal theory (Zastrow, 2009). South African welfare arrangements, similar to those of numerous different nations on the planet, are affected by worldwide financial patterns coordinating neoliberal strategy execution. The appropriation of neoliberalism in South African government approaches, has evoked criticism like encouraging cycle of poverty amongst those that are already poor and vulnerable (Hölscher & Sewpaul, 2006; Mindry, 2008).

The influence of neoliberal policies on non-profit organisations and their role of providing social welfare services at grassroots level in South Africa has also received scant attention. In South Africa, "Neo-liberalism" has turned into the name for an arrangement of exceedingly intrigued open strategies that have endlessly enhanced the holders of capital, while prompting expanding imbalance, uncertainty, loss of open administrations, and a general disintegration of personal satisfaction for poor people and common labourers. Neoliberalism extensively looks to lessen the size and impact of government, is agreeable to deregulation and private undertaking, with the conviction that as the state has less duty its money related prerequisites would decrease, bringing about lower tax collection, which is viewed as useful for financial development (Harvey, 2010).

Thus, financial advantages would "stream down" to all, including poor people. The Catch 22 is that as opposed to a weak and powerless state, this belief system needs a solid state fundamentally to force, keep up and deal with the market inside society (Spolander, Engelbrecht &Pullen-Sansfacon, 2015). Be that as it may, regarding the welfare of its residents, the part of the neoliberal state is not to help the defenceless, yet to put the obligation regarding prosperity on the individual instead of the aggregate (Knox Haly, 2010). Neoliberalism practically speaking

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has generally neglected to create the guaranteed monetary development, with moderately reliable heightening in imbalance, alongside the greatest financial additions being made by the most elevated workers (Harvey, 2005). The "economic shock therapy" which was applied to African countries such South Africa has resulted in economic deterioration (Harvey, 2005, p 87).

Neoliberalism has likewise advanced a type of subjectivity, where reliance and weakness of the masses are experienced as disgraceful, with governments neglecting to give adequate financing to the Non-profit organisations, security and wellbeing for their natives (Layton, 2009). The National department of social development developed the Policy on Financial Awards to Service Providers (PFASP) in 2004. Its key point was to encourage the change of social welfare administrations.

The approach plot criteria that NPOs need to meet to get to government financing for the social welfare administrations they convey inside the social advancement range. It was seen that through gathering this foundation for financing, NPOs working inside the social advancement worldview would change their ways to deal with be more developmental in nature. Dutschke (2007) argues that "the ability to access funding for their services from government is linked to the extent to which NPOs have transformed according to the criteria: the more they have transformed', the greater their chances of accessing funding. And the less they are transformed they will be excluded by the criteria set in the PFASP" (Policy on Financial Awards to Service Providers, p.30).

It is evident that through adopting neo-liberalism theories, the PFASP places the obligation of change solidly on the shoulders of the NPO sector without giving them the imperative help. A practical example would be subsidising NPOs with funding, resources and capacity building. The NPO sector is of the sentiment that the state ought to give them some sort of monetary help to enable them to develop and transform, however the state does not give enough subsidies to NPOs to top up the gaps as far as rendering social welfare services to communities (National Welfare Social Service and Development Forum, 2004).

In South Africa, the Neoliberal belief system recommends that the state lessen or decreases its role as far as funding to NPOs is concerned. Also, the commitment to and financing of welfare administrations be decreased, because the government perceives itself as a monitor of interventions and programmes as opposed to an implementer of social welfare services (Mindry, 2008; Pratt, 2006; Stark, 2008). In this instance, the state is mostly compelled to implement Neo-liberal policies that appear to support capital aggregation techniques. Sewpaul & Hölscher

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(2006) and Stark (2008) note that government funded NPO vacancies gets terminated on an ongoing basis to cut down welfare expenditure from the state. Actions like these are driven by the neo-liberalism systems that are strongly supportive of welfare expenditure being decreased in order for government to save huge amounts of capital and direct it to other projects. This attitude is not recommended or a viable practice in South Africa because it is not facilitating a process of enabling the NPO sector to render sufficient and much needed services to the beneficiaries of social welfare services.

Secondly, the South African state is trying to cut funds to save more capital in order to pay state debts. The advancement of neoliberalism in welfare benefit conveyance in South Africa has been set up with the Growth, Employment and Redistribution Program (GEAR), which in 1996 supplanted the Reconstruction and Development Program (RDP) (Abramovitz & Zelnick, 2010; Hölscher & Sewpaul, 2006; Mindry, 2008; Patel, 2011). The state's GEAR programme implied to advance full scale monetary dependability and denoted moving far from the static service orientated model towards a marketed service delivery model that supported the privatisation of services.

In appearing inconsistent to neoliberal belief system, the role part and efforts of the state has consequently changed from being the underwriter of administrations and services to the provider of services. In any case, this move has implied, for instance, that city administrations are overseen as a business with the emphasis on monetary cost recuperation and not on the rendering of reasonable and affordable services to all individuals from society (Abramovitz & Zelnick, 2010; Mindry, 2008). Kaseke (2012, p. 2) argues that "because of scarcity of resources in developing countries, not every destitute person can receive assistance, and therefore, those receiving social assistance become the privileged poor." Increased tariffs for water, sanitation, power and other municipal services constituted one consequence of this implementation, which additionally offered ascend to different challenge activities communicating disappointment with such services and rates and rates (Bond, 2014). Thus, market principles were introduced into public service provision.

With regard to welfare service delivery in South Africa, the effect of neoliberalism turned out to be more evident amid the usage of the RDP when non-benefit associations (NPOs) moved toward becoming accomplices of the state in the planning and development of services, and being reliant on and coordinated by state subsidies. This denoted a deviation from the politically-sanctioned racial segregation time existing conditions when some NPOs went about as a basic voice and the

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policies of the government (where appropriate) and delivered services with funds donated by other countries. These NPOs in this manner did not see themselves as accomplices of the politically-sanctioned racial segregation government (Mindry, 2008). The new partnership after 1994 meant that organisations became strongly aligned with the state as a result of being drawn into commissioning and contracting arrangements for state funding. This resulted in critical voices being increasingly muted, as NPOs became complicit partners of the state in the implementation of policy and especially neoliberal policy (Mindry, 2008). Although NPOs may not necessarily be in agreement with the state policy, their financially dependent status as a result of the partnership could make it difficult for them to object to government policy and that resulted in NPOs being viewed as reliant or dependent on the state to fund their welfare services.

It has been noted that, South Africa adopting the Neo-liberal policies especially in relation to funding Non-Profit Organisations comes with a huge challenge such as minimising Social Development interventions and programmes which are supposed to be funded by the state. Neo-liberal policies are of the view and suggest that the state should try and save more capital for other programmes instead of funding more social welfare programmes to achieve an improved and inclusive social development for all South African Citizens.

Bak (2004, p. 89) defines social development "as an approach to social welfare and a philosophical framework for welfare services. It consists of planned efforts and processes for social change that are designed to promote the wellbeing of the population as a whole, in conjunction with a dynamic process of economic development". Bak's (2004) definition of social development draws heavily from that of Midgley's (1995). Patel (2005), Gray (2006), and Hölscher (2006), builds on these definitions by explaining that social development transcends the micro/macro dichotomy. Gray and Lombard (2008), explains social development as "evenly shared, balanced progress of entire populations towards enhancement of the circumstances of living, the quality of life and the quality of human relations".

This translates into social development strategies leading to planned improvements in health, nutrition, education and employment opportunities. Gray and Lombard (2008), further explains that such an approach can be successful only if there is univocal acceptance and implementation of a range of redistributive developmental and social policies. However, the constraints of adopting Neo-liberal policies and implementing them towards funding to NPOs make it impossible for the NPOs to transform, develop and offer optimal social development

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interventions due to lack of and decreased funding from the state which in turn affects the process of social development as an integral part of the intervention plan to address poverty and inequalities.

This is supported by Fouché and Delport (2000, p.128) who claimed that even though the social development approach has been accepted by the South African government "commitment and support does not automatically ensure that a new paradigm is fully understood and implemented if there are still neo-liberal policies and globalisation who tries to minimise the roles of the state in terms of providing funds to social welfare programmes either provided by the state in its capacity or the Civil Society". This was also supported in the National Treasury Report in (2010), which stipulated that due to budget constraints the state funds are shrinking on a daily basis and this will negatively affect the economy of South Africa because the state will not have economic power to keep on funding more NPOs as there will be budget cuts aiming to save more capital for the state.

The neo-liberalism theory was relevant for this study because social welfare programmes are seen as a derivative of neo-liberal thinking in that the beneficiaries are considered as the poorest of the poor who are unable to help themselves. Secondly this theory is of the view that the state should minimise the potential development of a reliance or dependency syndrome and only provide services as a last resort.

2.9. Summary

This chapter provided an outline of civil society or the „third sector" with particular focus on non-profit organisations. Efforts were made to unpack the terminology and definitional issues surrounding NPOs/NGOs. Theories on NPOs were discussed with the aim of illustrating why they are formed. The public goods theory, subsidy theory, contract failure theory and consumer control theory were described as part of the theoretical framework within which non-profit organisations function. A comprehensive history of civil society in South Africa was discussed in order to provide sufficient background and understanding of how civil society emerged in South Africa, how it evolved and the main factors that shaped its current existence. State-NPO relations in the post-apartheid period were explained as well as the legislative framework under which these organizations operate. Sources of funding for the sector were discussed with particular reference to the funding crisis that characterized the sector following the

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democratically elected government led by the ANC Alliance assuming power in April 1994 and how donor funding patterns changed following this development. State policies such as the White Paper for Social Welfare (1997) were discussed with a view to illustrating the importance of NPOs in South Africa in assuming developmental, social welfare services delivery such as poverty alleviation roles and related programmes. The value of the NPO sector was further illustrated through Swilling and Russell's (2002) assessment of the size of the sector in comparison to other major sectors such as mining, transport and construction, with the key indicator being the number of employees they employ. Limitations of NPOs were advanced with the main weaknesses being NPO‟s lack of capacity, weak managerial skills and donor over-reliance and how it compromises their independence and watch-dog role.

Their inability to replicate programmes for the wider society, rivalry and inability to consult amongst themselves for better and more integrated service delivery was also highlighted as a major weakness of NPOs. Mention was made of the NPOs apolitical stance which has placed them well above government in service delivery because their work is usually not influenced by political considerations and they also tend to operate at lower costs because of the voluntary nature of this sector. However, it was also acknowledged that NPOs may also be politically motivated as well.

The chapter culminated with the outlining of the major problems and challenges confronting the Non-Profit sector. The major problems identified have been mainly to do with the lack of a sustainable funding base and capacity problems which arise through lack of adequate funding and result in the inability of NPOs to attract professional and technical skills because they are unable to offer market-related salaries. Against this theoretical backdrop, the methodology that was used in the study is described in the following chapter.

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CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter focuses on the research design and methodology that was utilised during the research process. Particular reference will be made to the sampling procedures, methods of data collection, and how the data was analysed as well as the limitations and delimitations of the research.

3.2. Research Question

What are the experiences of Project Managers at Non-Profit organisations (NPOs) in Soweto in relation to the funding they receive from the Gauteng Department of Social Development?

3.3. Primary aim

The primary aim of the study was to explore the experiences and challenges that confront Project Managers at Non-Profit Organisations in Soweto in accessing funding from the Gauteng Department of Social Development.

3.4. Secondary objectives

In pursuit of the afore-mentioned aim, the study's objectives were:

1) To establish what types of services are being rendered by the NPOs.
2) To establish and explore the positive experiences and challenges confronting NPO Project Managers in accessing funding from the Gauteng Department of Social Development, including the Project Managers views at NPOs about the funding criteria used the Gauteng Department of Social Development when funding NPOs.
3) To investigate the implications of poor or absence in funding for the NPOs.
4) To elicit the sustainability of the NPO in terms of being financially fit to respond to the needs of the beneficiaries
5) To explore alternative plans NPOs have to sustain their projects without DSD funding.
6) To explore recommendations or views that could enhance and improve funding of NPO's by Gauteng Department of Social development.

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3.5. Research approach and strategy

The study adopted a qualitative research approach. Greenstein (2003) argues that a qualitative research approach is a more dominant method of inquiry, which allows participants to share their lived experiences in their own terms. This approach emphasis participants' subjective experiences. It further holds the view that research participants come from different social and cultural back grounds which makes them different in their understanding of issues (Creswell, 2009).

In qualitative research, data is presented in the form of words, pictures, descriptions, or narratives rather than numbers and counts, as it attempts to gain access to that personal and subjective experience of the participants (Monette, Sullivan, DeJong & Hilton, 2014). Bless and Smith (2006) argues that qualitative research primarily focuses on making sense of human experiences within specific contexts rather than concentrating on predicting behaviours. Alpaslan (2010, p.13) is of the view that **"**qualitative research is a broad umbrella term for research methodologies that explore, describe and explain persons' experiences, behaviours, interactions and social contexts without the use of statistical procedures or quantification.**"** Similarities in these quoted authors are that the qualitative approach to research, studies people in their relevant context and allow the researcher to collect rich data.

