

https://dspace.org/

Reflecting on the sustainability of South African non-governmental organisations : perceptions and attitudes on their management, operations and monitoring.

Phofi, Caroline

2010-08-17
http://hdl.handle.net/10539/8463

Downloaded from a DSpace repository. https://dspace.org/

CHAPTER ONE

INTRODUCTION

1.1 Overview of research report

This chapter introduces the reader to the background information on the non-governmental organizations (NGOs) and the rationale for the study. The research questions, specific aims and objectives of the study are discussed in this chapter. Furthermore, the motivations for conducting this study, the research methodology, which is discussed in details in Chapter four as well as the significance of the study, are discussed. The section outlines limitations of the study, definition of terminologies and the report structure.

1.2 Background of the study

The non-governmental organizations across the globe have been an alternative way beside the government, in addressing the basic needs of society. For instance, in the past, the United States of America and European States did not involve the NGOs to contribute to the welfare of its citizens, especially those who were dependant on government assistance and support. In the United State of America the welfare system was obvious after the Great Society Act in 1960s whereby people could receive a living out of the American government (Lombard, 2008). It was the government's role to provide the support function to society (Marsh, 1970). According to Potgieter (1998), the state then (even to this era) required that the social welfare system assist people in need by providing social grants.

According to Lindenberg and Bryant (2001), the numbers of NGOs in the United States of America increased from the 1970s and it played a significant role in addressing the socio-economic needs of society especially those of underdeveloped countries. For example, the African countries have NGOs especially those working in areas of HIV and AIDS, and poverty alleviation projects benefiting from major international relieves and funders such as USAID, PEPFAR, OXFAM and UNICEF (WHO, 2009).

In South Africa, the relationship between the government and NGOs has not been the good one. This is because previously NGOs were establishment during times of riots and were responding towards the Apartheid struggle. On the other hand, NGOs emerged because people and communities felt they had an interest in helping others by meeting their basic needs. The move by the philanthropists and churches were major in the early years, and businesses had to assist NGOs by giving donations (Potgieter, 1998).

Throughout the transformation era in South Africa, most NGOs have been driven by values of not profiting from their services. Consequently, they had to rely on donations in order to serve the community at large. Today, NGOs are still faced with the challenge of management and operations, and they continuously need to fulfill the responsible requirements of the government and supporters. Government has, however partnered with civil society and NGOs in order to provide effective and appropriate services to society.

Among the challenges that NGOs in this era face; management, finances, operations and monitoring forms part of them. In South Africa, NGOs and civil society amongst other things cannot guarantee their continuity because of lack of support and financial competition. Mosunkuthu (2008) says that the challenges faced by South African NGOs include poverty, inflation and the unpredictable economy of the country. They are still those that rely entirely on donations from businesses and beneficiaries.

The study has proposed to examine the management, operation and monitoring within several NGOs in Johannesburg area in the Gauteng province. Furthermore, reflect on management's views on sustainability of South African NGOs. Amongst other things it examines the elements that have enabled NGOs to survive under the changed funding environment and understand the challenges faced by NGOs.

1.3 Statement of the problem and rationale for the study

The NGOs from pre-apartheid regime till democratic era have been faced with challenges. The challenges are that NGOs have not been able to provide appropriate social services to all people.

The underlying reasons have been the lack of resources and funding to help in maintaining the NGO and these have inevitable caused closure of a number of NGOs in South Africa. According to Lund (1992), in the past, 45.5% spending on welfare was on the tricameral, which included the Whites, Coloured and Indians whereas the independent state such as Bophuthatswana, Ciskei and Venda had about 13.1% of welfare spending. Not enough budgets were allocated to the welfare sector compared to health because welfare mostly distributed pension.

The problems created by the past government have resulted in social inequality and socio-economic imbalances amongst South African service provisions (Robinson, 2007). The challenge the democratic government is faced with is to distribute resources equal to the social welfare sectors across the nine provinces and provide support to NGOs.

The rationale for the study is to find out which factors are contributing to the dissolution of the NGOs, and make suggestion on how to address this. The intentions for establishing the NGO and the perceptions about the processes required for sustaining the NGO will be investigated. Moreover, the study will attempt to discuss how NGOs are managed and how finances and management impact on the sustainability or continued existence of an organization. Robinson (2007) confirms that civil societies are collapsing because of funding being withdrawn by primary donor. This was evident when the European Union withdrew R20 million it had pledged over the period of three years to some NGOs in South African organizations, thus causing the crippling of the NGOs operations and service provision (Robinson, 2007).

Another motivation for the study is that there is an evident decrease in number of human service providers and social workers who are faced with the task of providing services to all levels of the human system. Meinert, Pardeck and Kreuger (2000) say social workers have been in the frontline in services provision to the grassroots and the greater communities. Their extraordinary job within communities requires support and resources, which they sometimes struggle with.

This study is likely to contribute to the improvement of selection procedures of prospective NGOs by the Department of Social Development with regard to registration. Furthermore, it will contribute to the knowledge of management processes within NGOs and its relationship to

sustainability. The study will emphasize the value of appointing qualified human service providers and support services like financial administrators in NGOs so that skills are available and transferred within these organizations. The study will highlight the importance of maintaining a monitoring process within the NGO, and ensure stability and continuous support. The relationship between NGOs and the different government departments need to be improved to ensure facilitation of appropriate service provision.

1.4 Purpose of the study

The purpose of the study was to investigate sustainability of South African NGOs with a closer view on their management, operations and monitoring. It is the view of the researcher that once information has been established and clearly understood, it can provide valuable strategies for the NGOs in South Africa, in facilitating their continued existence and support of government and private sectors in service delivery.

1.5 Significance of the study

The study is believed to add value to the social services and welfare system in South Africa and the field of social work profession. The study will also add value to the need for government to invest in human resource and social service provision. It will be of great importance for organization to have skilled service providers in the field of community work, finance, marketing/fundraising and development.

According to Meinert et al., (2000), a social worker must at a certain level be able to participate in policy activities that take place in legislation, state, community and formulation. Lombard (2008a, p. 165) further state that " as social work remains a cornerstone profession in development social welfare and social development, the professional unity and development of social work, is a prerequisite for professional commitment to developmental social welfare". Although the NGO sector has tolerated the challenges of social service delivery, it is thus the responsibility of social workers to assist in this sector keeping in mind the developmental approach.

The government on the other hand has the responsibility of supporting policy implementation within non-governmental organization through the provision of a budget system. The Department of Social Development for example is given the budget by Parliament each financial year so that it can carry out its task, as its mandate includes 'building a caring society Together'. The department values the work of NGOs since it assists in legitimizing the organization's existence by registering them under the Non-profit Organization Act, 71 of 1997. Although registration is voluntary, the Act is there to enable NGOs to maintain an adequate standard of governance, accountability and transparency (DoSD, 2008a).

1.6 Definition of terminology

Board of Directors: Groups of NGO's constituency representative who are elected or invited to voluntarily serve as the constituted leadership of NGO (DoSD, 2001, p. 5).

Civil society: groups and institutions that do not form part of government, including non-governmental organizations, the church, local communities, trade unions, social movements and the private sector (Hall & Midgley, 2004, p. x).

Client: "general name for someone receiving non-causal help, willing or unwilling, from a social worker" (Timms, 1982, p. 34).

Donor: the one who donates resources such as finance, social and time to nonprofit organization (DoSD, 2001).

Fundraiser: "person engaged full-time, part-time or in a volunteer capacity, by an NPO to raise resources, more often than not money in support of programmes, projects and operational costs" (DoSD, 2001, p. 5).

Human services: organized programmes provided by government and NGOs with the purpose of improving people's welfare (Payne, 2005).

NGO: is any non-profit, voluntary citizen's group which is organized on a local, national or international level (DoSD, 2006a).

NPO: are registered with the department of social development and under the NPO Act no. 71 of 1997 and receive partial subsidy for service delivery (DoSD, 2006a).

Poor Laws: "a series of statutes enacted in Britain to provide services to poor people and to control vagrancy and begging" (Hall & Midgley, 2004, p. xii).

Social assistance: mean-tested social security programme designed to target benefits to poor people (DoSD, 2001).

Social development: "a process of planned social change designed to promote the wellbeing of the population as a whole in conjunction with a dynamic process of economic development" (Midgley, 1998, p. 250).

Social policy: guidelines and intervention for the changing, maintenance or creation of living conditions which are conducive to human welfare (Midgley, 1998).

Social welfare services: any program which seeks to provide a minimum level of income, services or other support for many marginalized (Lombard, 2008).

Social worker: someone employed to provide social services to individuals, families and communities (DoSD, 2001).

Sustainable development: pattern of resource use that aim to meet human needs while preserving the environment so that these needs can be met not only in the present, but also for future generation (Rodrigues, 2009).

Voluntary Organizations: NGOs providing human services on a non-profit basis (Payne, 2005)

1.7 Structure of the report

This research report is divided into six main chapters and it is organized as follows:

Chapter One of the report contains a detailed introduction which provides the reader with the background information about non-governmental organizations. The statement of problem and the motivation for carrying out the report research are outlined in this chapter. Participants and the scope of the research, research design and methodology, limitation and the significance of the study are discussed in this chapter.

Chapter Two is concerned with literature that provide a discussion about NGOs globally and in South African context with the view on establishment and development. Furthermore, the chapter unpacks South Africa's social welfare system during the past and transitional period and highlights the significance of NGOs in the present.

Chapter Three is concerned with the South Africa's social welfare services in the development paradigm. It discusses the role of government and NGOs in service provision. The chapter touches on the discussion about partnership, management and structure of leadership within the NGOs, funding and maintenance of NGO. This chapter further includes a discussion on policies informing NGOs. It further provides a discussion on sustainability of non-governmental organizations in South Africa. The chapter further discusses the role of government, particularly the Department of Social Development and challenges faced by the NGOs.

Chapter Four is concerned with discussing the methodology employed in this research report to answer the research questions. The chapter outlines the types of research design and instrument utilized. It further provides a discussion on techniques employed to collect data, analyze and interpret the results. Ethical considerations are also discussed in this chapter.

Chapter Five focuses on delineating the research results and on the analysis of the research using a thematic content analysis. The themes and categories that emerged in the interviews are identified and presented, supported by applicable literature and participant quotations to illustrate

perceptions pertaining to sustainability of NGOs with a closer view on their management, operations and monitoring.

Chapter Six addresses the main findings, conclusions and recommendations made for NGOs, Policy makers and for future research.

1.8 Summary of the Chapter

This chapter looked at the brief background information of NGOs and NPOs globally and in South Africa. The chapter has provided information on the purpose of the study, the rationale and problem statement, research design and methodology, participants and scope of research as well as the significance of this study and its limitations. Important terminologies were explained.

CHAPTER TWO

THE HISTORICAL BACKGROUND OF NON-GOVERNMENTAL ORGANIZATIONS

2.1 Introduction

In this chapter, literature pertaining to the historical background of non-governmental organizations (NGOs) within South Africa's Social Welfare services will be discussed. The chapter further highlights the history of social welfare services across the globe and in South Africa. The following topic and sub-topics will be discussed: the historical background of Social Welfare services during the Apartheid era, the role of NGOs and government during the transitional era and in the democratic society.

2.2 The global development of non-governmental organizations

Social welfare services in developed countries across the globe were established for different purposes. The common purpose was charity. This was offered by private individuals, state and religious organizations from the 1600s onwards (Hall & Midgley, 2004). For example, in Rome social services were established to address the presence of high rate of divorce, child abuse and abandonment, abortion and prostitution. The nature of charity was more individualistic and aligned with tradition (Payne, 2005). For instance Christians, Jews, Greek orthodox and Roman traditions of charity during the medieval times were distinctly different. Feeding the poor, visiting the sick and imprisoned people was a form of performing their faith in Europe during the late 1700s (Payne, 2005).