A multiple case study design was employed in the study. According to Stake (1995), case studies may involve an in-depth study of a programme, event, organisation or one or more individuals. The goal of most case studies is to have an in-depth understanding of a particular case or cases.

In this study the experiences of Project Managers at Non-Profit organisations (NPOs) in Soweto in relation to the funding they receive from the Gauteng Department of Social Development will be explored and described. I believe that a multiple case study approach will allow for an in-depth understanding of the experiences of Project Managers at Non-Profit organisations (NPOs) in Soweto in relation to the funding they receive from GDSD. It should be noted that the primary purpose of the qualitative approach and multiple case studies design is to contextualise the experiences of the participants and not to generalise the findings. Monette et al. (2014) further mentions that one of the advantages of using case studies is that they provide rich and detailed description of people's experiences and circumstances.

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3.6. Population, Sample and sampling procedures

Population is defined as the total set from which the individuals or units of the study are chosen or as a set of entities in which all the measurements of interest to the researcher are represented (De Vos, Strydom, Fouche & Delport, 2005). The Gauteng Department of Social Development funds 59 Non-Profit Organisations, under its HIV/AIDS Directorate. However, the population of the study was the 37 NPOs from Soweto in Johannesburg South Region. The study sample was drawn from the 37 NPOs in Soweto. Paten (2004) clarifies that a sample is typically drawn from a large population and it is thus inferred that the characteristics identified in the sample are probably the same characteristics of the population. The sample for this study was 15 NPO Project Managers from the 37 NPOs from Johannesburg South Region.

These participants were selected through purposive sampling technique. According to Alpaslan (2010), when using purposive sampling, the researcher may use her or his own judgement and handpicks participants from a target population for inclusion in the study based on the criteria for inclusion. The researcher actively seeked out and selected those participants who were informed and possessed first- hand experience of the phenomenon under study and the selection criteria was as follows:

1. Participants should be project managers in Soweto, Johannesburg South district.

2. Participant should be between the ages of 25 and 65 years, with at least 3 or more years of experience in fundraising and collaborating with the Gauteng Department of Social Development.

3. Participants who will be available and willing to voluntary participate in the study.

Furthermore, the researcher also intends to recruit at least two key informants from the Gauteng Department of Social Development. The key informants must meet the following criteria:

1. Have three and more years of experiences in working with funding NPOs
2. Have knowledge of the Public Finance Management Act.
3. Range from 25 – 40 years of age.

Recruitment of the of the Project Managers and the two Key-Informants from Gauteng Department of Social Development was done through sending emails, after the Gauteng

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Department of Social Development's research unit endorsed and granted permission to this study.

3.7. Research Instrumentation

Two different interview guides with open-ended questions were used to collect data from the two groups of participants. According to De Vos et al (2011) an interview guide facilitates the interview process as an interactional exchange of. It is designed to have flexibility and a fluid structure to allow the researcher to probe and explore unexpected themes (Holloway & Wheeler, 2010).

An interview guide is useful when doing exploratory research, and as Monette (2014) emphasis, it helps the researcher to think carefully and explicitly about what they would like to see the interview covering and achieving. Patton (2002) postulates that the advantage of using a semi-structured interview guide is to keep track of all important aspects that need to be covered during the interview and to guide the flow of the interview.

However, an interview guide has limitations in that participants may be unwilling to share information and the researcher may ask questions that do not evoke the desired responses from participants (De Vos, Strydom, Fouche & Delport, 2011).

3.8. Pre-Testing of the Research Instruments

A pre-test is normally carried out to identify potential problems with the research tool at an earlier stage before the commencement of data collection processes (Legard, 2003). In this study, a pre-test was carried out to test the appropriateness and adequacy of the research tool. The research participants who were pre-tested did not form part of the actual study. The outcome of the pre-test may see the researcher amending or adjusting the tool.

According to Legard (2003) pre-testing also ensures that any weaknesses or threats are immediately identified and rectified prior the commencement of the study. Pre-test can also improve the face and credibility of the instrument, and to estimate the duration of the interview. The researcher did not intend pre-testing the two-key informant as there are few people at that level in the Gauteng Department of Social Development.

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3.9. Method of data collection

Semi-structured interviews were utilised as a method to collect data in this study. Roughly each interview took approximately 40 to 50 minutes. The interviews were conducted in an environment that was conducive to privacy. The researcher conducted the interviews at the participants working environment and at their homes, participants advised of their availability for the purpose of conducting the interviews. According to Creswell (2007) there are advantages and disadvantages of using interviews. Through interviews rich data is gained, the researcher is also able to ask for clarity when participants' responses are unclear. NPOs funding is a complex topic, interviews allowed the researcher and participants to exchange valuable information without limitations. However, interviews can also be time consuming; some participants may not have enough time to dedicate to the interview. The researcher spent one and half week collecting data through one on one interviews with the project managers at NPOs in Soweto, together with the two key informants from the Gauteng Department of Social Development. Thereafter he listened to the tape recordings and familiarised himself with the data recorded before data transcription began. The researcher used different colours of highlighters to indicate codes and highlights on concepts and attributes that were similar. The researcher coded every script in order to develop a comprehensive framework for analysis. The comprehensive framework was then used for more detailed coding and thematic analysis using manual methods. The researcher analysed all the transcript.

3.10. Method of data analysis

Data analysis is the process of bringing order, structure and meaning to the mass of collected data. Liamputtong (2009, p. 107), defines data analysis as "the process of moving from raw interviews to evidence-based interpretations that are the foundation for published reports. Analysis entails classifying, comparing, weighing and combining material obtained during data collection to extract the meaning and implications, to reveal patterns, or to stitch together descriptions of events into a coherent narrative". For the purpose of this research study, the researcher used the five steps mentioned by Terre Blanche, Durrheim and Painter (2006) in thematic analysis. The first step was for the researcher to familiarise himself with the data collected by converting the recordings into written transcripts, read and reread the data and make notes (Terre Blanche et al., 2006).

The second step was inducing the themes, which allowed for the use of informants' language rather than abstract theoretical language to label different categories. As a way of acknowledging

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multiple voices and perspectives of research participants who were part of the study, the researcher identified, sorted and labelled the emerging themes through which data was collected. (Terre Blanche et al., 2006)

As soon as the themes were identified the third step was coding the themes or marking interesting features out of the data perceived to be relevant to the identified themes (Terre Blanche, et al. 2006). The fourth step was that the researcher reviewed the themes and checked if these themes work in relation to the coded extracts, analysed and keep refining specifics of each theme. This was done to generate a clear definition and names for each theme until a production of a good account of what is being illustrated by the data occurs (Terre Blanche et al., 2006). Lastly the final step was to write a report which included the final analysis of the phenomenon being studied. According to Braun and Clarke (2006) the final report included the selected extracts as examples, final analysis of selected extracts by relating them back to the analysis of the research questions and literature.

3.11. Trustworthiness of the study

According to Babbie and Mouton (2011) data trustworthiness in qualitative studies consist of credibility, dependability, confirmability and reliability. Credibility refers to the truthfulness, believability and the value of the researcher's findings in representing the real world as perceived by the research participants (Leininger, 1994). In this study, credibility was enhanced by the actions of the researcher which included describing the setting, target population and engaging with relevant literature. Dependability, which is equivalent to reliability in quantitative (De Vos et al., 2011), was enhanced by having the researcher to administer all the interview schedules and by facilitating all the semi – structured interviews and also follow well outlined steps in analysing the collected data.

De Vos et al. (2011) suggest the need to ask whether the findings of the study have been confirmed by other persons. To enhance confirmability, the researcher will make use of correspondence checking as recommended by Pretorius and De la Rey (2004), whereby the categorisation of themes will be checked by the researcher's supervisor. Lastly, transferability will also be enhanced by ensuring a dense description of data collected.

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3.12. Limitations and Delimitations of the study

Credibility or trustworthiness of research findings has always been a problematic issue in qualitative research where there is bound to be researcher bias. To counter this problem, the researcher cross checked comments with participants in all three categories (beneficiaries, managing staff members and funders). Where there were contradictions, an in-depth verification process was done to gather as accurate information as possible, which ensured credibility of research findings. The transferability of the qualitative research findings to other settings might also be problematic. It should however be noted that the results might still be useful to other settings as the research offers valuable insights that may be used as a guiding tool for designing or amending funding policy framework.

3.13. Ethical considerations

The study adhered to the following ethical considerations:

Ethical clearance

To ensure that the study was ethical, the researcher submitted the proposal to the Departmental Human Research Ethics Committee (Non-medical) to obtain clearance certificate **No SW/2/17/11 22**. According to Wassenaar (2006), an independent and competent research ethics committee should subject all research proposals to independent ethical review prior to the commencement of the data collection process.

The process of data collection was conducted after the ethics committee has given the researcher a clearance certificate (See **Appendix F**). Permission to conduct the study with NPOs funded by the Gauteng Department of Social Development was also obtained (See **Appendix G**).

Voluntary participation

According to Rubin and Babbie (2001), a decision to participate in a study should be voluntary. Researchers should ensure participants understand participation is not forced and that no one will be disadvantaged by choosing not to participate in the study. In this study, the researcher aided voluntary participation by explaining to participants about the actual purpose of the study and that even if they chose not to participate, it would not yield any negative consequences. Therefore, this process allowed the participants to participate in this study voluntary. Refer to the following participant information sheet for participating in this study (**Appendices A & B).**

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Informed Consent

According to Babbie and Mouton (2007) informed consent is a norm in which subjects' base their voluntary participation in research project on a full understanding of the possible risks involved. Welman, Kruger and Mitchel (2005) argued that the researcher will have to obtain the necessary permission from the respondents after they are thoroughly and truthfully informed about the purpose of the interview and the investigation.

In this study, informed consent forms (**See Appendices C & D**) will be forwarded to the research participants before they can participate in the study. To facilitate the consenting processes, the researcher will share information such as the purpose of the study, and duration of the study to the participants.

Confidentiality and privacy

Liamputtong (2009, p.141), states that "confidentiality aims to conceal the true identity of the participants. Based on the principle of respect for autonomy, individuals should have the right to maintain secrets, deciding who knows about them. When participants reveal their private world to the researchers must make sure that this private world is protected as much as possible".

In the study, information shared by participants will be kept confidential at all times. Participants will be informed that only the researcher and study supervisor will have access to the records. Furthermore, the tape-records of data and transcripts will be kept in a lockable area to enhance confidentiality of the information, and will be destroyed after six years.

Anonymity

According to Ogletree and Kawulich (2012), anonymity in research is defined as safeguarding identities of the research participants. For the purpose of this study, names and other identifying details of the participants were replaced by codes for anonymity purposes as outlined by Hepworth, Rooney, Rooney, Strom-Fottfried and Larsen (2010). Furthermore, when writing the report or articles for publications no names or any other identifying information will be added should direct quotations be used.

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3.14. Summary of the Chapter

The main aim of this chapter was to clearly delineate and describe the research design and methodology of the study at hand. The aims, secondary objectives, research questions, sampling procedures, pretesting of research tool, data collection, data analysis and limitations and delimitations of the study were all covered as well. The ethical considerations were described in detail. The following chapter presents the data collected through the fieldwork and discusses the results emanating from the study.

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CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1. Introduction

The previous chapter presented research methodology. This chapter presents the findings of the study and discusses it in relation to the research questions, aim and objectives of the study. The primary aim of the study was to explore the experiences of Project Managers at Non-Profit Organisations in Soweto about funding from the Gauteng Department of Social Development. When analysing efforts were also made to integrate literature that supports or contrast the findings.

The collected data was analysed, organised and categorised per case. Patterns and themes that emerged during data analysis were synthesised and interpreted to enable the researcher to come to specific conclusions to make recommendations.

4.2. Participants' Profiles

The research participants that were interviewed in this study had the necessary experience in working with the Gauteng Department of Social Development pertaining issues related to funding from/to Non-Profit Organisations and all of them were project managers of NPOs in the South of Johannesburg. The profile of the 15 Non-Profit Organisation Project Managers and the two key informants from Gauteng Department of Social Development will be presented below.

The Non-Profit Organisations in this study were formal organisations registered in terms of the Non-Profit Organisations Act of 1997. These Non-Profit Organisations have had a partnership with the Gauteng Department of Social Development for a period of more than 5 years.

*Pseudonyms were used for the purpose of assuring confidentiality of the Non-Profit Organisations e.g. Organisation A, Key informant 1.

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Table 4.1 Demographic details of participants.

Name of NPO	Gender	Field of Service and other related services
A	M	Children (Orphan and vulnerable children), Youth and Older persons.
B	F	Children (Orphan and vulnerable children) - Daily cooked meals and school homework assistance.
C	F	Children (Orphan and vulnerable children) - Daily cooked meals, Referrals.
D	F	Children (Orphan and vulnerable children) - Distribution of food parcels and psychosocial support services
E	F	Children (Orphan and vulnerable children)
F	F	Children (Orphan and vulnerable children) - Distribution of food parcels and psychosocial support services
G	F	Children (Orphan and vulnerable children) – Daily cooked meals
H	F	Children (Orphan and vulnerable children), Skills Development for youth, Referrals.
I	F	Children (Orphan and vulnerable children) - Psychosocial Support services for orphan and vulnerable children, Networking, Recreational activities for children and youth. Food parcel distribution.
J	F	Children (Orphan and vulnerable children), HIV/AIDS - Psychosocial Support services for orphan and vulnerable children, Daily Cooked Meals, Referrals.
K	F	Children (Orphan and vulnerable children), HIV/AIDS Testing and counselling - Psychosocial Support services, Skills Development for youth, Homework assist, daily cooked meals.
L	M	Children (Orphan and vulnerable children), Therapy and educational support, HIV/AIDS - Psychosocial Support services, Homework assistance, daily cooked meals.
M	F	Children (Orphan and vulnerable children), Human rights, HIV/AIDS - Psychosocial Support services, Daily Cooked Meals.
N	F	Children (Orphan and vulnerable children), HIV/AIDS - Psychosocial Support services, Daily Cooked Meals, parenting skills, awareness programmes e.g. HIV and AIDS.
O	F	Children (Orphan and vulnerable children), Child Protection services, HIV/AIDS - Psychosocial Support services, Daily Cooked Meals, Early interventions to abuse, Bullying programmes.

Of all the Project Managers for NPOs in Soweto interviewed in this study have qualifications above Grade 12, some holds Diplomas and degrees in Management/Project Management and

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Homebased Care Programme Management. One is a qualified teacher and another one is Social worker by profession. The can speak most vernacular languages and English which spoken in the Soweto area. They supervise roughly about 40 employees in their NPOs. They were all Project Managers in their respective NPOs.

Table 4.2 Key informant's profile

Name of Key informant	**Gender**	**Education Level**	**Years of Experience in the NPO Financing Unit**
Key informant 1	M	Degree in Finance	More than 10 years
Key informant 2	F	Post Graduate Degree in Finance Management	More than 10 years

Of the 15 Non-Profit Organisations in the study, the field of orphan and vulnerable children and HIV/AIDS is over-represented, with almost all the NPOs working with children, youth and older persons. Majority of the NPOs represented the field of HIV/AIDS and working with beneficiaries either children, youth and older persons affected and infected by HIV/AIDS. Four of the Non-Profit Organisations also specialised in skills development for Youth in the vicinity that they operate in.

Twelve of the non-profit organisations in the study are funded to provide daily cooked meals to beneficiaries in their local community. Most are funded under the model Drop in Centre. A drop in Centre is a physical structure where comprehensive services focusing on children and vulnerable groups within community are rendered. It provides community based support to enable beneficiaries to have access services nearest to their home.

The other three organisations are strictly funded for distribution of food parcels to the vulnerable households in cases where the beneficiaries are taking medication for Tuberculosis, HIV/AIDS, Diabetes and High Blood pressure. This assist them to take their medication regularly because medication will not contribute towards healing or maintaining a chronic condition if it is taken without food.

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The sample included **13 females and 2 males** non-profit organisations project managers, though the study did not deliberately target a specific proportion of a particular gender. Despite the small size of the sample, the gender distribution was similar to that found in Swilling and Russell's (2002) study. They found that 59% of NPOs surveyed were represented by women and in most cases, 59% of project managers in NPOs were Black. In this study, 80% of the research participants were black women and 20% were black males. Swilling and Russell, (2002) found that Black women tended to be dominant in smaller community-based organisations whilst white females seemed to play a greater role in larger more formalised NPOs.

The **two key informants** from the Gauteng Department of Social Development were also aged between 35 – 45 years. One was male, and one female. They are amongst a group of officials working as finance officials and both have more than 10 years of experience in managerial positions of the Non-Profit Organisation Funding Unit of the Gauteng Department of Social Development.

They were well acquainted in terms of the managing the process of funding Non-Profit Organisation and have working experience and application knowledge of the Public Finance Management Act of South Africa and Policy on financial awards to Service Providers.

4.3. Study findings

The findings are presented in relation to the research questions, aim and secondary objectives of the study. The results of this study are presented along the themes and sub-themes that were derived from the analysis of interviews. The next page is the presentation of the emerging themes in **Table 4.3.**

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Table 4.3. Table of themes that emanated from the study.

Objectives of the study	Themes that emerged
Services rendered by the NPO	Basket of services (Psychosocial Support services)
	Educational programmes
	Beneficial Networking with different stakeholders
Experiences and challenges that confront the NPO in accessing funding from GDSD and views about the funding criteria used by the GDSD when funding NPOs	Inadequate Funding
	Delays in funding payments
	Funding Criteria not working
	Minimal guidance and information sharing by GDSD
Implications of poor or absence of funding for the NPO	Lack of service delivery
	Beneficiary Health risks
	Demotivation of NPO Staff
	Skyrocketing unemployment and crime rate
Sustainability of the NPO in terms of being financially fit to respond to the needs of the beneficiaries	Donor dependence
Alternative plans the Project Managers have to sustain the NPO should the funding from GDSD be terminated	Non-Sustainable
	Fundraising
	Social enterprise establishment
	Use other programmes to draw Donors
	Agricultural activities
	Renting office space
NPO Project Manager views or recommendations that could enhance and improve funding of NPO's by Gauteng Department of Social development	Need for consultation, Mentorship and participation of NPOs
	Funding increment, alignment with inflation rates and review of funding model
	Speed up funding payments

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4.4. Presentation of the research findings

4.4.1. Services rendered by the NPO

The first objective of the study was getting to establish what are the services rendered by the NPOs and the services rendered by these NPOs are presented below. Most of these NPOs in the south of Johannesburg seemed to have similar services that they render to the community of Soweto. The researcher asked the participants to share types of services offered by the NPO.

In light of this question, three themes emerged. Participants mentioned psychosocial services, educational programmes and beneficial networking with different stakeholders.

Provision of psychosocial support services

The NPOs were found to provide a number of psychosocial support services, especially to vulnerable and orphaned children. The support offered by these NPOs also included nutritional support to local members of community. This theme was captured when the participants said:

> *"We are currently servicing orphans and vulnerable children by offering homework support, basic counselling, cooking for them after school and food gardening programs, home-visits to their homes."*

> *"We render Quality Care, Support to Orphaned and Vulnerable Children, Nutritional Support, Psycho-Social Support, Referral, Income Generating Programme, Gender Based Violence, Bridge Programme, CHOMA (for adolescence girls)."*

Another participant added:

> *"Provides three meals, five days a week for needy children, counselling for children in distress, Counselling to families of our beneficiaries, Psychosocial support."*

Most of the research participants shared similar experiences in terms of provision of psychosocial support services and this theme was further encapsulated as follows:

> "*Our NPO provide basic counselling to orphan vulnerable children and child headed house hold youth headed house hold including people infected and affected by HIV/AIDs pandemic, conduct daily home visit to house hold, Distribute Food parcels monthly, Run support groups for elderly person*."

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All the Non-Profit Organisations Project Managers spoke in one voice about the major services that they render as psychosocial support regardless of being a drop in Centre or a home-based care Centre. One interesting point about these NPOs is that the element of nutritional support was one of the fundamental service they render under the psychosocial support basket of services.

It was clear from the participants' responses that the aim of providing psychosocial support to beneficiaries' forms part of the mandate of the Gauteng Department of Social Development that they have to adhere to as they are funded to provide these services to beneficiaries for free and also report to the Department on a monthly basis to ensure compliance with the set norms and standards of the GDSD. One of the key informants supported this finding. The informant argued that the provision psychosocial support services is a crucial role supported by the department. This theme was confirmed when the key informant commented:

> *"...As the Gauteng Department of Social Development providing Psychosocial support services to communities through the partnership with Non-Profit Organisation is our main goal because the provision of these services is aligned to the departments vision which is creating a caring and self-reliant society and its mission which is to transform our society by building conscious and capable citizens through the provision of integrated social development services.*"

The psychosocial support services offered by the Non-Profit Organisations together with Gauteng Department of Social Development as partners is an indication that the Department of Social Development as a state organisation aims to improve the lives of marginalised people at communities using different interventions. Psychosocial support services are mainly concerned about caring and enhancing the psychosocial wellbeing of children and they fall within a child rights perspective which is inclusive of protecting children from harm, advocating for the interest of the child, child participation; family-based care; Ubuntu, social and community integration; social development: sustainability; inter-sectorial collaboration; mainstreaming psychosocial support; prevention as opposed to reaction; cultural appropriateness; gender sensitivity; and age and developmental appropriateness (Foster, Kim, & Christiansen, 2009).

Provision of psychosocial support (PSS) is one the key objective as stipulated in the National Policy Framework for Orphans and Vulnerable Children. This conceptual framework informs and guides the development and standards for a holistic response when working directly with

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children and youth, their families and communities, which promotes the holistic psychosocial wellbeing of children (Foster et al. 2009).

Educational programmes

The NPOs were also found to play a crucial role in raising awareness about different social ills such as HIV/AIDS. Raising awareness seemed to be done using educational programmes as tools to create awareness in communities at grassroots level. Few Participants noted the following:

> *"…We also have choma café which offers free internet for teenage beneficiaries where they socialise with professionals and learn more about HIV/AIDS and other related diseases. They also access information in terms of how to get learnerships and bursaries to further their studies after completing grade 12."*

> *"…We also offer prevention, education and early interventions to HIV/AIDS infection around the area. Stress relief and depression alleviation programs are also offered. School work assistance to enhance learner performance."*

Other participants noted:

> *"School holiday programmes are also part of services rendered in our NPO, including support groups and community awareness campaigns."*

> *"The Non-Profit organisation provides services such as skills development - End user computing, Business Administration services, Contact Centre services, Telecentre, Life skills Coaching, Library."*

It was evident from the above quotations participants that creating learning opportunities for the beneficiaries is one of their core roles and when education is utilized as a tool raise awareness the community becomes capacitated and aware about their surroundings and how to react to different situations they may encounter using the skills acquired through the small awareness campaigns conducted by the Non-Profit Organisations at Soweto.

In South Africa, if a learner can successfully complete grade 12, a number of study and learning opportunities are available (National Development Plan (NDP), 2030). For example, with a grade 12 certificate, one can enroll at a college or university to further his/her studies and increase his/her or chances of securing employment (NDP, 2030). One of the key informant from the Gauteng Department of Social Development concurred with the move of using educational programmes by the Non-Profit Organisations to raise awareness of social ills, challenges and

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opportunities that are there for the communities to utilise and the following was mentioned by one of the participants:

> *"As custodians of children our mandate is to make sure that every beneficiary from our funded and non-funded Non-Profit Organisations is kept at school and gets assisted through services such as homework supervision by the contracted caregivers from the NPOs."*

One of the key informant mentioned:

> *"…The Gauteng Department of Social Development also plays its role by identifying opportunities and linking them to the NPO Staff and beneficiaries, for instance the Department trains more than 200 Child and Youth Care workers every year who are caregivers at our Funded Non-Profit Organisations through a learnerships programme in partnership with the National Association of child and youth care workers (NACCW), not forgetting the bursaries and scholarship for social work students who are pursuing careers social work as a career."*

The National Development Plan (NDP) (2030) aims to reduce poverty and inequality. It promotes an inclusive economy and fosters partnership in developing a better South Africa for all. Increasing access to basic education is one of the main areas stressed by the NDP. Therefore, the Gauteng Department of Social Development and the Gauteng Department of Education works collaboratively to ensure that learning is instilled in the beneficiaries who receive services and those that do not receive services from NPOs around Soweto as the two departments at times conduct awareness programs such as commemorating world Aids day to raise awareness in the communities.

Education is vital for our country as a whole and if more educational and capacity building opportunities can be made available to beneficiaries South Africa can built its own future academics because it is evident that another role of NPOs is to promote development and community cohesion. In many poor communities, Non-Profit Organisations and other community-based organisations deliver vital social and employment programmes (NDP, 2030).

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Beneficial Networking with different stakeholders

The Non-Profit Organisations also mentioned that networking is one crucial role they play in order to benefit themselves and their beneficiaries in terms of building relationships with different stakeholders. This theme was supported by the following quotations from participants:

> *"We network and affiliate ourselves with organisations that are involved in HIV/AIDS and Advocacy for children matters. We do referrals for late birth registrations and identity document applications to Department of Home Affairs, as well as Child Support Grant (CCG) to SASSA. We organise and participate in Social mobilisation and advocacy on HIV/AIDS issues."*

> *"Referral is another service through networking is what the NPO also offers wherein beneficiaries are linked to other stakeholders through Social Auxiliary workers to Social workers or Police officers at SAPS."*

Another participant indicated:

> *"At our organisation we also advocate for, report and do referral of children who are in need of care or place of safety to social workers or social services professionals, Prevention and early intervention, Health Screening, Family."*

One of the Key informant also concurred:

> *"Referral system is an important component of networking hence the department of social development is in partnership with these Non-Profit Organisations wherein we provide funds to them so they render services in areas where the department cannot not reach to beneficiaries or vice versa."*

In a democratic society like South Africa, citizens and civil society organisations have the freedom to organise and form social networks, movements and cause orientated groups. Networking is powerful because strong networks of likeminded people build social capital, and it is through these civically centred coalitions that Non-Profit Organisations work together with other stakeholders to reach common goals and this is supported by (Swilling & Russel, 2012) who argue that networking is important for Non-Profit Organisations to provide complementary services to each beneficiary in the communities.