The welfare system of the past worked hand in hand with the church to help people who were destitute and poor. Religion was important and dominant around Europe from the 1700s. This is why the local communities and organized religion wanted to help with social problems during the medieval and early modern period of welfare provision (Payne, 2005). Lombard (2008a) further states that Buddhist organizations in East Asia were motivators of social development. In turn, Islam and Judaism gave social support and welfare provisions in the Middle East.

Around the 1700s most of the states took the responsibility of social assistance and economic development. According to Lindenberg and Bryant (2001), the American government and its welfare system wanted to address poverty and the economic inequality within society. Institutional provisions and social security were introduced to respond to poverty. Payne (2005) says that the Catholic Church in Germany provided welfare services for poor people, widows and orphans. There was also an increase of Christian evangelical charity work in the early and mid 1800s that aimed at seeking to develop faith among people who are uncommitted to helping others. Welfare works such as the Salvation Army and the London Charity Organization Society (CSO) emerged with campaigns for rescue works and promotion of moral purity.

In the early 1900s, the United States based Inter-American Foundation assisted with developing grassroots organizations in Latin America, similar to the programme of USAID. Lindenberg and Bryant (2001) further state that even during the great depression in the 1900s across the globe, Europe and the United States continued with the programme of assisting other countries. For example countries like Somalia were collapsing and did not survive the economic crisis and have been left with economic needs. The NGOs that intervened on the global sphere were OXFAM and CARE. Around the 1970s the main focus of these organizations was to assist in addressing global social needs.

Since the 1600s, the developmental welfare state and social work services were introduced globally as an approach to improve the methods of social change and working with communities. Midgley (1998) says that the social development and community work methods were therefore incorporated and used widely in developed and developing countries. In the United States of America (USA) for example, the residual welfare method was previously used and this was because the institutional method of helping people could no longer be appropriate in addressing social problems. The latter approach was there to help destitute people who were unable to care for themselves, and shelter elderly people, children and families in difficulties (Potgieter, 1998; Payne, 2005). According to Midgley (1998), the traditional models consisted of residual and institutional model. The residual model believes that reasons and answers to problems lies within

the individual, whereas the institutional model says the individual problems are influenced by the social and external environment (Payne, 2005).

Therefore, the welfare state focused on the institutionalization of social work services and made it to form part of the public services. Consequently, in some European countries, the welfare system was taken by the independent organizations dominated by professionals rather than the state bodies (Payne, 2005). Also in China and India the welfare service were provided primarily by the state. However, the development of such services was partly influenced by the European/ Poor Law Act of 1601, which recognized public responsibility and support for the poor.

During the 1900s, the welfare state of Europe and some countries like USA developed partly as a response to the experience and results of war in order to help restructure and develop society (Lombard, 2008a). The French policy for example, made provision for the placement of destitute people in residential care facilities. Payne (2005) says other countries used the policy of welfare system by introducing employment schemes for people without jobs. This was a provision under the National Insurance Act of 1911, which was established to insure social security for the employers (Payne, 2005).

Another problem that resulted from war experiences and industrialization was underemployment and unemployment in rural places. In Asia and Europe this led to people moving toward the cities causing churches' welfare services to be more secularized (Payne, 2005). The state became more focused on the city. During the 1900s the welfare state of European countries developed a system or approach of a workhouse. This approach involved housing destitute people in shelters, which are more controlled, instead of leaving them to stay in the community and being paid poor relief.

The 19th century voluntary organizations and NGOs in Europe were seen as unpaid work. The NGOs were established by groups of people who saw a need to respond. Voluntary work was seen as the product of industrialization because countries such as Britain had a high unemployment rate. Furthermore the 19th century experienced the rise of a working class, which needed to be controlled and the formal organization of civil society organizations (Shand, 1996).

Service provision changed and society became apathetic. Payne (2005) says people were concerned that charity created dependency in people who fail to provide for themselves. In countries such as East Asia, Buddhism served only a certain group of people and developed loyalty amongst them, while leaving other individual's needs unmet. The Catholic associations slowly closed down and were replaced by the municipal and organized local charity work. The withdrawal of churches enabled the government to become an important force in all society and a provider of social welfare services. During the period from 1700s, churches were slowly losing influence in social relations, and the moral influence declined as a form of social control. In Italy the welfare services moved towards helping only the street children because adults were believed to be capable of working.

According to Davids, Theron and Maphunye (2009), the 19th century saw the development of careers for women in social work services, and most of the organized welfare work was particularly done by women. Social work became part of welfare provision in the Western-industrial countries, particularly in Europe. During the 1960s, in USA for example, case work faded and the social services incorporated social security provision for families and not necessarily included grant payments.

The welfare services of the past were provided unequally and it was discriminatory in nature (Payne, 2005). Lombard (2008a) says in America and Europe there was racial segregation and exclusion in terms of service provision. In USA South, black slave and free blacks did not receive welfare help. The federal assistance was given to the special group of former servicemen (Payne, 2005).

Inequality in social welfare provision was evident during the European Poor Law (Act of 1601) era, whereby facilities such as the workhouse were seen as a control and had scandals of physical and sexual abuse of inmates and unfriendly environment for the poor people. Lombard (1996) says social work services in developing countries were introduced in hospitals only after the Second World War and services were still informal. Payne (2005) state that in Taiwan social

work services did not exist up until the provision of the Child Welfare Act of 1973 and Welfare Law for elderly people and people with handicap in 1980.

The welfare state has been experiencing drastic change and also instability in social services provision. This was evident from the 1900s after industrialization and the capitalism movement. Development of capitalism and industrialization especially for countries like Japan caused an increase in provision of welfare for employees and their families. Also, the British local administration had the emergence of bureaucratic elite who took over major services and saw education as an answer to dealing with social problems (Payne, 2005)

In developing countries such as Africa and Asia, which were predominantly colonized by European nations, services provided were exploited. Patel (2005) says it is because of the lack of skills and capacity, work that was done, was done by colonial administrators who were from either Britain or France. Nonetheless, some colonial state like Africa had the welfare services developed in response to the international influence such as the United Nation (UN) Development Agencies. This was evident because the former colonies developed new ministries of social welfare and voluntary organizations supported by the UN, USA, Britain and France (Payne, 2005).

The success of a welfare state has been dependent on the stability and development of monetary resources, which are managed by institutions such as the World Bank and IMF. The USA fundraising system was developed to help address NGOs and community organizations deal with problems from society. Kaniki (2007) says that in order to address societal needs, NGOs should have acquired human and fiscal resources.

According to Edward and Hulmes (1992), although the government and NGOs have been working together in addressing socio-economic needs for centuries, in South Africa there has been a gap within the welfare system. The global development of NGOs had shared similar experiences, and the welfare system had followed the same purpose of addressing poverty in society and enhancing the social functioning of the people (Potgieter, 1998). Even though most countries experience challenges in the development of social welfare, South Africa has a unique

history as well. The following sub-section will discuss the development of non-governmental organization in South Africa.

2.3 Development of non-governmental organizations in South Africa

The development of non-governmental organizations in South Africa was seen in later years of colonial rule in African continent. According to Patel (2005), South Africa's social welfare services were shaped by the colonial and later apartheid rule. The economic activities were informed by the colonial administration (Payne, 2005). NGOs' involvement in development activities grew more rapidly than countries in Asia and Latin America. Patel (2005) mentioned that some of the reasons were that NGOs attracted international donor organizations to invest in their developmental capacity so that they can provide services to the poor. Furthermore, some NGOs were able to start project and mobilize communities to influence policy implementation. During the colonial era people's needs were met through communalism, whereby societal issues were met by the community, NGOs and the state.

The establishment of welfare system in South Africa was influence by the Elizabeth Poor Law of 1601 in Europe, which recognized the public responsibility and support for the poor (Potgieter, 1998). The role of state is arguably defined by Marsh (1970, p.4) as the "state that assumed responsibilities and was carrying out functions designed to improve the welfare of the citizens who are unable through their inadequate income to pay for services necessary for the achievement of a reasonable standard of living". Hall and Midgley (2004) state that, although support was given through voluntary organizations, the economic state of the country was not improving. The standard of living of poor people has been overwhelming, and not much service for rural people was available. Even though the main purpose for NGOs has been to provide services to the public, service provision in unique to every country.

Social welfare services from the 18th centuries were similar to those of Europe and USA, and were characterized by racial segregation and discrimination. Payne (2005) says the reason is that social welfare policies were distorted as far as service provisions were concerned. This was evident during the time of the Dutch Settlers who were South Africa's colonizers. Their

administration excluded and judged the South African majority and regarded their cultures and indigenous ways to be inferior (Patel, 2005). Moreover, sanctions were made on a racial basis, whereby blacks did not have political and welfare rights and services favoured whites as welfare elites.

Since welfare services did not reach the black population and were not available even in urban areas, Payne (2005) says that most of the welfare functions were met through their own subsistence farming in the homelands. Thus, it allowed government to ignore services for blacks. Nevertheless, the emergence of religious organizations such as the Dutch Reformed Church assisted black people especially children and disabled people in need and living in the homelands.

In South Africa the emergence of industrialization and urbanization led to the increase in capitalism. As a colonial state, the discovery of minerals in the 1800s brought job creation and transformation of the socio-economic system (Payne, 2005). Consequently, more black people were employed in mines doing cheap labour. The squatter Law of 1895 and Land Act, 27 of 1913 provided inadequate land to the black population causing them to lose their peasantry and subsistence economy. More migrant workers earned low wages, were exploited and lived in poor conditions in the city.

The establishment of the Child Welfare Organization in the Cape and Johannesburg around the 1900s marked the beginning of partnership between government and NGOs in social welfare service delivery (Patel, 2005). This partnership was between the churches, government and the private sector, which were funded by the government. Their services, unfortunately, were still aimed at helping the whites, especially the poor Afrikaners. The poor white problem emerged around the 1900s and this was because of them lacking the skills suitable for industrial work and the high rate of unemployment in South Africa.

Social welfare service provision and social work professionalization started after the establishment of the first state welfare department in 1937. Since, it was for the first time South Africa introduced these approaches into training for social workers, which was informed by the

European and American model of social work (Potgieter, 1998). These approaches were more on case work, which Patel (2005, p. 69) says they became "inappropriate to the conditions in poor countries".

In South Africa before the 1940s, community sponsored initiative such as NGOs emerged, and about 2400 organizations with welfare objectives registered under The Fundraising Act 107, 1978. Most of these organizations operated within a specialized field such as health care, family and children intervention. Government by then encouraged volunteerism, fees for services and private social workers so that societal needs could be met effectively. Furthermore, during the 1980s there was a change in welfare policy that influenced the adoption of privatization, the cut in welfare expenditure and limited wage increased in the state sector. The financial problem as Shand (1996, p. 20), called it "drought in foreign and local funding" has been there during apartheid. Most of the donors have redirected the money toward the government with fewer funds available for NGOs leaving the government to be the main channel of funding for NGOs.

The apartheid government's welfare services were marked with challenges. Although the government was playing a role in addressing social welfare needs, much of its social services functionality had shortcomings. These will be discussed in the following section, which is concerned with the South African non-governmental organization during the apartheid era.

2.3.1 South African non-governmental organizations during the apartheid era

Historically, and even during apartheid era in South Africa, the relationship between non-governmental organization and the state has been challenging and often uncooperative. Shand (1996) says this was due to NGOs' constant struggle against the state. The formation of organized civil society organizations (CSO) during apartheid era was due to a resistance to colonialism and apartheid as stated by Patel (1991). These organizations worked together with other organizations such as the trade unions to respond to the political, economical and social context of South Africa. According to Patel (1991, p. 127), some social service organization "from as early as the 1912 emerged from popular social movement fighting for freedom, poverty, underdevelopment and inequality". During the period between the 1970s and 1980s civil society

organizations, which included NGOs, CBOs, FBOs and Trade Unions had a role to play in mobilizing people at grassroots level and provided political support at national and global level.