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4.4.2. Experiences and challenges that confront the NPO in accessing funding from GDSD and views about the funding criteria used by GDSD when funding NPOs

The second objectives of the study were focused on the experiences and challenges that confront Non-Profit Organisations in accessing funding from GDSD, the views about the funding criteria used by GDSD when funding NPOs and they are presented below.

Inadequate Funding

Majority of the participants mentioned that funding from the Gauteng Department of Social Development was not enough. Participants were concerned because the funding they received from the department does not cover all their operational and programmes expenses. This theme was confirmed by the following comments of participants:

> "*The main challenges that we are currently in terms of funding are an amount that we are acquiring do not cover all the needs of our beneficiaries, an issue of stationery for an example, cleaning material. Another main issue is funding that does not flow regularly (dry-season) it hampers with the services of an organisation and demotivates employees and I believe that the process of accessing funding from GDSD is a very bureaucratic"*

In addition, another participant mentioned:

> "*GDSD funds us for 150 beneficiaries however we are rendering services to more than 450 beneficiaries which is not fair for us to cater for so many beneficiaries with the little we have, another NPO is needed in our area that could assist us in addressing the needs of this community. The cost of food escalates every year but we still receive the same R7.00 per child per meal. Stipends especially of the care-givers remain the same and yet we form part of job creators in our country."*

Another participant highlighted that:

> *"Our other challenges are that the funding from GDSD does not have benefits for instance medical aids and it is very inadequate to cover all our programmes as per signed service level agreement with the department."*

In addition, other participants added that funding that they receive from the Gauteng Department of Social Development was not adequate enough to cover and fund all the services that they render.

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> "*As much as we are working in a disadvantage community, Our NPO is unable to function due to little funding we receive from GDSD and it becomes a challenge when we have to accompany beneficiaries to different stakeholders such as Home affairs without petty cash"*

Another participant added:

> *"So far I am mainly concerned with the inadequate funding being given to our NPO because we have more beneficiaries than what the department is giving us. However, it is also our duty to fundraise and get more funds to cover those beneficiaries that GDSD do not cover in their funding and sometimes we do that successfully or vice versa"*

Another participant noted:

> *"I am not happy about the fact that the department gives our NPO funds that are inadequate …. you know the amount may appear to be huge but when you break it down you get a shock of your life but we do not have a choice because we have signed an SLA so we have to utilise the money accordingly to comply with the departmental requirements I succumb. For instance, we are requested to have audited financial statements annually and you know how much auditors charge us yoooo my child it is serious money that we do not afford"*

One participant added that she is not happy at all. The expectations and requirements by the Gauteng Department of Social Development that they have to comply with are more than what the funds can cover. She explained:

> "*I don't want to talk about the funding that the department gives us because it is too little to cover all our community needs.*"

These findings concur with available literature. In South Africa NPOs receives the highest percentage of their income from the government. South African Statistical Services (Stats SA) (2013), notes that obtaining funding from government is not without challenges nor it is guaranteed as demonstrated by the following:

In the 2010/11 annual financial report of the National Department of Social Development, the Director General (DG) acknowledged that the global financial crisis had saw budget cuts which resulted in reduced funding to some NPOs. The DG appealed for realism and understanding as

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the Department tried to maintain a delicate balance between the need for social service delivery and the limited funds. He also mentioned that, "Government resources are not infinite" in a report documented in 2012 p.7). This provided a compelling reason for NPOs in South Africa to diversify their sources of income. Non-profit organisation's continue to experience increased challenges in accessing funding and the donors are also showing a growing interest in the effectiveness and impact of the organisation's that they are subsidising. For Non-Profit organisation to rely on one funder is very threatening because there is no assurance in terms of sustainability and survival to many NPOs regardless of the plausible work being done by NPOs in South African communities. Given these challenges, the question whether revenue diversification increases financial sustainability becomes especially salient (MacIndoe and Sullivan, 2014).

Delays in funding payments

Some participants were concerned by the delays in funding payments by the department. This concern was shared by ten participants. According to these participants the department delay funds payments at the beginning of every financial year. They even gave a name to the challenge of delays in funding payments as "Dry Season" – meaning surviving without funds. Participants explained:

> "*The funding takes time to be deposited into organisational account which makes the organisation struggle to provide full service expected by our beneficiaries. Before 2015, we would wait approximately 90 days to receive funds but in 2015 and onwards the waiting lessened to less than 60 days. Sometimes we submit our reports to the department before making payments to staff which contradictory because EPWP stats is required to be with signed payment register while some of the months we submit without payment.*"

Another participant added:

> "*The most important thing is the delay of receiving funds that affects our planning. "On our side as an organisation we never experienced any challenges accessing funding from GDSD. Except that sometimes we experienced what we call "dry season" where funding is delayed especially in the beginning of the new financial year."*

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It became evident that delays in funding payments are affecting the Non-Profit organisation as they come to a standstill because their accounts would have been exhausted by the end of each and every financial year or on a quarterly basis. One of the participants added:

> "*We are facing a challenge in accessing funding from the GDSD as it takes more than a month for us to accessing the funding which really affects both the beneficiaries and the employees because the staff experience dry season."*

Evidence for delays in funding payments to Non-Profit organisations is a wide national problem from the government (Swilling & Russell, 2012). The government alone cannot afford to fund all the NPOs and on the other hand there is an increase in number of new registration of NPOs and that alone burdens the government resources that are already limited. NPOs in South Africa are aware of the need to move away from relying heavily on government as evidenced by one of the resolutions from the 2012 National Summit of South African Non-Profit Organisations, convened by the National and Provincial Departments of Social Development which was while government re-enforced its commitment to making requisite resources available to NPOs, the Non-Profit sector must also play a role in diversifying its finding resources to counter the delays of funding from the government.

However, there are other unknown reasons this is not happening. It is against this background that NPOs have to follow a financial sustainability strategy that is pillared on diversification of its sources of income (Alymkulova & Seipulnik, 2005). This can be possible and realised if NPOs can incorporate stronger earned income activities and adopting fresher and innovative approaches to securing funding. Again, when government agencies delay in approving contracts or grant payments, cash flow problems are often imposed on recipient organizations.

These delays are particularly hard for smaller organizations and new entrants to withstand because they do not have built-in mechanisms to deal with unpredictable and delayed funding cycles (Alymkulova & Seipulnik, 2005). Beyond having to wait for payments, Non-profits (stet)are forced to accept reimbursements that do not cover all their costs: Swilling and Russell (2012) found that Non-profits enter into service agreements with public agencies at levels of funding that are not always advantageous. This occurs for a number of reasons, including miscalculation, use of future funding to make up for current deficits, and ill-conceived decisions driven by the competitive bidding process.

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Funding Criteria not working

Some of the participants reported being disturbed by the department funding criteria. Every year their NPOs experienced same challenges when applying for funding. This theme was starkly captured by the following:

> "*I cannot say much about the funding criteria but what I know is that it does not favour most of the NPOs and as for me it really does not exist."*
>
> *"So, the funding criteria is not in favour of us because the funding that GDSD subsidies the NPO with does not cover for all the beneficiaries needs and the expenses of the NPO."*
>
> *"Is there a thing called funding criteria, wow I did not know because since from the year 2009, GDSD has been giving us the same amount for groceries to feed 300 beneficiaries which it was affordable and fair at that time, now that we are in 2018 and price in the market has been increasing every year and the number of our beneficiaries accessing services at our Centre has increased and considering the services we are rendering at our NPOs."*

Another participant explained:

> *"I do not believe in the funding criteria because I hear that some NPOs are funded without proper assessments for an example according to the Norms and standards NPOs should have a built structure instead of operating in shacks but due to inability of NPOs to secure safety environment, many social ills looming around GDSD ends up allocating funds to such NPOs. So I can say that perhaps the funding criteria works different per NPO as some NPOs get increments but others do not and after all we are providing almost similar services to the communities on behalf of the department."*

Some of the research participants were really not too sure if really GDSD uses a funding criterion because surely it became evident from their responses that it is working against themselves and the department at every financial year because there is delays in releasing funds by GDSD and the funding was also inadequate to cover all the necessary activities of the NPO. This finding was encapsulated when most of the research participants gave a summary of what they think about the funding criteria and this is what they uttered:

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> "GDSD *seems to be working against us custodians of children and not upholding the Bana Pele principles during each end of financial year. The service level agreement is signed to serve children with their needs without fail. However, the funding criteria fails us in each and every year we struggle financially between March, May and up to June due to GDSD failing to pay trenches of funds in time so we all failing our beneficiaries but most failure comes from GDSD"*

Other participants noted:

> *"The funding criteria seems not to be reviewed as we still get the same stipends for the caregivers who does a lot for the department at grassroots level and it is not fair that even hard working NPOs like us do not get increments on a yearly basis."*

> *"I am not too sure if the Social Development Department has a criterion they use to fund us because I do not have tangible evidence of this criteria working in favour of the work we do in our NPO."*

Another participant mentioned that it is worrying, that although the funding criteria is there, it is not working and must be reviewed. She indicated:

> *"The funding criteria is absolutely sometimes not fair because one is expected to have been established already before they could apply for funding which excludes most of the NPOs from qualifying for funding."*

These findings indicated that really a need to raise awareness about policies and framework that the Gauteng Department of Social Development utilises to fund NPOs must be shared with the NPOs and they must be capacitated on how they can pursue consultations with the department so that they are on par with the level of information. The Gauteng Department of Social Development uses the Policy on financial awards as a criterion in order to fund NPOs and one of the key informants mentioned crucial information as to what policy guide GDSD in terms of disbursing funding to Non- Profit Organisations. He counter argued comments by participants and mentioned:

> *"GDSD uses the Policy on financial awards to guide the department when they have to disburse funds to the NPOs. The role and responsibilities of*

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the National DSD are to develop the policy guidelines, capacity building to provinces and overall coordination, monitoring and reporting to parliament (DSD, 2012, p.29) According to the Policy on Financial Awards to Service Providers (2011, p.42) the roles and responsibilities of the Provincial DSD amongst others, include the following:

- *To coordinate and monitor the delivery of social services provided by NPOs in accordance with national norms, standards and policies;*
- *To improve the NPOs' financing monitoring plan;*
- *To facilitate reporting to National Government on NPO social services delivery;*
- *To negotiate and lobby for provincial financing and keep appropriate financial*
- *management systems; and*
- *To encourage inter-provincial relations and develop and maintain intersectoral*
- *and other working agreements.*

The GDSD also tries to lobby for more funds from the Provincial treasury, however it depends on how much funds GDSD gets allocated for its programmes because sometimes other programmes re not funded due to shortage of funds and perhaps the Non-Profit Managers need to be trained in terms of the Policy on financial awards so that they get to understand how as GDSD we come to a point of funding an NPO."

One key informant alluded that the Gauteng Department of Social Development also considers a number of factors before an NPO can be funded. Firstly, social workers are allocated the NPOs to go and conduct an assessment which includes assessing the physical structure and learning about the local community around the NPO. She noted the following:

> *"GDSD has a monitoring and evaluation and Finance units responsible for monitoring compliancy of NPOs which also assist us in terms of determining whether an NPO qualifies for increase or decrease in funding. We check and analyse the bank statements of each funded NPO, GDSD checks the trend of usage of funds allocated and if it is found that the NPO has surplus towards end of each quarter on the next trench we decrease the approved number by at least*

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75% of funds to avoid over funding that particular NPO. Although we have been functioning in a shrinking budget NPOs that still get funding should be grateful as we are also experiencing challenges in terms of getting more budget for funding NPOs."

Minimal guidance and information sharing by GDSD

Minimal guidance and information sharing by the Gauteng Department of Social Development was one of the themes that emerged from the participant's responses. The Non-Profit Organisations Project Manager shared that prior they were funded they did not have information as to what were the requirements to apply for funding and in most cases political authorities would tell them during campaigns that they need to apply for funding and utilise the state resources that are not being utilised, but when they had to use such an opportunity they were disqualified because they did not meet the requirements. One of the participants argued:

"Due to the fact that when I first applied for funding at Gauteng department of social development I had no clue what were the requirements and the Board members I had by then were old people who were not capacitated enough to govern projects as they were not clued up in terms of policies and their aims. So, I struggled as the application failed but then GDSD appointed officials to come assist us with support and guidance until we had all the requirements that the department wanted us to meet."

Another participant highlighted briefly that lack of information can make or break your goals in getting it right and mentioned:

"It was a struggle for me at first, I just applied for funding without knowing that the GDSD has requirements that an NPO must first meet before they can be allocated funds. For instance, The GDSD has crazy expectations e.g. one must have policies in place how possible is that in the initial stage of establishing an NPO that alone makes it a challenge to get funding"

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One participant mentioned:

> *"GDSD expects that NPOs should already be operational when they apply for funding and I think that is their strategy to disqualify newly established NPOs from being approved of funding it's a challenge I tell you…"*

Most of the research participants shared the similar experiences which concurred with the statements by the Director General of National Department of Social Development **"***obtaining funding from government is not without challenges nor it is guaranteed***"** *and* **"***Government resources are not infinite***"**. However, the government committed itself in making sure that there is enough support and room to guide and capacitate Non-Profit Organisations. A participant claimed:

> *"After then that is when I applied for the fifth time and the funding application was approved as our NPO business plan was in line with the vision and objectives of GDSD. It has been a huge struggle and experience to get funding but we managed to get it at last and I like that the officials from GDSD are open minded they tell you straight if you do not meet the requirements and what you must do and improve on to meet the requirements every time they come and assess the status of the services rendered by any Non-Profit Organisation, without them assisting and capacitating us our NPO would not have such a structure today."*

Another participant added:

> *"When the NPO was funded for the first time we could not understand the service level agreement and we ended up being accused by GDSD for mismanaging funds allocated to the NPO. However, that was corrected after the GDSD guided and supported us in terms of how to comply with their norms and standards."*

Two of the participants also mentioned that they value the partnership between them and the Gauteng Department of Social Development because through it they are able to deliver social services to their local communities and the GDSD has been of the most important partner they would not want to lose in future. This is what they had to say:

> "*There are also positive experiences that I would like to share such as the opportunities that the GDSD funding came with when funding our NPO and they are that the Department also select a few caregivers and train them as child and youth care workers and some who are lucky were also employed by GDSD which*

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is a good thing for us because we assist the department in realising its goals through such opportunities in emancipating the disadvantaged from the chains of poverty."

Another participant explained:

"… it has not been an easy road because some time ago when we established our NPO the volunteers and myself had to bring food from our houses and cook for these children which I believe was an experience preparing us to function and meet the requirements of DSD. Through being funded, I am happy that our NPO is in a partnership with the GDSD as custodians of children, be there for children, advocate for the challenges they face and plan programs to improve their wellbeing. GDSD provides us with trainings for both the Manager and the caregivers to keep abreast with developments in the NPO sector which is good for us to function optimally."

From all these responses it is clear that, there are challenges between the GDSD and NPOs just like in every public and private sector. The themes, Inadequate funding, Delays in funding payments, Funding criteria not working, minimal guidance and information sharing by GDSD were presented above. MacAbbey (2007, p.3), stated that **"**NPOs are more involved in improving government capacity by, on the one hand, making institutions respond to the needs and rights of people and on the other, by strengthening the government's commitment to providing services and opportunities for all.**"**

The NPOs are seemingly the best initiators and they take initiatives to exert gentle pressure on the government by working with them on a compact agreement. Jelinek (2012, p.19) believes that "both the government and NPOs should realise that they are working together to fill the void in this empty space relative to development". This suggests that the NPOs and government's roles in the delivery of social welfare services are complementary.

The NPOs play an important role in the provision of social welfare services in African countries and worldwide by implementing early intervention and prevention programmes targeting children, youth, elderly and people with disabilities. In South Africa, collaborative between government and NPOs is seemingly predominant and preferred alternative service delivery approach in the delivery of social welfare services. The NPOs remained partners with government and they share its vision and goals for development of social service. Patel (2015) argued that partnerships are needed to address the social problems facing South Africa.

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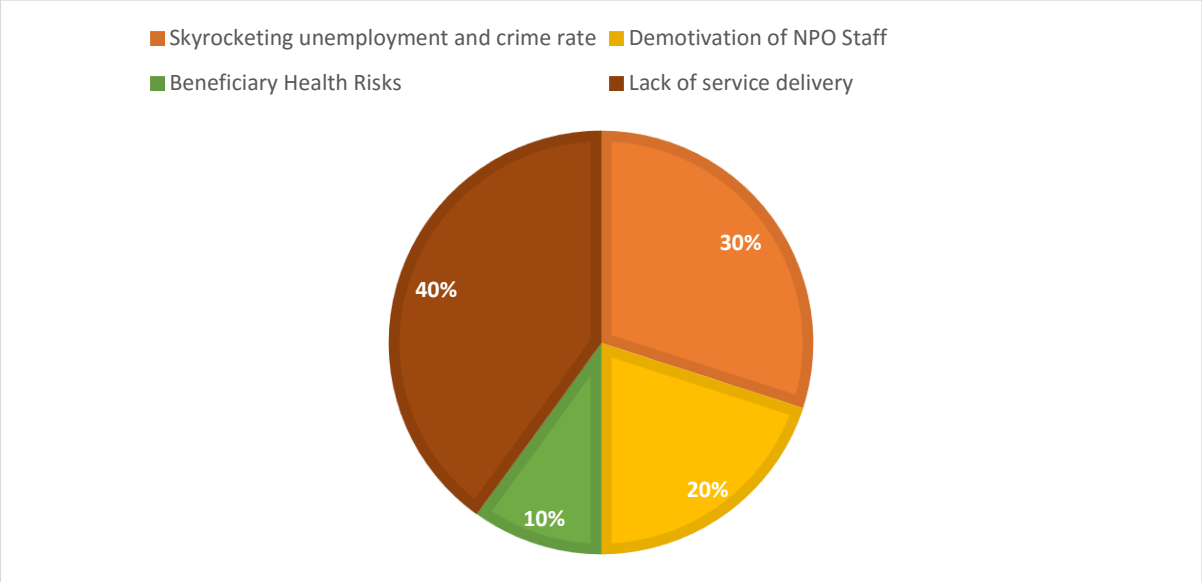
Development orientated partnerships can take various forms. It is of paramount importance for the Government to work in tandem with NGOs and the private sector to address social ills.

4.4.3. Implications of poor or absence of funding for the NPO

The third objective of the study was to investigate the implications of poor or absence of funding the following themes emerged on the diagram illustrated below.

Diagram 4.1. Percentages indicating the implications of poor or absence of funding for the NPOs



(Source: Based on the Participants experiences about the implications of poor or absence of funding for their NPOs)

Lack of service delivery

Service delivery remains a pressing issue for the non-profit organisations and the NPO Project Managers highlighted lack of service delivery as one of the implications that they encounter due to poor or absence of funding. The theme lack of service delivery emerged from the analysis of responses, and it was mentioned by all fifteen participants as the major challenge due to poor or absence of funding to their NPOs. This theme was supported when a participant highlighted the following:

> *"Firstly, as an NPO we must negotiate purchases on credit with interest, then follows areas from overheads, the staff problems turn to low moral standards as a result GDSD renders the NPO dysfunctional as there will be no services*

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rendered if there is absence of funding from GDSD. We will all suffer together with the beneficiaries that the GDSD is supposed to prioritise and take care of."

Two participants alluded:

"Beneficiaries will suffer from not receiving services like daily meals and also affect the community at large because they will be receiving limited services. It will affect productivity of the organization."

"Implications are therefore resulting on poor service delivery, because the community regard our services as it is government services through NPO, and therefore they have expectation"

Another participant added:

"The most painful implication of absence of funding to my NPO is that the NPO will not be able to retain its staff and the staff cannot be able to meet their basic needs, not forgetting the social welfare services that the NPO renders on behalf of Social Development department."

Through these responses it is evident that lack of funding paralyses the services of non-profit organisations and this concurred by Stuart (2013), who mentions that sources of funding for the Non-Profit sector should always be made available so NPOs can render services to communities so without funding there will not be any social services rendered which means social ills will also escalate.

Beneficiary Health risks

Findings also revealed that three out of the 15 participants also highlighted that absence of funding affects those that are taking medication for chronic illnesses and two participants indicated:

"*When campaigning we need funding as well as during meetings since we cater for sick beneficiaries, we have to take them to clinics or hospitals etc. Without funding all this is not possible."*

"Limited funding directly affects beneficiaries who takes treatment for chronic diseases because we fail to provide services such as daily meals for them before they take their treatments."

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Another participant mentioned:

> "*We also work with variety of people who are taking pills for HIV/AIDS, T.B and without funding then it means they will suffer because they cannot take their medication without eating because our NPO will not be able to provide daily meals to them and that poses a health risk."*

The issue of taking medication for beneficiaries at NPOs remains serious because in the case of absence of funding to the NPOs beneficiaries who cannot provide for themselves in terms of daily meals will suffer health risks.

Demotivation of NPO Staff

The theme of demotivation of NPO Staff was derived from the following comments of the participants:

> "*Most of the OVC will feel hopeless as they are only depended from the stipend they get from the GDSD funding."*
>
> "*Community care givers will feel used as they will not receive stipends on a monthly basis and that will lead to them being demotivated and eventually leaving their posts."*

Another participant shared similar experiences:

> *"Employees will be demotivated and it will hamper the services that we are trying our best to offer to the beneficiaries."*

It was evident from the participant's responses that, absence of funding can result in staff being demotivated and that has serious challenges on service delivery. Source of income regardless of how little it is for some serves as a motivation (Makondo, 2002).

There are reasons why it is not easy to work with volunteering caregivers because at times without funding as a project manager you cannot control them and you therefore cannot also rely on them as lack or poor funding surely demotivates them and they go looking for other opportunities (Makondo, 2002).

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Skyrocketing unemployment and crime rate

Poor or absence of funding also leads to an increase of unemployment according to all the 15 research participants and the analysis of this theme was highlighted in the following:

> *"The absence of funding for the NPO is not good because it leads to high crime rate in the community as people may lose their jobs and the level of unemployment increases as well."*

Clearly, it is evident that poor or absence of funding leads to a lot of challenges that NPOs experiences because one of the participants added:

> "*Not paying our staff members market related salaries, is also a challenge as they have no choice but to look to greener pastures or be unemployed. Employing these young people forms part of service delivery that is so needed in our communities but, we lose them because we cannot afford them due to lack of enough funding.*"

These experiences of the participants afforded the researcher to take a moment, look back and analyse negative impacts the Non-Profit Organisations are subjected to when there is poor or absence of funding. These findings of implications of poor or absence of funding for NPOs are in a way heading for collapsing or closure of the NPO sector and the partnership between the government and NPOs will also come to an end.

The management of ongoing programmes is very important for the efficient delivery of government initiatives, and it is a requirement of the outcomes and programme framework that the department allocate budget in support of programme delivery (Carroll & Stater, 2008). To ensure that public service delivery is as efficient and economical as possible, all government institutions are required to counter implications of lack of funding by formulating strategic plans, distribute resources to the implementation of those plans, monitor and report the results (Rapoo & Tshiyoyo, 2014). The programme deliverables need to be aligned to funding and performance indicators in order to provide a transparent and consistent framework for reporting across the government.

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4.4.4. Sustainability of NPOs in terms of being financially fit to respond to the needs of the beneficiaries

The fourth objective of the study seeked to elicit the sustainability of NPOs in terms of being financially fit to respond to the needs of the beneficiaries and the following are the themes that emerged in this objective.

Donor-dependence

The research findings from the participants enabled the researcher to come to understand how sustainable are the NPOs in terms of being fit financially to respond to the needs of the beneficiaries.13 of the 15-participant's shared similar experiences and this theme of donor dependence was encapsulated in the following:

> *"Our NPO is not financially fit solely because we are funded by GDSD only and as a matter of fact we do not even meet the basic needs of 450 beneficiaries because the funding we get from GDSD only caters for about 150 beneficiaries and the rest we try to fundraise to cater for them but it is still not sustainable I can say."*

Another participant added:

> *"I can assure you our NPO does not have enough money to cover all the costs for our beneficiaries as we have few people we called "Ingelosi" an individual who will sponsor a child to cover some of the needs for that particular child. Hence last year it was decided that the Ingelosi money should be spread across to benefit all our beneficiaries."*

> *"Not yet fit financially because GDSD is currently our main funder, we have secured our own land and we able to raise funds from other donors even if it's not enough for the organization needs."*

> *"We are not fit; as much as we have a sustainability project it is not yet developed to the point where it can sustain the NPO. We are working towards starting a Social Enterprise for the organisation."*

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One of the participants mentioned that it was not easy to answer this question:

> *"As a Non-Profit Organisation it's a difficult question to answer because private or public funding has changed over the years and we seem to be depending on GDSD."*

Another participant noted:

> *"Currently we have been not able to secure other funders, we only have donors who respond to some of the beneficiaries needs, such as stationery, clothes, dignity packs and food packages."*

In addition, one of the other participants strongly concurred with the above-mentioned by saying:

> *"No organisation can declare financial sustainability without state support. Therefore, our NPO is not sustainable.*"

Another participant added that the main reason they are not sustainable in terms of responding to the needs of their beneficiaries was due to:

> *"Trained and skilled fundraising workers would leave our NPO for better paying opportunities and that kills the sustainability of the NPO."*

One of the participants mentioned a contrasting response from the rest that their NPO was partially sustainable and she noted:

> "*Our Non-Profit organisation is partially sustainable as I cannot say it is fully sustainable because we are dependent on the funding from donors in order for us to render our services to the local community around the area"*

Another participant highlighted that they do not need monetary terms to sustain their NPO:

> *"The NPO is able to fundraise, therefore it is highly possible that the NPO can sustain itself to meet and respond to the needs of the beneficiaries. I cannot say that we necessarily need capital to run small projects, we also have food gardening project which is another option or form of sustaining the NPO in terms of providing food to our beneficiaries. The vegetables that we plant are sold to generate income and others are cooked for our beneficiaries so we are food secure I can say."*

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Another participant shared similar experiences:

> *"In terms of being financially fit to respond to needs of the beneficiaries we have a food gardening programme which assist in the daily meals which we provide to beneficiaries. We also go to other partnering organisation to assist with donation such as Gift of the Givers with the food parcels to the old age group."*

From these experiences of the participants, it became clear that sustainability for most of the Non-Profit Organisation is a huge problem. Firstly, for some of the participant's sustainability meant having funds ongoing to sustain their projects. However, for a few meant coming up with strategies to sustain their projects without the use of monetary terms. Articles written on the financial sustainability of the Non-Profit sector point to the 2008 global financial crisis as the main trigger to the pronounced threat to financial sustainability. Habib (2008), mentioned that a threat to financial sustainability means an organisation must channel efforts towards generating more financial resources to ensure its continuity and existence into the future.