According to Tvedt (1998, cited in Hillhorst, 2003, p. 3), NGOs in South Africa were established in numbers in the early 1980s because of "wanting to fill the gaps created by the withdrawal of government control [and the] pressure of the neoliberal reforms policies". Government wanted to utilize the help of CSO in addressing social needs and by so doing encouraged the establishment of voluntary human services organizations. In the 1980s there were 5 500 organizations registered in terms of The Fundraising Act 72 of 1978 and The Non Profit Organization Act 71 of 1997. Out of this number approximately 50% registered in terms of The National Welfare Act of 1978 (White Paper, 1997). These organizations finances have been dependent on subsidies from the government that was the main funder according to The Non-Profit Organization Act 71 of 1997.

Although South Africa was a Dutch colony, much of social welfare services were still administered under foreign laws (Patel & Hochfeld, 2008). However the shortcoming of the National Party government was their reign through a system of "institutionalized racial discrimination" (Patel, 2005, p. 70). The Population Registration Act of 1950 informed government on the administration of placement and movement for black and white population. The policy separated people from different racial groups and denied Africans, coloured and Indians access to social welfare services.

The NGOs welfare services during the apartheid era were influenced by the racial differences with the protection of whites from the negative effect of the economy (Patel & Hotchfeld, 2008). Luiz (1993) clearly describes it when saying that between the years 1910 to 1948, the government was concerned with the problem of white poverty. The SAIRR (1992, cited in Patel, 2005) stated that, although the white population was small, expenditure on whites during the 1950s was 61% in comparison to 25% on the African population and 14% on Coloured and Indian population. The government's achievement included the introduction of residential care, subsidized housing, poor relief and services were provided for those in need (Patel, 2005).

However, the needs of blacks were not adequately provided for. Later around 1987 other services such as social old age pension were expanded to Africans in the homelands (Midgley, 1998).

The welfare system was fragmented and bureaucratic due to the introduction of service provision in the eighteen state's welfare departments across South Africa. Even though social work services were still classified according to race, social services became available to the entire population (Lombard, 2008a). The Department of National Health and Population Development in 1990 registered 2400 non-governmental organizations under the Fundraising Act, 107 of 1978. The transitional period of NGOs will be discussed in the next section.

2.3.2 Transition of non-governmental organizations in South Africa

The period between 1990 and 1994 was coupled with socio-economic and political change and South Africa was going through the transition. The National Party (NP) government was still in power during this period. However, Payne (2005) says the announcement for the unbanning of political organizations opened doors for other political groups. The challenges were for these political groups, especially the African National Congress (ANC) party together with the NP, to initiate and develop policies, which could be adopted to improve the social, political and economic state of the country.

Due to the deterioration of living conditions, low economic growth, unemployment and crime in South Africa, the NP government convened with other parties to establish a non-racial democratic society. Still, the government was having economic problems, therefore some of the sectors and NGOs could still not receive funding for their operations. Thus, Patel (2005) says the government chose to call for a new social welfare approach into promoting social reconstruction and development. The National Welfare Summit held in 1993 was the first non-racial gathering for political parties in South Africa. Yet, the challenge was for the government to find ways to maintain the economy of the country.

The aim of the new social welfare approach was to address the social instability that was evident during the transitional period. Moreover, to prioritize basic needs such as health care and welfare

during service provision. A new policy was therefore developed. This led to the emergence of different non-governmental organizations to help in the development and mostly to help in addressing the needs of vulnerable people such as the elderly, children, women and people with disability. The Declaration of Health and Welfare policy of 1990 was adopted in the Southern Africa to provide guidelines to transform health and social well-being of people.

Due to the social instability of the welfare system during apartheid regime, the government developed policies to promote national reconstruction and social development. During the 1990s, more civil service organizations took the responsibility for transformation and NGOs were in the midst of this transformation. Owing to the effect of social division of the past, NGOs had to focus on effective service delivery to the grassroots and the whole population (Patel, 2005). Gray (2006, p. 553) states that social welfare above everything has been "one of a range of mechanism promoting social development", which was emphasized during the regional conference on National Reconstruction and Social Development in 1991 as a mode to development. The purpose of the conference was to mobilize civil society so that service can be integrated amongst government, NGOs and the community. The common agreement of the conference participants was to change the concept of welfare since it had negative connotations and to the term social development (Lombard, 1996). Midgley (1995, cited in Lombard, 1996, p. 163) says the term welfare is "a confused, stigmatized concept…people today equate the term with charity".

NGOs during the transition period still responded to social problems such as alcoholism, child neglect and abuse. They were responsible for their own operations, whilst others worked closely with the government and official aid agencies. Hall and Midgley (2004) argue that NGOs throughout the centuries have been losing their independency and on-going relationship with communities by depending too much on government subsidies and foreign donors. Hence, Midgley (1998) says NGOs should be more community-based and be co-dependent with other sectors to prevent a top-down approach in working with communities. When an organization uses a top-down approach, it limits community involvement in integrated planning and implementation with the NGO in any community development projects (Lombard, 2008a).

The ANC party was actively involved and working with the ruling party. However, according to Patel (2005), the interim ANC government's achievement was to consults with NGOs and private sectors for policy development. As a result, the Bill of Rights presented in the Constitution of South Africa (1996) was developed. The 1994 period, marked the introduction of the RDP policy that informed the economic, political and social condition of South Africans. These policies birthed the social security and welfare assistance model. The democracy of South Africa was marked with development of social welfare services by the government as well as the NGOs. The following section will be discussing the non-governmental organization in the democratic South Africa

2.3.3 Non-governmental organizations in the democratic South Africa

According to Patel (2005), the new democratic government saw the separation of social welfare from the health portfolio. In the past, the functions of social welfare were shared across other governmental departments, which led to its division after 1994 government (White Paper of Social Welfare, 1996). The Ministers' Committee for Social Welfare and National Committee for Social Welfare, and the Department of Social Welfare and Population Development had a task of agreeing with six committees that included voluntary sectors, NGOs, practitioners, interest group representative of different population at risk and service users. The formulation and adoption of the White Paper for Social Welfare of 1997 was done with the focus on meeting challenges of social development and social needs (Hall & Midgley, 2004). Moreover the review of welfare system and policies was done so that they can be linked to the strategic plan for transformation.

Nevertheless, the democratic South Africa has been faced with challenges. They include among others scarce resources, skills shortages especially the emigration of social workers to other countries in seek of better living condition; and a bureaucratic system that was still dominated by whites in management positions (Patel, 1991). Terre Blanche (2002, cited in Green, 2008) pointed out that the after effect of apartheid is worse than was realized in 1994 and not even enough for the country to quickly alleviate poverty. Nearly half of the South African population is living in poverty (Green, 2008), thus facilities such as health care and social welfare are still

inaccessible and unaffordable. According to Drower (2002 cited in Green, 2008), social inequality is still evident and facing the South African democratic government. There is still a gap between races in terms of socio-economic status.

The NGOs' role has changed in the new dispensation. The focus shifted to developmental programmes to contribute towards social development. Although, according to Hall and Midgley (2004, p. 13) NGOs "are not panacea for solving social development problem". Their role is to help government in strengthening civil society to make it more effective. Moreover, private sectors have been helping with the business approach to create employment, generate wages and engage in activities that may have economic and social improvement. Thus, social development is "an approach to social welfare and intervention approach to social services" (Midgley, 1998, p. 158).

Social welfare during the transitional period between 1990s and 1994 underwent transformation. Lombard (1996) says the transformation was brought through the linking of social welfare to economic development policies. Social welfare services and operations were transformed to social development that involves partnership between government, NGOs and civil society. The integration of economic and social development encompasses social security, preventative and rehabilitative programmes. The welfare services in the democratic South Africa allow NGOs and government to continue their partnership like previously with the guidance of policies.

According to Lombard (2008a), the 2004 policy review for NGOs showed government that there has been neglect of social service delivery and the implementation of policies by NGOs has been slow. The challenges for NGOs that were highlighted included their struggle to render effective and efficient services due to limited resources and personnel. For instance, some social workers felt out of place to practice in the new era because they have to find relevancy (Gray, 2000 cited in Lombard, 2008a). Welfare funding is another problem because the bulk of the budget is earmarked for social security, with the aim to address poverty in South Africa.

Some of the achievements for the democratic South Africa include the new budget for social welfare services. Although the 2004/5 budget was 4.6 % for the welfare services, this was

divided between the government and the NGOs so that welfare services could be strengthened (Lombard, 2008a). Furthermore, social service delivery within the NGOs was improved and this was addressed by the Gauteng Service Funding Crisis Committee of 2005.

The role of the committee has been since its appointment to incorporate social work profession into the social service provision. The motivation for this decision was that the committee recognized that NGOs has been providing lots of services to society but struggle with limited resources and some of them end up closing due to lack of funds. Thus, it has shown government's failure in supporting NGOs (Lombard, 2008a). The government's transformative vision includes new social policies that promote appropriate social services. NGOs together with government continuously have to work to turn the idea of integration of service delivery by NGOs and government departments into reality.

2.4 Summary of the chapter

The following topics were discussed in this chapter: section one focused on the development of non-governmental organization globally. It discussed the establishment of the welfare system and the drastic change of social service provision during the early centuries. Section two of the chapter focused on the development of non-governmental organization in South Africa. This section discussed the influence of the colonial and apartheid administration as well as the role of the church, state and private sectors. Furthermore, it discussed the welfare service provision during the industrialization and urbanization period in South Africa.

The section was followed by sub-sections that discussed the South African non-governmental organizations during the apartheid era. The sub-section elaborated more on the system of the National Party government, the new social welfare approaches and policies into promoting social reconstruction and development. Moreover, transition of the non-governmental organization in South Africa and during the democratic era was discussed in the sub-section of this chapter.

The following, chapter, which is Chapter three, will discuss literature pertaining to the social welfare service delivery within the South African paradigm. In the chapter service delivery

system within the South African context will be discussed. The chapter will extrapolate more on the social services within the democratic period and the role and challenge of NGOs in the developing social welfare service delivery.

CHAPTER THREE

SOUTH AFRICAN SOCIAL WELFARE SERVICE DELIVERY WITHIN THE DEVELOPMENTAL PARADIGM

3.1 Introduction

This section focuses on the roles and responsibilities of the social welfare service delivery in South Africa and NGOs role in service provision. The South Africa's new democratic paradigm adopted the development approach of social welfare services and the new model called Integrated Service Delivery Model (ISDM) (DOSD, 2006a). This chapter will discuss social welfare delivery in the context of South Africa. It will also focus on partnerships between government and NGOs, and policies informing NGOs. Lastly, management of NGOs, its funding sources, challenges faced by NGOs and sustainable development of NGOs will be addressed.

3.2 Exploring the developmental social welfare service delivery system

Social developmental approach or the developmental social welfare system in countries in Asia and Africa was introduced during the 1950s and the 1960s. The development was about the shift from a remedial towards a developmental approach. Around the 1970s developing countries in Europe, Asia and Africa adopted the social development approach as well as the United Nation (UN) approach called Unified socio-economic planning. This approach was an integration of economic and social development policy together (Lombard, 2008b). The South African government's role was to put the market, community and resources together in order to address human needs.

The social developmental approach encouraged communities, NGOs, businesses and religious organizations to participate in productive economy whereby they invest in human and social capital. In African and Asian countries, social programmes such as community gardens were created to help communities' welfare and health needs (Midgley, 1998). Human service

professionals such as social workers got involved in empowering people through training and job placement (Midgley, 1998).

According to Midgley (1998), the implementation of the social developmental approach was unsuccessful in some first world countries. In countries like Europe, North America and Chile the approach failed because of the 1970s global recession. Other countries like Austria and Sweden on the other hand, implemented the approach successfully. This was because they were already developed welfare states, in which government, NGOs and business worked together with the aim of promoting economic and social interest. Midgley (1998) says welfare states like the Scandinavian countries addressed employment issues and economic participation by encouraging community involvement.