The resultant effect of the 2008 financial crisis on NPOs was a considerable decline in donations received from individuals, foreign donors and state thus threatening their continued existence. In South Africa, this has been exacerbated by a perceived "general lack of government support" (Stuart, 2013). This is in spite of the figures presented by Department of Social Development in their 2013/2014 Annual Performance plan report, which show a 15% increase in the money disbursed to NPOs between 2009/10 and 2012/13 fiscal years (transfers to NPOs increased from R61.1m to R70.3m).

Aldaba, Valsederrama and Fowler (2002) submits that there are other compounding factors to the threat of financial sustainability and these include exposure because of reliance on one funder and the isolation of the sector which before the financial crisis had no cause to bolster relationships with government, communities and growing middle class. This brings to the fore the challenges of poorly capacitated and bureaucratic state departments and agencies.

It is very likely that one of the most contributing factors that leads to the unsustainability of NPOs between these two compatriots is a historical failure to form a 50/50 relationship in addressing the needs of communities by providing relevant social services or if a relationship is formed the funder may request unreasonable requirements for the services provider to meet such as being operational before being approved of funding.

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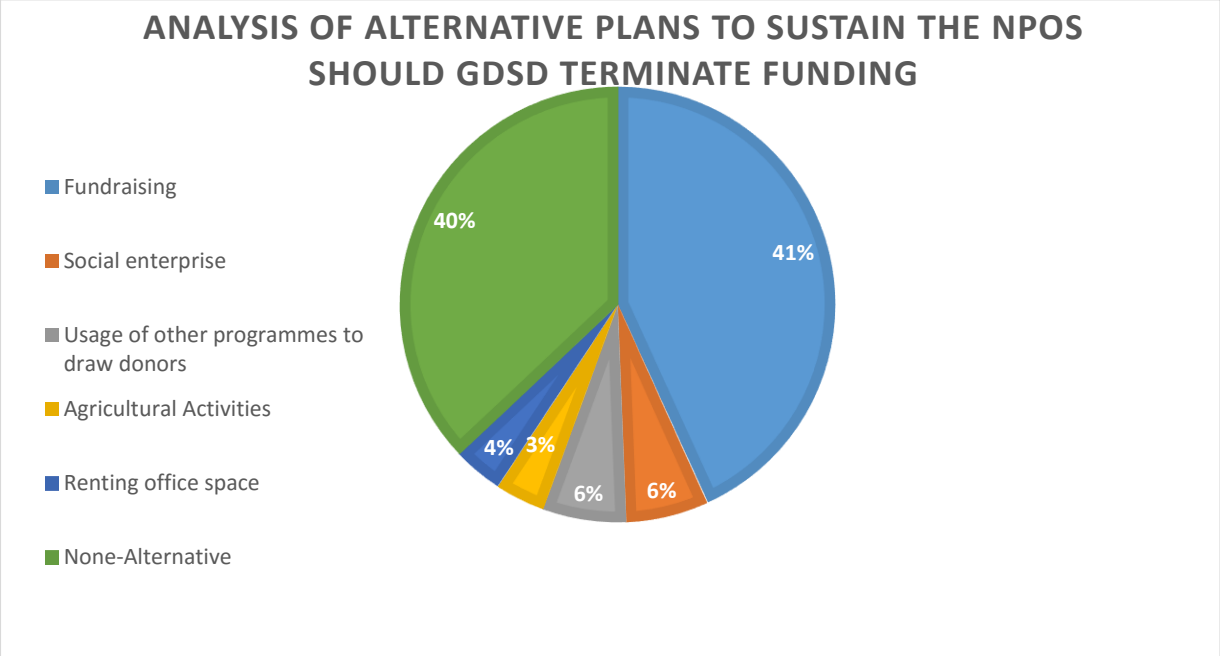
Sustainability is possible if government can amend some policies to allow corporate to assist NPO's through CSI programmes. In the past, both the state and the private sector used to play a pivotal role in contributing to the Non-Profit. However, things have changed because it has become more difficult for the NPO sector to access funds. In fact, donors are now placing financial sustainability as a requirement prior they can be funded (Rapoo & Tshiyoyo, 2014).

According to Foster, Kim, and Christiansen (2009), a lot of donors wants to partner with NPOs provided they are running sustainable programmes unlike just pouring money to the needy. Now NPOs are coming into realising it is very risky and not viable to rely on one major donor for their continued sustainability.

4.4.5. Project manager's alternative plans to sustain the NPO should the funding from GDSD be terminated

The fifth objective of the study seeked to explore alternative plans NPOs have to sustain their projects without GDSD funding and the following are the themes that emerged. Below is a **diagram 5.1** illustrating an analysis of the alternative plans to sustain the NPOs should GDSD terminate funding.

Diagram 4.2 Alternative plans to sustain NPOs should GDSD terminate funding



(Source: Participants analysis based on their experiences about the alternative plans they have to sustain the NPO should the funding from GDSD be terminated)

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None-Alternative plan

Five of the participants mentioned that at current they do not have an alternative plan to sustain their NPOs should the funding from GDSD be terminated that would mean the end of their NPOs. This theme was captured in the following two responses:

> "*We are struggling to acquire funds from other donors however, hopefully where we already applied they will respond in the near future. Hence, we keep on praying that the Department must not terminate their funding with us. Unemployment amongst youth will increase and other organisational employees. Beneficiaries of an organisation will suffer, poverty will escalate that might lead to crime within the community and young people might have a blank future."*

> *"We will retrench staff members and some volunteers. We will only be left with programs that are funded for by other funders. If the department would terminate its funding to our organisation, it would be difficult to render all the services we do current, we would have to cut other services because what we receive from other donors wouldn't cover what is being funded by the department."*

Analysing the participant's response above had led to the researcher believing that if they have to retrench staff members of the NPO should GDSD terminate its funding then definitely the NPO does not have alternative plans in place to sustain itself without GDSD funding.

Another participant added:

> *"At the moment we do not have any funding other than DSD therefore we have donors who donate for specific number of beneficiaries which it does not cover the number of our beneficiaries that we have in our Centre, however we have been trying to apply for funding from different stakeholders and even now we are still waiting for the responses. We haven't thought about coming up with an alternative plan as yet."*

One participant concurred with:

> *"Currently the principal source of funding is from the GDSD other organisations such as private companies and foundations provide some limited funding, mainly in kind such as food, while individuals donate relatively small amounts of money for children and we certainly do not have any other alternative plans."*

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Another participant noted:

> *"For now, it's difficult for us to explain alternative plan as we do not even have one donor we still depending to Department of social development only."*

Fundraising

The participants mentioned that fundraising was one of their other alternative way to sustain their NPOs should the Gauteng Department of Social Development terminate its funding with them and this theme emerged from listening, reading and analysing the responses of the participants. Most of the participant's shared similar experiences and one indicated:

> "*Our NPO will try to strengthen our fundraising strategy, plan and then appoint a few mentors to run the fundraising project."*

Fundraising appeared to be one of the strategy that the participants could employ to counter issues of sustainability of their Non-Profit Organisations should GDSD terminate its funding to them. These findings could be related to literature where Swilling and Russel (2012) emphasized that fundraising is crucial to any welfare organisation. Board members must play an active role in fundraising.

Members themselves are expected to make financial contributions, identity and recruit outside funding sources who can contribute cash flow to the welfare organisation. Also, it is everyone's duty who works for that particular Non-Profit organisation to develop a list of possible funders wherein they could raise funds from, write proposal and so on, yet for others fundraising alone was not enough to sustain their NPOs. They also have to actively support fundraising events within their NPOs.

Social enterprise establishment

One of the participants responded that it is crucial for them to establish a social enterprise within their NPO in order to outsource profit that could provide ongoing funding and she mentioned:

> *"Based on the information I have alluded previously we had since devised a plan to grow, flourish and sustain the NPO by establishing a social enterprise under our NPO Name. This will assist us in terms of generating other sources of funds to sustain and maintain our NPO."*

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Another participant added:

> *"Our senior citizens also have a knitting project which helps to sew school uniforms for our beneficiaries and they intend introducing a baking project wherein they will bake bread and scones to sell to the community. The NPO can also sell part of the donations that we receive from the community such as old clothes or second-hand clothing as a means of generating funds to sustain our organisation."*

One of the other participant highlighted:

> *"As an NPO we are also planning to establish a bakery, so that we reach out to all the communities."*

In addition, one participant mentioned:

> *"We have sewing machine we will be starting make school uniform and sell it to schools to raise more funds or even apply to DSD as a corporate to sew school uniforms and donate to schools. Write proposals to corporate companies requesting for funding."*

A social enterprise is an organisation or venture (within an organization) that advances a social mission through market-based strategies. These strategies include receiving earned income in direct exchange for a product, service, or privilege. Aldaba, Antezana, Valsderrama, and Fowler (2002), explain social entrepreneurship as the creation of viable socio-economic structures, whereby it is a small venture that is for profit making to sustain either profit making or non-profit organisations. One advantage of the social enterprise model, is that it has the potential to revitalise and merge the nonprofit and for-profit sectors. Secondly services that are being rendered by social enterprises address major needs of communities that the state cannot meet.

For an example, social enterprise efforts ranges from selling merchandise or showcasing local talent to support the charitable functions of the nonprofit which creates a new viable entity that complement and merges the for- and nonprofit operations into a hybrid form. **"**These social enterprise efforts can add a business model by creating sustainable revenue. The core mission is thereby freed from total dependence upon the decisions of donors**"** (Aldaba et al. 2002, p.233). The participant believes that a social enterprise might assist in lessening the burden of donor dependence from NPOS.

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Use other programmes to draw Donors

Three of the research participants mentioned that in their NPO they can use other programmes that are still funded to draw more donors into their NPO and this theme emerged from the Following comments of participants:

> "*Private donor funding is one aspect you cannot depend on they decide to withdraw at any given time. We trying to register an ECD to assist in sustaining the organisation but it difficult to get license and other documents. Some donors if any choose what to fund as it has to link to their CSI initiative. They seldom fund food and family dynamics they always say it is government's responsivity to maintain its citizens that are poverty stricken. We strongly believe that as service providers for S. A's children, South Africans will pay their taxes in order to allow GDSD to continue funding us as the majority of these, beneficiaries and staff members belong to this country."*

Another participant added:

> *"I can establish and register an ECD center so the government and other donors can continue funding our NPO."*

The following was shared by another participant:

> *"We have other programmes within our Non-Profit organisation such as providing trainings such as assessor and moderator trainings that are accredited as we are an accredited training provider as well and we can use these programs to save money and sustain the NPO besides the funding we receive from GDSD or should the funding from GDSD be terminated we can still stand still and survive."*

It is evident from the quotes above that the participants still succeed in getting funding through aligning their business plans to what donors wish to achieve. However, the risk of such actions is that sustainability is not guaranteed because donors can just demand a particular project at a specific time without checking of the NPO is well capacitated to run such project. So this can be a win a loose kind of battle in terms outsourcing funding from other projects to sustaining NPOs.

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Agricultural activities are useful

Farming is another theme that emerged from the research participants and one of the participants noted

> "*As mentioned, the food gardening is our other source of sustainability option as it generates income for the NPO."*

Another participant also highlighted:

> "*We can grow chickens. However, we will have to acquire skills in growing chickens and identify a proper mentor."*

Another participant added:

> "*Farming is the way to go because we can grow vegetables and sell to the community to raise funds for our NPOs and use some when cooking daily meals for our beneficiaries."*

A study conducted by Aliber (2009), strongly argues that since the majority of people in most developing countries are in disadvantaged communities and most of them are engaged in agricultural production or agriculture-related activities, agriculture is the most effective way to reduce poverty and also generating income. Again, the systemic modernist's scholars in agriculture recognises the contribution of agriculture to poverty alleviation but attaches more importance to non-agricultural activities (e.g. rural non-farm enterprises and social services).

Rural development literature argues that agriculture is considered as the best vehicle to alleviate poverty and inequality in communities with marginalised populations and it is true because in most developing countries in the world, agricultural related activities provide most of the employment and income generating opportunities. This also means "that increasing agricultural growth may have a large positive impact on poverty" (Lopez, 2002). Non-Profit Organisations can complement the funds they get from Donors by being involved in agricultural activities (National Development Plan (NDP), 2030).

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Renting office space

Other NPOs have structure that is enough for them to start a business or rent office space to other stakeholders and this theme emerged from one of the participant's response.

> *"Since we have our own land we aiming to rent offices when we have already built our proper structure."*

This is confirmed in a study that was conducted by Aliber (2009), that many organisations and schools maintain facilities that may not be used on a day-to-day basis, or may not be used all day. Renting out office space or even buildings when not in use can fund be an option to raise funds for Non-Profit Organisations.

4.4.6. NPO Project Managers views or recommendations that could enhance and improve funding of NPO's by Gauteng Department of Social development

Need for consultation, Mentorship and participation of NPOs 6th objective

All 15 participants highlighted that the GDSD seems to be taking some decisions without informing them and they get a shock when they have to sign their service level agreements for each and every financial year. Their views centered on the following:

> *"The Department should at least allow participation of NPO representative to form part of the panel that seats at the funding decision making, and they should also take recommendations from the Social worker who supervises NPO's seriously. The management of the GDSD should also visit the NPO's to see what is happening on the ground so that they are able to fund organisation as per the needs, it should not be one size fits all kind of system."*

The participants felt that with prices of food increasing on a daily basis, it is not fair for them to be funded R7 per meal of a single beneficiary and it is important for the department to allow them to advocate for the funding increase, their cries must be listened to. It is strongly upheld within the White Paper for Social Welfare (1997) that, full participation of all beneficiaries in development initiatives should be the aim and end to which development must serve. While the policy framework looks promising on paper it is widely held that achieving meaningful participation of citizens in development initiatives remains nothing much more than a fantasy due to the bureaucratic and top-down nature of most organizations (Schenck, 2010). According to Patel (2005) the idea of participation in social development is embodied in the demand that the "People Shall Govern" which is contained in the freedom charter adopted at the congress of

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the people in 1955. The sentiment is also echoed in the preamble of the South African constitution (as cited in the White Paper for Social Welfare, 1997) which states that the people of South Africa must obligate themselves to laying the foundations for a democratic and open society in which Government will be based on the will of the people. In other words, participation by the people is one the central characteristics of social development.

Funding increment, alignment with inflation rates and review funding model

All of the participants held a strong view that the Gauteng Department of Social Development must really look at its funding model and review its funding policies because at the moment they are working against providing quality services at the required time. This theme emerged from the following:

> *"Price for food has been sky rocketing every year but the funding remains the same and I ask myself how are we expected to function like this? A serious review on the funding model from GDSD must be done and as NPOs we should also be consulted and whatever comes out of those consultations should be actions more than words or for the sake of procedures or impressing the Premier because I have realised that some departments do things just for the sake of procedure."*

Another participant mentioned and recommended the following:

> *"The Gauteng Department of social development must review its funding policies because I feel they are no more in line with the needs of the community at the moment. The reason I say this is because food price is increasing on a daily basis but the GDSD still fund us for around R7 for daily food per child and this needs serious adjustment. This is actually a cry because without NPOs the GDSD does not have the capacity to reach every member of the community at grassroots level."*

Another participant alluded:

> *"GDSD should re-evaluate their funding policies to also benefit us in terms of benefits like medical aid, avoid decreasing funding every year and prioritise NPOs as they are the backbone of the Department at large. Without organisations, the department will fall apart as they are not everywhere like non-profit organisations who could reach out to beneficiaries at any time at grassroots level."*

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Two of the participants mentioned:

> *"If the GDSD can provide NPOs with the Business plan that can run a period of five years as an assurance of making sure that we will get the funding. Unless maybe the organisation is misusing that funding then the Department has a right to withdraw it funding from that particular NPO."*

> *"I am aware there is strain of funds shrinking in the public sector but I believe that is caused by unnecessary public spending from ministers and senior officials of the state and can be avoided and corruption needs to be fought and uprooted from its all kinds. Therefore, there is a need for a re-assessment of the funding model they use to fund our NPOs and then, we can have better funding strategies from the public sector to Non -Profit organisations"*

One of the participants mentioned that some of the requirements are impossible as part of funding criteria because NPOs are not well-established entities:

> *"Social Development needs to increase funding every year, prices increase every year but their funding stays the same. Workers should be paid a living wage. DSD should not demand things they know that are impossible for NPOs like: DICs need to operate in a permanent structure (a proper building) you must have Permit or Title Deed or else you don't comply. If DSD can meet us halfway in getting the office space."*

Another participant added that:

> *"We try by all means to motivate for increase of funding prior every beginning of every financial year however no one listens to our cry, we need funding and other resources so we can perform optimally."*

The resources are important aspects of partnerships in South Africa and should accordingly be combined in order to complement the limited institutional resources capacity. A review of the funding model that enhances the partnership contributions between the GDSD and NPOs is needed. MacAbbey (2007), believes that the sustainable mode of funding requires NPOs to restructure themselves according to the business model, where sustaining resources became the primary goal at the expense of mission objectives. The government funding and subsidisation should be based on principles of fairness in relation to the costing of the required services and NPOs should also embark on other initiatives such as fund-raising to augment what government

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provides. The funding of the NPOs is based on the requirements laid down in the Policy of Financial Awards to Service Providers.

Speed up funding payments

One of the last recommendations from the participants was that GDSD needs to improve the speed at which they disburse funding to NPOs to counter delays of service delivery in each and every financial year as this challenge makes them suffer and loose trust from their beneficiaries. One of the participant said:

> *"I recommend that the Department should minimise an issue of funding not flowing well more especially during April/May months and increase an amount of funds for the organizational operations, salaries and stipends should also be considered."*

Another participant agreed:

> *"Trenches should be transferred in time to NPO's for smooth running of services."*

One of the participants added:

> *"GDSD must deposit funds in time (first week of each quarter), they make us run around when we have to sign service level agreements however they don't transfer funds immediately. I fail to understand the delays."*

One of the participants pleaded with the GDSD:

> "*GDSD must respect and adhere to the Bana Pele principles, respect the partnership we have with them as we are nothing without them and vice versa. We are the backbones of the Department so without us it will fail its vision and mission dismally."*

The Department of Social Development provides a wider array of social services to society, but is more often than not constrained by limited resources. These inadequate financial resources necessitate prioritisation and prudence in the management of financial resources to ensure that public funds are spent as planned or utilised efficiently, effectively and economically. This will enable government to ensure that approved goals are attained and that the bases on which the system of financial administration is founded are honored (National summit of South African Non-Profit organisations, 2012).

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It is evident from the findings of this research study and as alluded to in Chapter 2 Neo-Liberal policies are taking its toll pertaining to funding issues and challenges faced by the Non-Profit Organisations in South Africa at large. It is clear from the findings that government has decreased disbursing funding to NPOs. Hence the lack of funding to non-profit organisations. According to Sowers and Dulmus (2008) this is one of the side effects of a state adopting neo-liberal policies without critical analysis of the economic growth in a country like South Africa and/or conducting a feasible study to determine if these policies will practically improve the process of social development.

4.5 Conclusion

This chapter provided the presentation and discussion of findings arising from the study objectives. Experiences and challenges of Project Managers at NPOs (Soweto) in accessing funding from the Gauteng Department of Social Development were discussed. The chapter also discussed views of the project managers about the funding criteria, implications of poor or absence of funding, Sustainability of NPOs in being financially fit to respond to the needs of their beneficiaries and their recommendations that could enhance and improve funding of NPO's by Gauteng Department of Social development. Chapter five, which follows next, presents a summary of the main findings, conclusions and recommendations.

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CHAPTER FIVE

MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

In this final chapter, major findings and conclusions of the research are documented as drawn from the presentation and analysis of data in chapter Four. Recommendations and areas for further research are also suggested. The study explored the Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto.

5.2. Summary of main findings

5.2.1. Services offered by NPOs in Soweto

The findings revealed that all the project managers at Non-Profit organisations in Soweto were well knowledgeable in terms of the services that they rendered. They regarded psychosocial support services as an umbrella that is inclusive of common services such as counselling services to vulnerable and orphaned children, youth and older persons. Other services included educational awareness campaigns to raise awareness about different social ills at their local communities, Nutritional support in a form of daily cooked meals or raw food parcels and referrals to relevant stakeholders. Participants revealed that it leaves them satisfied that they bring light to those that are unfortunate and disadvantaged.

5.2.2. Experiences and challenges that confront the NPO in accessing funding from GDSD and views about the funding criteria used by the GDSD when funding NPOs

Different experiences and challenges that confront NPOs in accessing funding from GDSD were explored. Participants revealed that most of their experiences and challenges are inadequate funding wherein you find that the funds received from GDSD do not cover all the expenses of their programmes. Secondly, participants mentioned that at each and every beginning of financial year they experience delays in terms of getting their funding paid into their organisational accounts which consequently affects service delivery as they fail to operationalise their programmes as planned due to the delays in funding payments.

Thirdly, participants revealed that currently if truly there is a funding criterion being used by GDSD it is certainly not working for them as there is no increase in terms of their funding since

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they started being funded by GDSD. They stated explicitly that a meal per child was R7 by 2009 and still is even today. However, one participant also mentioned lack of information as a major contributor to lack of understanding the funding criterion and further mentioned that it does not affect her NPO. Other participants revealed that lack of information has nearly paralysed their NPOs as they did not know the requirements prior the application of funding to GDSD and it was quite a long period before they met the requirements.

5.2.3. Implications of poor or absence of funding for the NPO

Findings revealed that poor or absence of funding for the NPOs has direct implications to their NPOs. Participants mentioned that in most cases if there is poor or absence of funding they fail to render effective social services to their beneficiaries. Those that are taking medication for chronic illnesses suffer health risks such as taking their medication on an empty stomach. Participants also revealed that poor or absence of funding has serious implications for NPOs because their employees gets demotivated and eventually abscond from work due to lack of payments of salaries or stipends. That alone, also leads to an increase in the unemployment rate and some of the ex-employees of the NPOs resort to criminal activities as a means of surviving.

5.2.4. Sustainability of the NPO in terms of being financially fit to respond to the needs of the beneficiaries

Findings revealed that most of the NPOs were not financially fit to respond to the needs of their beneficiaries due to that they recognised that they are donor dependent. Findings further, revealed that having no funds paralyses the sustainability of their NPOs and responding to the beneficiary needs becomes a challenge.

A few participants also indicated that it is not easy to attain sustainability in their NPOs because trained and skilled fundraising staff would leave the NPO for greener Pasteur's. One of the participant differed from the rest by mentioning that sustainability does not have to involve monetary terms because programmes such as awareness creation do not need funds to be conducted but application of knowledge and skills, therefore NPOs can still be sustainable if they start working with their internal resources instead of waiting for external resources.

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5.2.5. Alternative plans the Project Managers have to sustain the NPO should the funding from GDSD be terminated

Findings revealed that some participants do not have alternative plans to sustain their NPOs should the funding from GDSD be terminated. They also mentioned that it is impossible and not easy to acquire funding from other donors if they do not have a relationship with government hence they are struggling with sustainability in terms of being financially fit to respond to the needs of their beneficiaries.

Furthermore, it was revealed that most of these NPOs only get funding from GDSD as their main donor whereas most of the participants mentioned that they can engage in fundraising strategies, establish a social enterprise within their NPOs, use other programmes to draw donors to fund them, rent office space to generate income sustain their NPOs and lastly use agriculture as a means of sustaining their NPOs in two ways: They can sell some of the agrarians products to generate income and give some to the beneficiaries to alleviate poverty in their communities.

5.2.6. NPO Project Manager views or recommendations that could enhance and improve funding of NPO's by Gauteng Department of Social development

The participants also gave recommendations regarding enhancing and improving funding for NPOs by GDSD. They indicated that it is important for the GDSD to consult, mentor and actively participate in the issues that are affecting them in terms of inadequate funding and delays in payments of funding at every beginning of financial year. Participants felt that the funding should be aligned with inflation rates and increased (Inclusive of benefit such as medical aid).

They further, recommended that GDSD should speed up the payments of funds immediately after signing the service level agreement because the delays are costing the beneficiaries and they sleep with insufficient nutritional support for a few weeks before funding is received by the NPO.

Moreover, some of the participant's counter acted to that GDSD is supposed to uphold Bana Pele principles however the delays and lack of support as custodians of children (Legislated in Children's Act of 2005) the GDSD is working against their vision and mission of creating a self-reliant society. One of the key informant highlighted that, GDSD does provide guidance, support and workshops in terms of good governance, finance management for NPOs but that is also dependent on a number of factors and priorities of the GDSD. He further mentioned that GDSD is aware of the gaps and is working hard and tirelessly to address them. Every programme that requires funds is achievable however that is dependent on the requested amount of funds from

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the Gauteng treasury and the actual amount of funds that gets allocated respectively so for each programme. The other key informant mentioned that it is crucial for the GDSD not to lose partnership with its funded NPOs as we are all advocating for the rights and well-being of children, disabled, youth and older persons. She mentioned that GDSD tries by all means to intervene appropriately to all non-complying NPOs by capacitating them to comply with the set standards and norms of GDSD.