Developmental social welfare system was adopted by many countries although the challenges were economic in nature. Payne (2005) argues that in Britain and USA for example, the problem was with the privatization of social programmes like pension schemes. However, according to Midgley (1998), during the 1990s President Clinton's administration in America restored the welfare system and its provisions by prioritizing basic human needs. The provisions included the move of services from the traditional residual and institutional models to a community model. Moreover, the welfare reforms sought for the government to take responsibility for social welfare.

In South Africa, the colonial era created a system and legacy within government and NGOs that was characterized by different political and religious views. The new social developmental approach dissipated the power of churches (Payne, 2005). This according to Midgley (1998) was a past system aimed at assisting South Africans with their needs, usually through the work of missionaries. The work of the missionaries from the colonial era was still evident during the transition, but the emphasis was more on welfare than religious dogma.

The Department of Social Welfare in South Africa that was established in 1937 aimed at addressing the social problems of the white population and made statutory provisions as a control measure for social and child issues in urban areas (Davids et al., 2009). Although the apartheid

regime discriminated against non-whites, the developmental social welfare that came before 1994 and the beginning of the new democracy in contrast brought transformation. Lombard (2008) says the government introduced social programmes to address the economic and social welfare of society. This was a people-centered approach to development similar to that adopted by other African and Asian countries.

Additionally, the integration approach towards economic and social development did not necessarily discard the traditional models of social welfare. Midgley (1998, p. 250) define social development as "a process of planned social change designed to promote the well-being of the population as a whole in conjunction with a dynamic process of economic development". Both residual and institutional models were integrated into the developmental social welfare.

A White Paper for Social Welfare (1997) was drafted by the Department of Social Welfare to outline the developmental social welfare approach. For instance, the White Paper for Social Welfare (1997) hoped for the integration of remedial services into the approach. Furthermore, voluntary organizations and NGOs were subsidized by government, and services were made accessible to all the population. Subsidies for social service professionals like social workers working in NGOs were finalized. Nevertheless, social developmental approach aimed at investing in human service professionals and training for service providers have been of the important task in social development.

The challenges that South Africa faced included economic and fiscal difficulties causing the implementation of the White Paper for Social Welfare (1997) and the RDP to be slow. However, the social developmental approach encouraged partnership and collaboration between government, NGOs, religious organizations, communities and private sectors in social service provision. This partnership was going to be made possible by having a stable economic support (Payne, 2005). The relationship between government and NGOs was defined by the statutory, provision and regulations of the Non-Profit Organization Act, 71 of 1997 and section 21 of the Companies Act, 61 of 1973 (Davids et al., 2009).

3.2.1 Partnership between NGOs and the Social Government Departments

Partnership between the government and NGOs has shifted from political to more of reconstruction and development. Therefore government especially the DoSD has shifted toward an integrated service delivery and collaboration model. It is not only the government, but the foreign donors also support this partnership. Nonetheless, with this shift the DoSD has reviewed policies and legislation to assist in making the new partnership work although it is a process.

Further to this, Kraak (2001, p. 143 cited in Davids et al., 2009, p. 74) presented five possible reasons for the failure of post-apartheid NGO-government partnership, namely the complex tendering procedures, which are processes and procedures inherited from the past regime (Apartheid), and favoured the private organization over the voluntary sectors; including the CBOs, NGOs, CSOs and FBOs. Secondly, the fear of co-option, which the NGOs in the past feared that they would be co-opted should they partner and come into agreement with the government. Thirdly is the attitudinal and bureaucratic obstacles and these are manifested in mistrust of NGOs by government bureaucrats. The fourth one is institutional lack of clarity and this is a failure of government, in a wake of the RDP's demise, to formulate a coherent policy approach to NGOs. Lastly, the institutional capacity constraint is a lack of capacity in either the NGOs or government departments to manage complex partnership arrangement (Kraak, 2001, cited in Davids et al., 2009).

Partnership is critical in this instance for the government and the NGOs to come to the level where they are held accountable for this collaboration and partnership. Strengthening of NGOs is needed, and the government needs to deliver in terms of their mandate for development (DoSD, 2006b).

Although the economy of South Africa has been changing, it is important to realize that those working in NGO sectors need to seek relevancy (Meinet et al., 2000). NGOs are increasingly needed to fight poverty, hence they need external support. According to Luiz (1993) government's role has been to provide its citizen with basic necessities and taking into consideration the economic effect, especially inflation. Moreover it does not make sense for

government to spend money on meeting the needs while it increases on financial deficit. With this in mind the government is able to spend within its budget and communicate with NGOs so that there would not be any crisis in service delivery. According to Luiz (1993, p. 28), "the basic needs approach is an attempt to grant all humans the opportunity to live a life of quality". It is thus the responsibility of government and NGO to partner and work collaboratively in reaching out to the poor while attempting to meet their needs.

The needs of South Africa's population are vast; therefore the government needs to make sure that there are adequate resources to meet those needs. Fortunately, the numbers of people living in poverty in South Africa has decreased. Since 2002 it has decreased from 51% to 43% and nearly 12 million people receive social grants, and 3.2% of GDP is spent on social grant assistance (Rodrigues, 2009). The government has allowed organization, such as SASSA to provide financial security to the people and resume the responsibility of service providers.

South Africa's welfare developmental system has made service delivery to be a collective responsibility between the government and NGOs. Patel (2005) says, the four sectors in service delivery include the government, voluntary sector (NGOs), informal (informal support by family, and social networks) and commercial sectors (business). The government supports these welfare service providers by subsidizing their programmes. Although they are contracted to government, they still operate independently from government. Since the introduction of nine provinces in South Africa, there have been 14 administrations joined into these provinces' Social Welfare Departments. However resources have to be sufficient in order to reach all the nine provinces in South Africa.

According to Makhetha (1997), government's requirement is for the NGOs to align their mission and goals with the policy of Reconstruction and Development Programme (RDP). Makhetha (1997, p. 89) suggested that NGOs' roles "must be taken by the Local and Provincial Government" as stated by the RDP White Paper (clause 7.6.2 & 3). Makhetha's (1997) study was done prior to the introduction of the Growth Employment and Redistribution (GEAR) policy in 1996 and the White Paper for Social Welfare Policy in 1997. The two policies emphasized

that social and economic development should be in the hands of government, private organizations and society.

South Africa is one of the countries that have a large involvement of civil society in social welfare services. In the Government Gazette for Developmental Social Services (1999, p. 6) it is pointed out that "there are up to 10 000 organization in civil society with welfare and development focus. They [are] either based on formal sector receiving government financing or what is popularly referred to as the informal welfare sector, and are currently not government subsidized".

Social welfare services and social security services tend to work in collaboration in terms of shared programmes and administration. The social services system has been working together with other government departments such as the Health, Justice, Correctional Services, Housing, Education, Labour, Public Works, Sports and Recreation, and Safety and Security. These different government departments sometimes provide financial support to other non-governmental and community-based sectors that have a function closely aligned with the Department of Social Welfare Services (currently referred to Department of Health and Social Development).

Although there are a number of organizations partnering with the government, it has become a problem with donors. According to Patel (2005), there are about 98 820 voluntary sectors and NGOs in South Africa operating in a budget of R9.3 billion and providing full-time employment. The challenge faced by government has been the renewal of financing policy and the funding of developmental organizations that were previously not funded by the former government. The current situation is that when government is financing the organization, its services need to be aligned with the government mandate.

3.3 Policies informing the non-governmental organizations (NGOs)

Policies are there to provide rules, regulations and procedures within a defined institutional arrangement governing social interaction (Patel, 2005). According to Green (2008), the national

government's responsibility is to establish policies for practice, whereas the provincial government has a function to implement the policies in service delivery. From the era of post-apartheid (1994), South African government adopted the RDP and GEAR policy to inform social welfare services. According to Gray (1998, cited in Lombard, 2008b) the policy has helped with the integration of social and economic aspect into the social welfare system. The developmental mandate of government has been to financially assist welfare organizations with service delivery.

The Integrated Service Delivery Model (ISDM) for developmental social services was introduced by the Department of Social Development to clarify the level of developmental services that should be rendered by welfare sector (DoSD, 2006a). The model according to DoSD (2005, p. 3), "…provides a basis for setting appropriate general norms and standard for service delivery, which in turn will provide a realistic sense of cost of services". This model is part of what the Minister of the Department of Social Development recommended that the service providers including NGOs/NPOs to implement in their service provision. The model is based on principles such as Batho Pele Principles, the White Paper for Social Welfare (1997) and the Constitution Act 108 of 1996 but guide the manner of service provision by the Governmental Departments (DoSD, 2005).

The implementation of ISDM requires human, financial and infrastructure resources. According to DOSD (2005) ISDM is there to help with the implementation of the White Paper for Social Welfare (1997) and give guidelines for service delivery to government, private sectors and NGOs. According to ISDM, the Department of Social Development (2006a, p. 30) has a role "to lobby for adequate provision of resources to ensure social service delivery promotes partnership and linkages with other service partners". The government has the responsibility across national, provincial, district and local office level (Constitution, 1996). At each and every level the Department of Social Development has to manage and coordinate service provision, and work with service partner such as national bodies, NGOs and private practitioners. By so doing service providers are addressing societal needs and mobilize resources for own organization and affiliates programme and activities (DOSD, 2006a).

Policy formulation has given the welfare sector an opportunity to participate in the process of policy decision-making. The Department of Social Development has seen the need to renew financial policies because of incurring operational costs by the department due to the growth in cash grant distribution (DoSD, 2006b). Principles that govern the partnership between the government and non-governmental welfare sectors help with regard to decision making and administrative aspects. Partnership is there to provide ongoing relationship between the government and the NGO in order to render effective services. It prevents dissolution of NGOs due to lack of support in terms of skills development, resources and finances.

In rendering effective service the RDP policy assisted in the goal of eradicating poverty by providing services to the underprivileged people. The White Paper for Social Welfare (1997), state that the basis for this policy is to transform social welfare and integrate social and economic development. The RDP was replaced by the GEAR policy, which followed a developmental strategy that emphasized on the eradication of poverty and investing in human capital. Chapter 2 of the Bill of Rights in the Constitution of South Africa Act 108, (1996, p. 6-20) on the other hand created a spirit of harmony for all citizens, by building on principles of participation, accountability, equality and partnership. Similarly to GEAR the Constitution supports the alleviation of poverty through the availability of housing, health care, food, water and social security in section 22(1) and section 27(2) of the Act 108, 1996.

The social welfare policy is informed by the following policies; the RDP, Constitution of Republic of South Africa (Act108 of 1996) and the White Paper for Social Welfare (1997). The introduction of GEAR policy according to Patel (2005), impacted on government's funding of welfare organizations as well as service provision. Due to this lack of economic growth across social spectrum GEAR was replaced by AsgiSA in 2006 with the goal of helping the welfare sector in addressing poverty and inequality (RSA, 2007a cited in Lombard, 2008b).

The idea behind these policies has been for government and the welfare sector to ensure that there is equal access to welfare resources including social assistance. Policies such as the Financial Policy for Developmental Social Services (1999) and the ISDM (cited in DoSD, 2006a) are there to support the implementation of the White Paper for Social Welfare (Lombard,

2008b). In terms of the legislation, social welfare services has been under the provision of social service profession such as the social workers, and the need for such individuals has increased over the years due to their scarcity (Social Service Profession Act, 110 of 1978).

Social development services provided by the NGOs are monitored by the Department of Social Development's code of conduct and ethics. As much as the government has authority over the NGOs, the intention is not for the NGOs to be depended on government or to have an unrealistic operational standard framework with regards to service delivery. The White Paper for Social Welfare (1997) makes it clear that it is assisting in the integration of services by introducing guidelines and a policy framework for the new developmental approach for social developmental sectors (Green, 2008). According to the government policy on partnership, NGOs should be independent and make their own decisions that are in line with the government's policy expectations. The government encourages accountability, empowerment, community-centeredness, effectiveness and efficiency in terms of service delivery (Government Gazette for Social Development, 1999).

The government regulates and provides guidance with the operational system of the NGO (Midgley, 1998). According to the DoSD (2001, p. 15) the aim of the financial policy is to "meet [the] government's agenda to address and eliminate the current imbalances in service to citizens". The introduction to the new financial policy for the developmental social services is informed by the Medium Term Expenditure Framework (MTEF), which was introduced in 1996 by the government (Government Gazette for Social Development, 1999). The aim of the MTEF is to assist government and the NGOs with the spending plan to be used within a three years budgetary cycle. According to Government Gazette (1999, p. 6), "the budget for government institutions is R582 million, while transfers of R827 million per annum are made to the NGOs". Social development services' responsibility continues to be shared between the national and provincial sphere of government (Constitution Act 108 of 1996).

Social development and economic strength is important. According to the developmental social welfare theory there is a need to integrate economy to enhance social welfare and wellbeing of the people. The redistribution of wealth should be done by social investment in order to close the

gap between rich and poor. Green (2008) says that social investment addresses material needs and encourages society to be included in the economy. Moreover, investing in human capability is highly emphasized, because the goal of social development includes providing educational facilities to empowerment and improves skills that enable people to access jobs. Macro-economic policies have been promoting employment and people-centered economic development. The provision of social benefits like grants has been done for those in need of financial assistance; hence the criteria vary from one application to another.

3.4 Management structures within NGOs

NGO's management is not totally different from cooperative management because the focus of a typical company is profit-making. According to Shand (1996, p. 24) management should be "concerned with social change and developmental agents". The management structure of NGO has an effect on the operational success of the organization. Shand (1996) says that the internal operational inefficiency and ineffectiveness of organizations have caused many NGOs to collapse.

In order for NGOs to function better it has to have an organizational structure pointing clearly the positions and reporting lines. According to Bryman (1996, p. 281), a leader is "someone who defines organizational reality through the articulation of a vision". The role of leadership in an NGO is to communicate the mission and vision of the organization to others. The leadership's responsibility is to demonstrate commitment and drive, with the intention of mobilizing people and resources (Hailey, 1993 cited in Hilhorst, 2003). The leadership of an NGO is driven by certain values and principles, and the passion to address people's needs. Furthermore, she or he should be driven by charity work, the "willingness to live on a low income" and the willingness to develop others and engage and network with the external environment (Etkin, 1992 cited in Hillhorst, 2003, p. 172).

According to the DoSD (2001), management within the NGO is the responsibility of the leadership. Leaders are required to manage the operations of an organization and be involved in decision-making. They need to develop and apply the skills of organizing, networking, business

management, labour regulations, research, documentation, information dissemination and technology so that the organization becomes functional (William, 1991). Moreover, Kadushin (2002) says that managing staff is part of skills required from a leader because a manager ensures that services are delivered to clients within a policy framework, thus resources (including staff) are used effectively and efficiency.

A typical leadership structure within an NGO consists of the Board of Directors (Governing Body or office bearers) the chairperson and the chief executive officer (CEO) or Director. The CEO and the chairperson are "the leaders of the organization and granted power to influence the overall management of the organization" (Iecovich & Bar-Mor, 2007, p. 23). All of the above-mentioned key people have roles and responsibilities they assume in the management of the organization. However, sometimes their leadership roles become blurred and demanding. In order for an organization to fulfill its mission and objectives it need equipped office bearers who will face and handle the situation on a daily basis. The board of directors and the staff need to be committed and enthusiastic. The subsequent part of literature will discuss and explain in detail the board of directors, chairperson and the CEO or director (who form part of the staff leadership).

3.4.1 The Board of Directors and Chairperson

According to the DoSD (2001, p. 5), the Board of Directors is "the group of non-governmental organization's constituency representatives who are elected or invited to voluntarily serve as the constituted leadership of an NGO". The Board of Directors can be given the title of amongst others: Board, governing body, trustees, office bearers, council or the steering committee. For the sake of this study they will be referred to as the 'Board'. The Board is made up of at least 6 to 10 members who are responsible for the organization. Large and potential donors need to be approached by the Board so that the organization can attain resources. The Board is responsible for managing resources and assets effectively in terms of Section 21 of the Non-Profit Organization Act, 71 of 1997. It is there to monitor the executive body and supervise the CEO. They are the overseer of the organization although they rely on the CEO and the cooperation of the staff to implement the set policies (Iecovich & Bar-Mor, 2007).

In order for the Board to be effective in their job they need to give attention to their level of care, loyalty and obedience (DoSD, 2001). The duty of care requires knowledge and information so that there can be appropriate decision making. The Board should be loyal, which means that board members need to act to safeguard and act in the best interest of the organization so that the standard of the organization can be upheld. The DoSD's (2001) code of good practice for NGO points out that the Board needs to ensure that the organization operate within the rules and in accordance to the mission and constitution, which state the purpose of the organization.

3.4.2 Chief Executive Officer (CEO) or Director

Leadership varies from one organization to the other in terms of the CEO or the director. Some NGOs have a director who is responsible for running the organization and still sits on the Board meetings. The DoSD (2001) explains that the CEO forms part of the staff leadership. He or she oversees the organization by providing guidance and direction to the implementation of the programme within the organization.

This was illustrated on the current study by one of the interviewees who said that

"Since I am the Director of this organization and the chairperson as well, my role is to share with the board my vision and make sure we (organization) fulfill or reach out to our children".

Although, ideally the Chairperson and the CEO are to be appointed by the Board, it has become a challenge for most leaders because they resume many roles. The reason the Board chooses the Directorship of NGO is to ensure that the right people who will be able to head up the organization are appointed. The CEO and the chairperson sometimes share similar roles such as leading the organization and implementing the policies outlined by the Board (DoSD, 2001).

The relationship between the chairperson and the CEO is of power in nature. Iecovich and Bar-Mor, (2007, p.23) say this is so because they have been "granted power to influence the overall management of the organization". Although CEOs are key-holders in the organization, their

dominance sometimes affect the performance of the organization more especially the finances. To ensure the CEO's performance is satisfactory they need to work in an environment that has adequate resources to enable them to meet the long-term vision that the Board requires. According to DoSD (2001), the CEO of an NGO should continuously respect the Board and ensure that the Board is kept informed of all organization's activities. Furthermore the CEO should advise the Board of any developments that may affect the organization's well-being.

Experience shows that the definition of the relationship between the Board and the Director is relatively dependent on the perception of roles for such individuals. Both are valuable within the organization and responsible for the achievement and failure of the NGO. In a research done by Iecovich and Bar-Mor (2007) it shows that the dynamism and conflict between the Board and the CEO has to do with power. This brings serious tension and problems because of the lack of harmony and co-operation between the two leaders equally dominate and affect the organization. Because some CEOs resume both the roles of chairperson and directorship, these tend to affect the demand of work expected from their individual positions.

The chairperson and CEO's roles both have an element of control. Therefore, if an active chairperson is involved in the operations of NGO he or she might cause conflict with the CEO by taking on the responsibilities of the CEO. However, other NGOs prefer having the involvement of the Board and the chairperson on a support level, but not fulfilling the routine management functions. In reality the CEO has a dominating role than the chairperson within the organization. Murray (1997, cited in Iecovich & Bar-Mor, 2007) says that in small and infant organizations the Board actively participate in NGO's management and the roles are been shared. The role is also depended on the developmental stage and growth of the NGO, which is why the Board and the Director's roles are both be dynamic (Iecovich & Bar-Mor, 2007).

3.5 Funding of the NGO

Funding for the NGOs and developmental welfare service providers in South Africa has been insufficient and somewhat neglected. Supporting this statement, Lombard (2008b) argues that most of the funds go to the social security such as grants with the attempt to address high level of

poverty. Although poverty alleviation has been a task for the government and SASSA, De Vries (2004 cited in Lombard, 2008b) say this has never closed the gap. Within the 2004/2005 budget period, the government allocated 91.6% to social security whereas the welfare/ social services received 4.6%, thus the 4.6% had to be divided within the government and non-government sectors.

Besides, funding of NGOs can either be provided by the government and/or other sponsors/donors. NGOs might have a fundraising team that is responsible for the raising of funds and resources needed for managing the operations of the NGO. Although there are not enough funds given to NGOs by the government, NGOs are expected to provide a large amount of services within the communities. For this reasons Lombard (2008) says NGOs are left to close. Funding of NGOs is now depended on the availability of funds and whether the NGOs' objectives are in line with that of the Department of Social Development (DoSD, 2005).

The DoSD (2001) stated that there are three important stakeholders involved in the fundraising process. They are the beneficiary (people identified to have a need), donors and the non-profit organizations (NPO). Before democracy in South Africa, beneficiaries were not involved in service delivery and the Boards were not in touch with the needs of all population group represented in the communities (Patel, 1991). However, Patel (1991, p. 220) stated that "participation of consumers [can] increases their power to exercise control over the allocation of resources if services [rendered] were more responsive to the needs of the society." In order for services rendered to be efficient and effective participation of beneficiaries is needed so that the services rendered by NGOs can be relevant to the people.

Currently, NGOs apply a fundraising model, where fundraising can be done by volunteers and/or a person employed part-time. Despite the importance of fundraising, the position for a fundraiser is according to Patel (1991), not recognized and still lacks professional status. The process of acquiring funds has changed. In the past, organizations expressed desperate need for financial support, and funds were therefore donated. However, it has changed to a more business orientated approach whereby organizations are required to market themselves, and present funding proposal before funds will be donated (DoSD, 2001).

It is therefore the responsibility of the NGO to have a financial system and qualified persons to manage the organization funds. The financial system should be informed by policies and procedures, which according to the Non-Profit Act Organization, 71 of 1997 section 6(1)(b) (1) (cited in DoSD, 2001) includes the financial statements; income statements, cash-flow and balance sheet, payroll policy, budgeting and tax procedures. For the purpose of monitoring and evaluation it is the organization's role to conduct annual financial audits and ensure that designated funds are used only for the purposes of which they were allocated to (Green, 2008).

Financial support received from external sources except government requires an effective administration system that manages the resources that an organization possesses. The important factor highlighted by the DoSD (2001) is that funding, and the planning for future funding has been neglected by organization besides service delivery. This is because most NGOs lack skilled personnel to be responsible for financial administration and fundraising. Fundraising is fundamentally important because it provides the organization with necessary resources to fulfill its mission and goal.

NGOs in South Africa particularly those registered under the NPO Act no 71 of 1997 has relied on the government's subsidies and some on international donors. Research done in South Africa indicated that 70% of Non-Profit Organizations' income comes from donors and 11% of the 70% are from international donors. Self generated funds represent twenty five percent (25%) of the income whereas the 5 % is from the government in the form of subsidies and/or grants (DoSD, 2008a). Being a developing country, South Africa's situation is different from developed countries such as Europe, the Scandinavians, the United States of America and Britain where most of their income is self generated and other funds are from the government (Department of Social Development, 2001).

Sponsorships have also been used widely by South African NGOs. It is also called cause-related marketing and implies that the organization enters into a business partnership with the persuasion for marketing and promotional objectives (White Paper for Social Welfare, 1996). Sponsorships

require an organization to be aware of the principles, requirements and implications of a business partnership.

The power of the funding agencies is apparent whereby NGOs are required to put effort in making the funding relationship work and last. According to Shand (1996), the terms of financing, reporting and accountability are negotiated between the funder and the NGO. The NGO needs to establish and maintain a good collaborative relationship by reporting and providing occasional feedback regularly. Funding agency sometimes take a role of setting developmental strategies for project implementation whereas NGO develops campaigning tactic.

NGOs' accountability involves reporting to the recognized authorities, especially the funding agencies or stakeholders and to be held responsible for their actions. Hillhorst (2003) further states that organization should continuously answer to their quality and impact of their work. According to the social theory of Durkheim (cited in Hillhorst, 2003), NGOs are part of the civil society and for them to function well, society may force them to conform to shared norms and values and fulfill its work on the basis of moral obligation. Furthermore accountability creates openness within the organization that helps in the developing organization.