5.3 Conclusions

The study revealed that most of the NPOs felt that they were not adequately funded to cover all their experiences and programmes. Inadequate funding had negative implications for them such as lack of service delivery, job loss and increase in unemployment rate. It was revealed by the study that there is a need by both government and NPOs to put together greater efforts into building sustainable partnerships. Despite the challenges NPOs are confronted with in accessing funding from GDSD, NPOs need to be recognised in terms of being the pillar of strength and watchdog for the state as they are servicing marginalised populations in our country.

NPOs are a formidable force in the equation for development in South Africa. Therefore, they cannot be isolated or excluded in crucial social and economic development policies that affect South Africa. Globalisation also brought about challenges such as the global financial crisis (others call it junk status in South Africa) and it is not expected to bypass many of the world's functioning economies.

Currently the state and private donors are also experiencing the long terms effects of global economic crisis because they are functioning on a shrinking budget which tightens their spending on social development affairs such as funding NPOs. At the end of the day, social ills and injustices need to be addressed and that can be achieved through creation of sustainable partnerships between the state, private and NPO sector. This partnership must be mutually benefiting and striving to improve and enhance the well-being of our local communities in South Africa.

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5.4. Recommendations

Based on the findings generated in the study, the following are recommendations:

Recommendations for GDSD (Government) and NPOs

- A stronger engagement is needed on the part of GDSD, as poor partnerships between the state and NPOs forms a very weak basis for partnerships as advocated in the White paper on social welfare (1997). Goals and principles of restructuring, transforming and reconstructing South Africa as envisaged in the Reconstruction and Development Programme of 1994 would never be achieved if the partnership is unequal, authoritative and bureaucratic in nature.
- GDSD and NPOs are to revisit the terms of their working relationship through engagements, consultative dialogues. NPOs must as well speak in one voice when presenting their experiences, challenges and concerns to the government. The rationale for allocation of resources such as funding needs to be explained and discussed through formal engagements like what the current Member of Executive Council (MEC) of Gauteng Department of Social Development is doing with NPOs as she invites them to stakeholder engagements meetings.
- GDSD needs to be able to adopt principles of distributive justice especially when allocating resources to NPOs as one size does not fit all out there. Without reciprocal consultations, relationship between the government and NPOs will transform into an adversarial relationship and that can affect service delivery.
- Development for NPO practitioners should be prioritised because people need to be skilled to run and manage NPOs successfully. GDSD as an organ of the State needs to commit resources to continuous development and learning for all skilled and unskilled NPO practitioners.
- The NPO Act of 1997 needs to be reviewed to allow NPOs to adopt the entrepreneurship approach to sustain themselves because it is somehow restricting NPOs to make profits hence most NPOs are not sustainable. Most of the donors currently follow a certain trend when it comes to funding. Given the unpredictable donor funding trends, NPOs are urged to reconstruct and move towards self-sustainability and self-reliance because they are more vulnerable to the changing donor funding trends which are not benefiting them at all. According to the researcher this new paradigm shift can be one of the resolutions to the challenges NPOs encounter in accessing funding from GDSD and other possible

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donors. It could also enable NPOs to function as social enterprises instead of being dependent on donor funding. Funding from government comes with prescribed actions (stipulated in the service level agreement) and influence most of the programmes NPOs do. So, if NPOs can prioritise one of their strengths which is promoting change through participation in local communities, this can assist them in counter acting over-reliance towards donor funds.

The researcher believes that it is way too difficult to establish the principle of ownership of externally driven activities because the reliance of donor funding for NPOs negates their ability to advocate and lobby for state social policies that are working in favour of those that they advocate for. However, this compromises the capacity of NPOs to oppose the prescriptions that are attached to the service level agreements of the state or any prospective donor, thereby attracting reprimands from the state/ that particular donor and it can be viewed as biting the hand that gives you funding.

- The researcher recommends that NPOs should create a safe space for themselves through which they can be able to move around and remain accountable to the people they serve unlike being accountable to donors at the expense of vulnerable beneficiaries.

5.5 Recommendations for future studies

- This study was based on a smaller sample and it is therefore recommended that future studies be undertaken in other districts so as to have a holistic understanding of experiences and challenges of NPO Project Managers in accessing funding from state or private donors.
- Furthermore, studies focusing on capacitating NPOs to establish social enterprise and strengthening fundraising must be initiated to counter-act donor reliance.
- An investigation needs to be conducted on the manifestation of the unequal relationship between the state and the NPO sector.

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APPENDIX A

SOCIAL WORK
THE SCHOOL OF HUMAN AND COMMUNITY DEVELOPMENT (SHCD)

NPO Project Managers Participation Information Sheet

Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto

Good day,

My name is **Maxwell Luthuli**; I am a post graduate student registered for the degree Master of Arts in Social Development at the University of the Witwatersrand. As part of the requirements for the degree, I am conducting research on the ***Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto***

It is hoped that the information gathered from the study will assist in enhancing Social development policies regulating funding to NPOS and the programme interventions that are being provide to marginalised populations.

I therefore invite you to participate in my study. Your participation is entirely voluntary and refusal to participate will not be held against you in any way. There are also no financial or material benefits that you will get from participating in the study. If you agree to take part, I shall arrange to interview you at a time and place that is suitable for you. The interview will last approximately one hour. You may withdraw from the study at any time and you may also refuse to answer any questions that you feel uncomfortable with answering.

With your permission, the interview will be tape-recorded. Information gathered will be shared with my supervisor. The tapes used and the interview schedule will be stored in a locked cabinet for two years following any publications or for six years if no publication emanates from the study. Please be alert that your name and personal details will be kept confidential and no identifying information will be included in the final research report.

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Please feel free to ask questions regarding the study. I shall answer them to the best of my ability. I may be contacted on 072 899 9551 or at 770733@students.wits.ac.za or my supervisor Dr Edmarie Pretorius on 011 717 74476 or at Edmarie.Pretorius@wits.ac.za . Should you wish to receive a summary of the results of the study; an abstract will be made available on request. If you have any concerns and complaints about the study, please contact Human Research Ethics Committee (non-medical) contact details: Chairperson: Jasper.Knight@wits.ac.za or the administrator: Shaun Schoeman on 011 717 1408 or shaun.schoeman@wits.ac.za.

Thank you for taking the time to consider participating in the study.

Yours sincerely

_____

Maxwell Luthuli

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APPENDIX B

Key Informants Participation Information Sheet

Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto

Good day,

My name is **Maxwell Luthuli**; I am a post graduate student registered for the degree Master of Arts in Social Development at the University of the Witwatersrand. As part of the requirements for the degree, I am conducting research on the ***Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto***

It is hoped that the information gathered from the study will assist in enhancing Social development policies regulating funding to NPOS and the programme interventions that are being provide to marginalised populations.

I therefore invite you to participate in my study. Your participation is entirely voluntary and refusal to participate will not be held against you in any way. There are also no financial or material benefits that you will get from participating in the study. If you agree to take part, I shall arrange to interview you at a time and place that is suitable for you. The interview will last approximately one hour. You may withdraw from the study at any time and you may also refuse to answer any questions that you feel uncomfortable with answering.

With your permission, the interview will be tape-recorded. Information gathered will be shared with my supervisor. The tapes used and the interview schedule will be stored in a locked cabinet for two years following any publications or for six years if no publication emanates from the study. Please be alert that your name and personal details will be kept confidential and no identifying information will be included in the final research report.

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Please feel free to ask questions regarding the study. I shall answer them to the best of my ability. I may be contacted on 072 899 9551 or at 770733@students.wits.ac.za or my supervisor Dr Edmarie Pretorius on 011 717 74476 or at Edmarie.Pretorius@wits.ac.za . Should you wish to receive a summary of the results of the study; an abstract will be made available on request. If you have any concerns and complaints about the study, please contact Human Research Ethics Committee (non-medical) contact details: Chairperson: Jasper.Knight@wits.ac.za or the administrator: Shaun Schoeman on 011 717 1408 or shaun.schoeman@wits.ac.za.

Thank you for taking the time to consider participating in the study.

Yours sincerely

_____

Maxwell Luthuli

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APPENDIX C

Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto.

CONSENT FORM FOR PARTICIPATION IN THE STUDY

I hereby consent to participate in the research study. The purpose and procedure of the study have been explained to me by Maxwell Luthuli.

I understand that:

- My participation in this study is voluntary and I may withdraw from the study without being disadvantaged in any way.
- I may choose not to answer any specific questions asked if I do not wish to do so.
- There are foreseeable benefits or particular risks associated with participation in this study.
- My identity will be kept strictly confidential, and any information that may identify me, will be removed from the interview transcript.
- A copy of my interview transcript without any identifying information will be stored permanently in a locked cupboard and may be used for future research.
- I understand that my responses will be used in the write up of an honours project and may also be presented in conferences, book chapters, journal articles or books.

Name of participant: _____

Date: _____

Signature: _____

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APPENDIX D

Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto

CONSENT FORM FOR AUDIO-TAPING OF THE INTERVIEW

I hereby consent to tape-recording of the interview.

I understand that:

- The recording will be stored in a secure location (a locked cupboard or password protected computer) with restricted access to the researcher and the research supervisor.
- The recording will be transcribed and any information that could identify me will be removed.
- When the data analysis and write up of the research study is complete, the audio recording of the interview will be kept for two years following any publications or for six years if no publications emanate from the study.
- The transcript with all identifying information directly linked to me removed, will be stored permanently and may be used for future research.
- Direct quotes from my interview, without any information that could identify me may be cited in the research report or other write-ups of the research.

Name of participant: _____

Date: _____

Signature: _____

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APPENDIX E

Interview guide for Project Managers

Research topic: Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto.

Biographical information

Age	
Spoken languages	
Marital Status	
Number of employees you supervise	
Level of Education	
Level of responsibility within the Non-Profit organisation	

1. Can you please share with me the services offered by this NPO?
2. Tell me about your experiences and challenges that confront the NPO in accessing funding from GDSD? Also share with me, what are your views about the funding criteria used by GDSD when funding your NPO?
3. What are the implications of poor or absence of funding for the NPO?
4. How sustainable is this NPO in terms of being financially fit to respond to the needs of the beneficiaries?
5. Considering the funding you receive from different donors, explain what alternative plans you have to sustain the NPO should the funding from GDSD be terminated?
6. Share with me what are your views or recommendations that could enhance funding of NPO's by Gauteng Department of Social development?

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APPENDIX F

Interview guide for key informants (GDSD).

Research topic: Funding from the Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto.

Position:

Experience (In years):

1. What is your role in the department, GDSD?
2. Which factors or criteria do you normally consider when allocating funding to NPOs?
3. Which factors or criteria do you normally consider when reducing NPO funding?
4. How do you address funding challenges experienced by NPOs? Any policy guide/framework
5. How is the process of monitoring the funded NPO's ensured by GDSD?
6. What steps do you take when an NPO is failing to comply with the requirements of allocated funds?

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APPENDIX G

SOCIAL WORK
THE SCHOOL OF HUMAN AND COMMUNITY DEVELOPMENT (SHCD)

DEPARTMENTAL HUMAN RESEARCH ETHICS COMMITTEE (SOCIAL WORK) CLEARANCE CERTIFICATE

PROTOCOL NUMBER: SW/2/17/11/22

PROJECT TITLE: Funding from the Gauteng Department of Social Development: The experiences of Project Managers at Non-Profit Organisations (NPOs) in Soweto

RESEARCHER/S: M Luthuli (770733)

SCHOOL/DEPARTMENT: SHCD Social Work

DATE CONSIDERED: 10 November 2017

DECISION OF THE COMMITTEE: Approved

EXPIRY DATE: 30 November 2018

DATE: 08 December 2017 **CHAIRPERSON:**

Dr E Pretorius

Cc: Supervisor: Dr Edmarie Pretorius

DECLARATION OF RESEARCHER(S)

To be completed in **DUPLICATE** and **ONE COPY** returned to the Administrative Assistant, Room 8, Department of Social Work, Umthombo Building Basement.

I/We fully understand the conditions under which I am/we are authorised to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the committee. **For Masters and PhD an annual progress report is required.**

SIGNATURE

08/12/2017
DATE

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

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APPENDIX H

GAUTENG PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

Enquiries: Dr. Sello Mokoena
Tel: (011) 3557949
File no.: 2/9/80

MR MAXWELL LUTHULI

Dear Mr Maxwell Luthuli

RE: APPLICATION TO CONDUCT RESEARCH IN THE GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT

Thank you for your application to conduct research within the Gauteng Department of Social Development.

Your application on the research on **"Funding from Gauteng Department of Social Development: The Experiences of Project Managers at Non-Profit Organisation (NPOS) in Soweto"** has been considered and approved for support by the Department as it was found to be beneficial to the Department's vision and mission. The approval is subject to the Department's terms and conditions as endorsed on the 08th of December 2017. In order for the department to learn and draw from the findings and recommendations of your study, please note that you are requested to provide the department with a copy of your dissertation/thesis once your study has been completed.

May I take this opportunity to wish you well on the journey you are about to embark on.

We look forward to a value adding research and a fruitful co-operation.

With thanks

Ms A HARTMANN
Deputy Director General: Support Services
Date: 13/12/2017

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