3.6 Challenges faced by NGOs

The challenges faced by NGOs have been evident from the past era till the present democratic era, and have affected the existence and sustainability of these organizations. In the non-governmental welfare sector in particular, the government subsidizes social work posts. In other voluntary sectors, even though there were no subsidies during apartheid or before 1994, there were still welfare activities occurring. These organizations depended on the funds they raised for themselves. According to Lund (1992), fundraising has been challenging for most organizations and it hampered sector development. Fundraising was difficult due to the organization locations that might have not been economically blooming. Organizations did not easily obtain fundraising number, but had to prove that they were following their welfare mission approved by the government's welfare directorate. During the apartheids era in South Africa, private organizations had problems with accessing international and national donors because of cluster

division, such as TBVC (Transkei, Bophuthatswana, Venda and Ciskei) whereas RSA as a state was more organized. Fundraising activities contribute to the maintenance and sustainability of the organization. Without adequate resources and funds, the organizations were unable to achieve their mission and goals. This affected the efficiency of the NGO's production and operations.

Currently, NGOs are still faced with challenges such as the lack of infrastructure, human resources, insufficient knowledge and skills by management. Partnership between the NGOs and the government aimed at addressing training needs and skills development within NGOs. It is the current system of social developmental services whereby NGOs and the government are working collaboratively. However, according to Earl and Lombard, 2005 (cited in Patel & Hochfeld, 2008, p. 199) "numerous challenges remain of a fiscal nature including increasing governmental control and a lack of recognition of the efficacy of voluntary initiative". The urge has been for government to support NGOs because the existing skills and resources could be used to address the social needs (White Paper for Social Welfare, 1996).

It is now challenging for the Department of Social Development (DoSD) to meet everyone's needs with limited resources. As much as intervention in relation to residential care facility was the dominant method in the past; according to Patel and Hochfeld (2008), the move from this method has created a gap in social development and welfare service provision. For instance, most of the residential facilities for older persons and children have been closing due to the lack of financial support from the government and private donors. The intentions of the new Welfare Policy post 1994 have been to rectify service provision of the past and its social inequity, hence rendering service abroad all social sphere (White Paper, 1997).

Since 1994 social service delivery has been undergoing a major transformation. The transformation is focusing on the development of social services at integrating promotative, preventative and early intervention strategies together. Integration of social services focus on special developmental areas such as HIV and AIDS, poverty alleviation, crime prevention, substance abuse and disability across the targeted groups of children, youth, families, women and older persons. The approach for integrated service delivery necessitates collaboration between

NGOs and the government, and private sectors. It is the NGOs responsibility to give feedback and have its programme evaluated by government department (DoSD, 2005).

3.7 Sustainable development within the NGO

Although, sustainability in a context of social developmental has challenged social service delivery, it still includes the environment, socio-economic aspect of the country. Davids et al., (2009); Amanor and Moyo (2008) explain sustainable development to be a pattern of resource usage that aim to meet people's needs while preserving the environment so that these needs can be met not only in the present, but also for the future generations. According to Lombard (2008a), this has created some confusion in such way that NGOs have demanded greater conceptual clarity. Sustainability for most NGOs requires availability and abundance of resources so that effective and efficient services are rendered (Boulanger, 2008).

According to Edwards and Hulmes (1992, p. 60), sustainability involves an "ability to maintain services in the longer run without significant external support" and NGOs are still striving to reach that point. Economic development within South Africa assists with the adequate provision of sustainable social services. Social workers for example had to acknowledge the social development approach into their work and projects. According to Lombard (2008a), social welfare services during the past have failed some of the people in terms of advocating for social justice and human rights because of limited resources and facilities. Furthermore access with regard to social services was a challenge in terms of ensuring that the right-based approach is practically used (Lombard, 2008a).

Presently, there are still people not reached by social services. For example, the social security process has proved to be insufficient even though government has been using it to alleviate poverty. Yet, Thin (2002 cited in Lombard, 2008b) postulate that, although the government would want to provide for its citizens, it is still important to give people the opportunity to participate in socio-economic development. The DoSD (2006a) makes it clear that it is avoiding dependency of people on grants managed by South African Social Security Agency (SASSA).

The response to poverty as stated by Minister Skweyiya (2008 cited in DoSD, 2008a) is that NGOs have to strive to empower and bring awareness to the people with the use of social developmental programmes. For instance social development expenditure was set to grow by 2.5% especially with the distribution of grants. Patel (2005, p. 116) says that "expenditure on social assistance makes up 91% of the overall welfare budget". So the budget will be there for social development service providers, but NGOs need to know how to manage their supplies and demands.

The role NGOs play in sustainable service delivery and community-based development programmes depend on the substantial funds government offers (Lombard, 2008). According to the Gauteng Welfare Summit (2006) the agreement made between the government and the NGOs was to devise a basic service cost plan so that services can be rendered and maintained, and strengthen other sectors and government. Development entails redistribution of resources of human and social capital to contribute to the economic development (Patel, 2005). Nonetheless, NGOs have found an alternative namely to source funds externally. Fortunately, those that are registered under the Fund-raising Act, 107 of 1978 are able to get involved in fund-raising activities.

NGOs sustainability relies on resources to help in its operations as one of the interviewees in the current study said: But, presently, the challenges faced by NGOs include the pressure exerted by donors and stakeholders wanting proof of impact and results. Lindenberg and Bryant (2001) suggested that NGOs should remain accountable to themselves and their funders through sharing knowledge of services provided.

The DoSD's Annual performance plan (2008b, p.151) "prioritizes the empowerment of communities towards sustainable livelihood, and aim to ensure NGOs and other emerging organizations design, and implement integrated development programmes". It is a ministry of the government that facilitates social service provision across the nine provinces in South Africa. The department is responsible for "social security programme and welfare services" (Patel, 2005, p. 116).

The challenges for the DoSD include improving the monitoring tool for empowerment programmes and access material assistance through developmental centers. Sustainable livelihood was partly mentioned by participant interviewed in the present study although it is important for the development of the individual, families and communities towards self-reliance, but this was depicted through the following dialogue:

Interviewer: What suggestion would you like to make regarding the sustainability of NGOs in South Africa?

Participant: Government must face reality because there are thousands of children who are destitute, so government should help us to support such programmes and monitor NGOs closely for transparency. Also look out for NGOs who are taking advantage of government funds and using for their own personal usage.
(NGO 7)

The DoSD together with civil society and NGOs between the period 2008/2009 had about thirty (30) developmental centers involved in sustainable livelihood. In terms of material assistance the department together with SASSA has captured 2040 new adults entering social development programmes and social grant assistance. The department intends to continuously support NGOs through training to equip them to monitor and report on their activities appropriately (DoSD, 2008b).

3.8 Summary of the Chapter

The chapters looked at literature about the developmental social welfare service delivery, the non-governmental sector, specifically starting from the historical background of the non-governmental organization and the role of NGOs within a developmental paradigm and in relation to sustainability. Furthermore, the partnership between NGOs and the government and policies informing their existence and operations were highlighted. Throughout, the role of the DoSD was integrated. Management and structures within the NGOs was explained and the funding sources of NGOs.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

The following chapter presents a detailed description of the research design and methodology used when the research was conducted. The section discusses research questions, primary aims and objectives and the research approach to the study. The type of research, sampling procedures and methods of data collection and analysis employed during the study are described in the chapter. Furthermore, ethical considerations as well as the limitations of the study are discussed in detail.

4.2 Research questions

The following research questions guided the study;

- How do NGOs understand their purpose, aims and objectives in line with their establishment?
- What kind of support in terms of administration and finances do the existing NGOs receive from government and other sectors in order to operate?
- How has the NGO ensured effective and efficient management?

4.3 Primary aims and objectives

The overall aim of the study was to explore the perceptions of NGOs management about the operations of NGOs and to reflect on the sustainability of South African non-governmental organization. Although several NGOs are funded by the Department of Social Development (DoSD) in South Africa, not all of them are sustained. The study investigates the factors that might influence the sustainability of South African NGOs by focusing on the role of

management, funding, monitoring and operational systems as well as the support received from government.

The objectives of the study were as follows:

- To explore management's views about the registration process of NGOs.
- To determine whether the existing NGOs receive sufficient support and services from the government and other sectors.
- To examine management's challenges with operational processes of an NGO.
- To understand the purpose, aim and objectives of NGOs.
- To establish how NGOs ensure financial sustainability.
- To explore management suggestion to improve the functioning of NGOs.

4.4 Research Approach

Due to the explorative nature of the study, a qualitative approach was followed. According to Leedy and Ormond (2010, p. 135), a qualitative approach "focus on phenomena that occur in natural settings- that is in the real world and it involves studying those phenomena in all their complexity". This implies that people are studied in their natural setting and attempts are made to understand or interpret phenomena in terms of the meaning that people bring to them. Therefore qualitative research can be conducted by using a variety of methods which draw on qualifying words and descriptions to investigate and record aspects of social reality (Bless, Higson-Smith & Kagee, 2006).

According to Welman and Kruger (2001), most social researchers take up research studies with common purposes, which are exploratory, descriptive and explanatory. In order to investigate the aims and objectives of the current study, an explorative-descriptive qualitative research approach was used. Since the researcher was interested in NGOs' sustainability, operations and management, this approach was therefore relevant and applicable because it allowed the researcher to explore and understand the views and perceptions of participants about the sustainability, operations and management of NGOs better. Babbie and Mouton (2001, p. 80)

suggest that the reason for embarking on such a study is "to satisfy the researcher's curiosity and desire for better understanding" of the topic at hand. The descriptive phenomena in this study allowed the researcher to focus on patterns that emerged from data gathered.

All research should have criteria against which the trustworthiness of the study can be evaluated. With qualitative research approach these criteria are credibility, transferability, dependability and conformability (de Vos, 2005). Lincoln and Guba (1985 as cited in de Vos 2005, p. 346-347) indicated that the study is *credible* when the inquiry /research was conducted in a way that ensured that the subject was accurately identified and described. *Transferability* or *generalisability* of a qualitative study's findings to other settings is challenging and seen as a weakness in this research approach. The research attempted to counter challenge this by stating the theoretical parameters of the research clearly and also applied triangulating multiple sources of data, for example multiple cases contributing to the usefulness of the data in other settings.

Attempting to answer how the researcher can be reasonably sure that the findings will be replicated if the study was conducted with the same participants in the same context refers to *dependability* of the research. Replication in itself is a challenge therefore the dependability of this research study is questionable.

The final criterion is *conformability*. The questions to be asked is how the researcher can be sure that the findings are reflective of the participants views and the research itself rather than a creation of the subjectivity, biases and prejudices of the researcher. The researcher made an attempt throughout all the interviews to listen and also probing questions without participating in the discussion and sharing the researcher's own views and opinions.

4.5 Type of research

In the perspective of this study, applied research seemed to be the most appropriate type of research. According to Leedy and Ormrod (2010, p. 44), research projects that are "intended to address issues that have immediate relevance to current practices, procedures and policies… which inform human decision making about practical problems, are known as applied research".

Applied research was relevant in this research study because the researcher observed the participants in the research study experiencing problems in practice with regard to NGOs' sustainability, operations and management, funding and monitoring.

4.6 Research Design and Methodology

4.6.1 Research design

According to Leedy and Ormrod (2010) qualitative research methods are more flexible and less descriptive. It gives one guidelines because there are no exact recipe or magic formulas for conducting a qualitative research study. There are five common qualitative research designs that can be applied. For the purpose of this study a multiple or collective case-study design was used. This design seems to be especially suitable for "learning more about a little known or poorly understood situation" (Leedy and Ormrod, 2010, p. 137). In the context of this research study, the researcher wanted to understand the experiences of members of management of NGOs with reference to sustainability, the role of management, funding and monitoring better.

Although case studies are usually descriptive and providing rich information about individuals, settings or particular situations it does have limitations in that there may be problems with the validity of the information. The testing of causal links is often challenging and generalizations from single case studies cannot be made (Terre Blanche, Durrheim and Painter, 2006).

4.6.2 Sampling Procedures

Punch (2004) defines a sample as a portion selected from a particular group of people for a selected research. A non-probability purposive or judgmental sampling was used because the researcher could select individuals who could yield the most information about the topic under investigation. This type of sampling procedure according to Babbie and Mouton (2001) and Bless et al. (2006), is based on the researcher's judgment regarding the characteristics of a representative sample and allows collection of data sufficient for the research purpose. However, the disadvantage of this type of sampling is that it relies on the researcher's own judgment and

not on objective criteria and it often lead to non-representative sample (Bless et al., 2006). Therefore, it is important for the researcher to always provide a rationale explaining the reasons for the selection of a particular sample of participants (Leedy & Ormrod, 2010). For this purpose, the researcher targeted any NGOs that have been registered as an NGO with the Department of Social Development in Johannesburg, Gauteng province. Thus, a sample of ten participants from different non-governmental organizations in Johannesburg area was used. The participants comprised of people in leadership positions such as managers, founder members, CEOs or chairpersons of the organizations.

4.6.3 Research instrumentation

Due to the qualitative nature of the study, a semi-structured interview schedule comprising of closed and open-ended questions was used during the research study (please refer to Appendix A). According to Herbet et al., (1995, cited in Babbie & Mouton, 2001 p. 289), a "qualitative interviewing design is characterized by being flexible, iterative, and continuous, rather than prepared in advanced and locked in stone". By using a semi-structured interview schedule, the researcher could gain a detailed picture of the participants' perceptions about the topic under investigation. This allowed the researcher to ask standard questions as well as one or two more individually tailored questions that allowed sufficient flexibility to probe the participants' reasoning (Leedy and Ormrod, 2010).

Therefore, the instrument allowed participants to speak broadly and in-depth about different matters pertaining to the topic. Furthermore, the researcher was able to explore the answers with the participant, hence giving the researcher control over the format and the flow of questions (Creswell, 2003). The interview schedule did not dictate the interview but rather guided it. The advantage of using this instrument was that the researcher was able to collect detailed information, which participants reflected upon. However, it became challenging to analyze the data because all the information needed to be organized in relevant research themes and categories. Although the semi-structured interview schedule was time consuming, the interviewer focused on managing the question and the time so that the participants were focused during the interviews.

4.6.4 Piloting of research instrument

Bless et al. (2006, p. 184) define a pilot study as "a small study conducted prior to a large piece of research to determine whether the methodology, sampling, instruments and analysis are adequate and appropriate". This is supported by Strydom (2005, p. 206) who refers to a pilot-study "as a dress rehearsal" of the research design. This is therefore part of the preparation for the actual research study. For this reason, the research instrument was tested with two people who represented two different NGOs that did not form part of the actual research sample and study. Piloting the research tool prior the collection of data gave the researcher an opportunity to ensure that the questions made sense and would elicit useful information when the actual study took place (Welman & Kruger, 2001). Piloting was also of value as the researcher was able to understand whether this approach would be effective, and assisting the researcher to answer the research questions posed. According to Leedy and Ormrod (2010, p. 11) "a brief pilot study is an excellent way to determine the feasibility of your study".

4.6.5 Data collection method

Semi-structured interviews were conducted by the researcher to collect intensive data about the experiences of the participants representing ten different NGOs in Johannesburg, Gauteng province. In qualitative studies interviews are more open-ended and flexible, which allows the researcher to gain better understanding by probing for more in-depth information. Babbie and Mouton (2001, p. 289) say probes are important because the researcher is able to "get answers in more depth without biasing later answers". The semi-structured interview schedule was personally administered individually by the researcher with ten participants from different NGOs in Johannesburg.

4.6.6 Analysis of data

According to de Vos (2005, p. 333) the process of data analysis "brings order, structure and meaning to the mass of collected data". The meaning regarding the data is associated with the theoretical framework around the phenomena being tested, which are NGOs' sustainability,

management, operation and monitoring. According to Stake (1995) and Creswell (1998) as cited in Leedy and Ormrod (2010, p. 137), data analysis in a collective case study involves the following steps:

- Organization of details about the case
- Categorization of data
- Interpretation of single instances
- Identification of patterns
- Synthesis and generalizations

In the current study, the researcher analyzed the data according to the steps in the framework presented by Creswell (2009):

Step 1: The raw data was organized and prepared for data analysis. This involved a detailed description of the individuals and settings.

Step 2: Other documentations, for example NGOs' annual reports were studied and interpreted for specific meanings that they might have in relation to the collected data.

Step 3: The researcher then read through all the data analyzed and coded or categorized it in different themes and/ or issues and clustered it into meaningful groups.

Step 4: The data and interpretations thereof were then scrutinized to identify interrelating themes or patterns.

Step 5: All the analyzed data were combined and an interpretation of the overall picture, where the meaning of the themes and implications and conclusions were constructed and highlighted.

4.7 Ethical consideration

Whilst conducting research study several ethical implications were considered in order to acknowledge the values and rights of the research participants. The following principles guided the researcher during the research study: avoidance of harm or non-maleficence, beneficence, autonomy, justice, fidelity and respect for participants' rights and dignity (Bless et al., 2006). The researcher adhered to the following ethical requirements;

4.7.1 Informed consent

The participants were chosen on a voluntary basis and they signed the consent form (see Appendix B). Grinnell (1998) says that participants have the right to participate in the study voluntarily and also decline from the study at any time. Furthermore, the researcher explained the participant information sheet (see Appendix C) to the participants. According to Leedy and Ormrod (2010, p. 101-102) " one common practice is to present an informed consent form that describes the nature of the research project, as well as the nature of one's participation in it. Such a form should contain the following information: brief description of the nature of the study, a description of what participation will involve in terms of activities and duration and a statement indicating that participation is voluntarily and can be terminated at any time without penalty". Essentially, it means that the researcher is ethically obliged to provide participants with understandable and accurate information about the study they are to participate in.

4.7.2 Discontinuance

Issues like benefits for participating in the research study, the rights to withdraw from the study at any time and to refuse to answer questions participants feel uncomfortable to answer were addressed. Some participants executed the latter right when several questions related to the finances were not answered as the participants felt uncomfortable. The right of participants to withdraw from the study form part of the information specified in the informed consent form (Leedy and Ormrod, 2010). Although the interviews were not tape-recorded, participants were made aware that the researcher will make notes during the course of the interview.

4.7.3 Confidentiality and Anonymity

According to Clark (2007, p. 185), confidentiality involves the researcher's "consideration for certain type of data that participants would prefer to remain private". The researcher assured participants that information shared will be kept with strict confidentiality. Leedy and Ormrod (2010) stated that the researcher needs to acknowledge the participants' uniqueness, ideas, words and views to avoid breach of confidentiality and privacy. It was further explained that the information gathered will be analyzed and used in the research report. Moreover, the participants were assured that, though information will be compiled in a report submitted to the Department of Social work, or even be published in a journal, their identity will remain anonymous, and confidentiality will be respected. Although letters of permission to do the research at the different organizations were obtained it will not be published as part of the report.

4.7.4 Reporting back to research participants

The researcher ensured that participants that the results of the study are protected and explained to the participants that in order to fulfill the ethical obligation a copy of an abstract of this study's report will be send to all NGOs' representatives participated in this study. Babbie and Mouton (2001) say that it is important for a researcher to provide feedback, whether positive or negative to the participants. Furthermore, de Vos (2002) says research can become a learning experience for the participants for future participation and also for the researcher to evaluate his or her weaknesses and strengths.

4.7.5 Publication

The researcher informed the participants that the raw data will be kept in a secure place for five years should there be no publication and destroyed thereafter. If there are publications from the research report, the raw data will be kept for only two years after the publication.

4.8 Limitations of the study

Limitations were mentioned throughout the chapter; however the researcher would like to highlight the following limitations:

4.8.1 The research design was qualitative in nature, thus making generalization of findings to other contexts rather challenging due to the fact that the results are not always or very seldom quantifiable. The findings can serve as a basis for future research in an area of non-governmental organizations in South Africa.

4.8.2 Whilst conducting the interviews, the researcher was aware that her own reality and perceptions may influence the process, but made a concerted effort to maintain an unbiased position.

4.8.3 Given that the participants in this study were people in senior positions within NGOs, they might have withheld some of the information, especially in the areas of NGOs' sustainability and funding sources.

4.9 Summary of the Chapter

The chapter has presented the structure and process within the study was conducted. The study employed qualitative research method using semi-structured interview schedule, since it was relevant in exploring and describing the sustainability of South African NGOs and taking into considerations its management, operations and monitoring. The researcher personally administered the research tool and discussed the process of data analysis of the collective case study design. Relevant ethical implications to the study were considered throughout the research. The research findings and interpreted data will be presented in Chapter five of the report.

CHAPTER FIVE

PRESENTATION OF RESEARCH FINDINGS

5.1 Introduction

The study investigated the perceptions about the sustainability of NGOs in South Africa and explored how leadership within NGOs perceives management, operations and monitoring in their organizations. .to analyze the qualitative data collected by using a semi-structured interview schedule with ten representatives from ten different NGOs text was utilized. All the interviews were transcribed, and the researcher worked through the transcripts. The data was analyzed and the researcher categorized it into different themes. The meaning of the themes were contextualized, verified by quotations from participants and supported by literature. The findings of the study will be presented in the following way:

- A profile of the NGOs represented by the research participants
- A presentation of the themes that emerged from the process of data analysis
- The meaning of the themes will be contextualized; quotations from participants will verify the findings and appropriate literature will be integrated to support the findings.

5.2. Profile of the NGOs

There were ten NGOs located with the Johannesburg, Gauteng province involved in the study. The organizations' real names were not used to retain confidentiality (Babbie & Mouton, 2001). Profiles of the participating NGOs are displayed in the table below.

Table 5.1: Profile of the NGOs (N=10)

Organization	**Type of organization**	**Field of services**	**Location**	**Position of participants in the organization**
1	NPO, Section 21 company	Woman abuse, shelter	JHB	Office Manager
2	NPO	Children and family counseling	JHB	Assistance Director
3	NPO, Section 21 company	Research centre for violence	JHB	Service manager
4	NPO, PBO	Abused children and women (Shelter)	JHB	Founder and Director
5	NPO	Supervision of Old age homes	JHB	Director
6	NPO	Family and marriage counseling	JHB	Director
7	NPO	Children (abused and vulnerable)	JHB	Programme Manager
8	NPO, Section 21 company	Children (street children and youth, shelter)	JHB	Programme Manager
9	NPO	Children (orphan and abandoned, shelter)	JHB	Founder and Director
10	NPO, Section 21 company	Human rights (Displaced refugees)	JHB	Programme Manager

Registration of an NGO is a requirement by the Department of Social Development. All the ten organizations that participated in the study had applied to be registered with the Department of Social Development (DoSD) under the Non-Profit Organization (NPO) Act of 1997. Apart from one NGO that is still awaiting the NPO registration number, all other NGOs have received their registration numbers. This organization is still awaiting the evaluation of their organization by DoSD officials and were informed that the waiting period might be three months or beyond.

Eight of the participating NGOs have existed for more than ten years and two for less than ten years. Of the ten organizations four were also registered as a Section 21 company and only one was registered as a Public Benefit Organization (PBO). Some of the participants viewed registration of NGOs also as a Section 21 company as a possible benefit when preparing proposal for social investment funding by businesses. Not all of the participants were part of the NGO when the application for registration happened. However they regard the registration process as an administrative function done by the DoSD after the NGO has submitted the official registration application forms to the DoSD (see Appendix F). Participants in the study view the registration with the DoSD as beneficial because the NGO is then recognized as a legal entity, supported by the government and donors and has the freedom to launch fundraising activities.

In terms of the ten participating organizations four organizations (2, 4, 6 and 7) were specifically involved in working with vulnerable children. One of these organizations also offered a shelter for abused children and women. Offering services like shelter and support to children and youth on the street were the focus of two organizations. The three other participating organizations focused on research on violence, the elderly, and the human rights of refugees.

The participants representing the different NGOs ranged from founder members to programme managers. The distribution of participant positions was fairly similar to the study done by Sibanda (2009) which indicated that the participants represented the positions of the founder member, CEO and managers. Of the ten participants, two were founder members and fulfilled the role of the director. This implies that as a founder member these participants were also part of the Board of directors of the specific NGOs. Therefore, they fulfilled two different roles within the NGO.

Swilling and Russell (2002) say that leadership within NPOs/NGOs in South Africa often find themselves holding more than one role within the organization. One of these participants explained the situation as follows:

"The Board works on a voluntarily basis and in most cases does not involve themselves in operations of the organization. Although, the director of the organization is independent from

the Board, she also chairs the Board meetings but not sub-committees because she feels she is responsible for the performance and sustainability of the organization. She is part of the growth of the NGO and has more information about what goes on in the organization than the Board".

It was valuable to have representatives who were decision makers in NGOs participating in the study because of their insight and knowledge about managing NGOs and their experience about factors which influence the sustainability of NGOs. Of the eight organizations, two representatives were directors, one a service manager, one an office manager and three were programme managers.

Delays in registration affect organization's operations negatively. Sibanda's (2009) study found that organizations often battle to get feedback from the DoSD and it can take more than three months before registration. Delays are often associated with the bureaucracy within the government structure. It seems that the system is still cumbersome and ineffective. For example, The Business Plan guideline and forms that should be completed as part of the registration seem to be complicated and confusing. One participant mentioned that;

"My organization has been established since 2000 and we want to help vulnerable children by providing them with shelter. Since we have submitted our NPO registration forms to the Department of Social Development, they only came once to do inspections at our view our shelter. We have not received any NPO registration number to operate and it is difficult to fundraise without a registration certificate. Still after ten years we are not in position of a registration certificate".

In a study done by Kaniki (2007) about NGOs in the field of education results show that NGOs found the process of establishing itself as well as formulating a strategy and business plan during registration challenging and delaying their operations. The finding was confirmed by two participants in this study who registered in 1994 and thereafter. They mentioned that the process was 'tedious', and confusing for first time applicants. However the eight participants who registered before 1994 found the previous process less complicated and overwhelming.

5.3 Presentation of qualitative data according to themes

The qualitative data will be presented according to the themes identified when analyzing the data.

5.3.1 Purpose of the organization

Table 5.2 displays a summary of the era the organizations were founded and the purpose for founding the organization.

Table 5.2 Establishment and purpose of the NGOs (N=10)

Organization	Date Founded	Purpose of the NGO
1	1979	A multi-skilled organization that offer services to women and girls and fight against violence.
2	1949	The Centre is committed to psycho-development of children, youth, adults, families and communities through assessment and counseling services.
3	1989	A research centre that studies the patterns of violence and building sustainable peace through advocacy, counseling and community outreaches.
4	1994	A Christian organization aimed at accommodating and giving services to girls and women who are abused through healing and rehabilitation and avoiding them to return to the perpetrator or the street.
5	1956	To supervise old age homes and elderly facilities and assist organizations dealing with elderly people with processes of service delivery.
6	1949	It was a response to the high divorce rate after second world war and addressed marital problems. Its mission is to promote and maintain mutually satisfying relationship within individual, family and marriage life by providing preventative and therapeutic services.
7	1987	To work collectively with communities in order to promote a culture of children rights, through the use of crisis-line, individual and family counseling, and prevent child abuse in South Africa.
8	1985	A feeding scheme for people within Hillbrow area and children and youth living on the street. Provide services like counseling, outreach, drop-in centre and shelter.
9	2000	To reach out to children at risk, provide accommodation and counseling. A Christian organization aimed at demonstrating the love of Jesus in a practical way to destitute orphaned, abandoned and abused children by offering hope, healing and help through the gospel and by actions.
10	1980	A centre to serve and defend the rights of refugees and displaced people. Offer practical and spiritual support according to their humanitarian needs regardless of their belief.

Eight of the ten NGOs participating in the study were established during the period of apartheid, whereas two were established during and after 1994, when South Africa became democratic. These organizations' mission, goals and operational structure were probably influenced by the government system of the era they were founded in. Although Patel (1991) says most organizations that came about during the early 19th century were to challenge colonialism and the apartheid administration most of these organizations in this study focused on social issues that were representative of the time. Since the inauguration of the government of National Unity in 1994 it is well known that NGOs experienced difficulties and many had to close down. This tendency is rather concerning because NGOs often provided important services (Davids et al., 2009).

5.3.2 Governance and management of NGOs

All the research participants indicated that, although the organizations are governed by a Board and managers, the structures are hierarchical and bureaucratic. Participants perceived the bureaucratic structure in their organizations to continuously affect staffs' morale and attitude when it comes to service delivery and reporting. Bureaucracy within NGOs needs to be dealt with. The following quotations verify the statement:

- *"It delays many things such as signing papers, decision making and communicating on time".*
- *"It is difficult for new organizations applying for registration as there are so many forms to fill in and protocol to acknowledge".*

On the contrary, a survey done by Swilling and Russell (2002) showed that 67% of their respondents perceived NPOs/NGOs structures not as bureaucratic but dealing with the government, which is a bureaucratic system hampers the communication with DoSD officials and affect the operations of NGOs. Participants in this study also experienced that the CEO becomes overworked in an attempt to meet the organizational needs, while the Board is not involved or of assistance to address the needs. The former seems to be common within the NGO management structures. Iecovich and Bar-Mor (2007) explain that it is due to the lack of

accountability and commitment among the Board members. When asked about governance or overall management of the organization, participants responded as follows:

- *"The Board members' work is a voluntary service to the organization and they have their own full-time paying jobs".*

- *"The managers of emerging NGOs become frustrated because policies are not in place in the organization, access to and availability of the Board members is limited and challenging".*

- *"They sometimes miss appointments or meetings due to other commitments, so managers carry on with their tasks which are frustrating because you have to account for your decisions".*

- *"The reporting lines to the HOD and the line managers are unclear and cause confusion and lack of support".*

- "*The organization has so many managers and different reporting structures, which makes communication and reporting line confusing. It is difficult for the Board to see the day-to-day operations of the NGO because they are not totally involved in the operations of the organization. There is not enough time for them to meet and make decision, so they are not willing to do much and they do not take accountability".*

From the above statements one can gather that leadership within these organizations carries within itself different dynamics, consequently it affects the effectiveness of their operations, which becomes a challenge. Kaniki (2007) and Patel (2006) say that if organizations had clear mission statements and objectives, it would be easier for their operations to run smoothly. When there is lack of or poor leadership organizations do not perform according to expectations and will not achieve their goals and objectives. Operations are guided by the mission and objectives of the NGO (Patel, 2006). Leadership is accountable, should take responsibility for and exercise their authority to ensure that the organization functions effectively (Hillhorst, 2003).

Some participants felt that when one person fulfill more than one leadership role within the organization, it could affect loyalty from subordinates and distort the communication channels. Furthermore, other participants felt that the Board of organizations with branches provincially and nationally is often slowing down operations within the organization because they seldom meet to make decisions. Correspondently, one participant stated:

"Everyone is far apart, and there is not enough contact especially provincially. If all management and governance will come together to share ideas, it would be more effective but now they are using teleconferencing, which make the decision making process slow because of the poor communication".

It is questionable whether the management of NGOs especially the Board enhances the functioning of NGOs or hampers the effectiveness of operations. Although decision making power resides with the Board, it seems that they might often be a lack accountability and commitment from the Board members, which influence the effective functioning of NGOs and its staff. The DoSD (2001) emphasizes that the Board members should be open to different views and loyal to the organizations they represent to enhance development and growth- they should not suppress the initiatives and activities of the organization. The Board has to support processes such as mentorship, training and skills development, and not only focus on monitoring and evaluation from the DoSD.

5.3.3 NGOs partnership with the government

NGOs do not exist and operate in isolation or in a political vacuum. During apartheid some organizations "thrived under apartheid by pursuing 'safe' apolitical work catering for concerns (and often the needs) of mainly the white community" (Marais, 1997b as cited in Davids et al., 2009, p. 73). New avenues had to be explored by NGOs to relate with the democratically elected government, liberated communities as well as donors and funding institutions. It was clear that NGOs had to make a paradigm shift from protest or resistance to reconstruction and development. Therefore, it is of utmost importance that NGOs form a partnership with government and work together as partners in development.

From this study it was clear that participants expected government to fulfill very specific roles in the partnership relationship. NGOs expressed a need for skills development, continuous collaboration and financial support from the government. The following quotations demonstrate the needs:

- *"Government needs to acknowledge a true partnership and collaboration, and not see and treat NGOs as subordinates. We need a respectful and professional approach from DoSD officials who monitor and evaluate our NGOs' activities".*

- *"We do not just need financial support, but other resources, for example facilities for disabled children are also needed".*

- *"We need financial support as well as continuous training".*

- *"It would be valuable if people from DoSD who do monitoring were not harsh, but explain thoroughly so we do not become defensive".*

- *"Timely feedback from DoSD would help us to improve our functioning".*

Their attitudes were that although monitoring and evaluation tools are essential, the government officials need to clarify their purpose and partnership with NGOs, and not just being harsh and inconsistent. Likewise other participants expressed themselves by mentioning that;

- *"Constant monitoring helps with rendering effective services, so transparency and accountability by government should be emphasized".*

Although NGOs expressed a need for independency, they struggle to maintain themselves without the assistance of the government (Department of Social Development). The guideline for NGO and government partnership according to DoSD (2006a) states that government need to support NGOs, CBOs, FBOs and civil society in general registered under the NPO Act of 1997 with funding, skills development and constant service evaluation. For the NGOs that are

recognized by the department as a legal entity, a business plan (refer to Appendix G) has to be submitted yearly to the DoSD so that subsidy can be secured.

It is obvious that the government and NGOs have to form a strong partnership to benefit communities in terms of development. The sooner all parties involved accept this realistic expectation the sooner the reconstruction and development will happen. This is confirmed by the following statement one participant in this study made:

"*Government must face reality because we have thousands of children who are destitute. They need to understand that societal problems such as HIV and AIDS, orphanage, poverty and homelessness are increasing; therefore they have to be the first to monitor and support community based and religious initiative of organization like ours. We cannot always rely on support from international and business partners whereas our own government does not help or turn a blind eye".*

The findings showed that participants' perceptions were that, *"they are the facilitator of change in society and government needs to realize their importance".* Lombard (2008b); Mogaladi (2007) and Davids et al., (2009) say that NGOs are going to stay for a long time and are needed to partner with government to help alleviate poverty, social illnesses and imbalances. A study done by Swilling and Russell (2002) showed that there is an increase of NGO/NPO importance, and government must continue to support with integration of monetary policy suitable for projects aimed at poverty eradication.

Participants were of the opinion that there is a need for NGOs to exist and in partnership with government to address social problems and alleviate poverty. The participants often felt that they have to convince the DoSD that they are on government's side; therefore it stays challenging to get support for NGOs' operations. This is confirmed by the literature as Kraak (1999 as cited in Davids et al., 2009, p. 74) states that "NGOs may need to move closer to government rather than away from it. And they should do so from a position of strength".

5.3.4 Sources of funding for NGOs

During the interviews, it was clear that most of the participants were uncomfortable and reluctant to discuss their sources of income. One research participant said that "o*ur NGO receives subsidy from the government as everyone knows but other than that I cannot disclose more information. Financially we are well resourced at the moment and do not have any financial difficulties".* Although participants were unwilling to disclose sources of their organization's income it was apparent throughout the interviews that all their activities were determined by the availability of funds. Therefore there is a direct link between the availability of funds and the sustainability of organizations. The figure below shows the most common sources of funding of the ten (10) NGOs represented in this study.

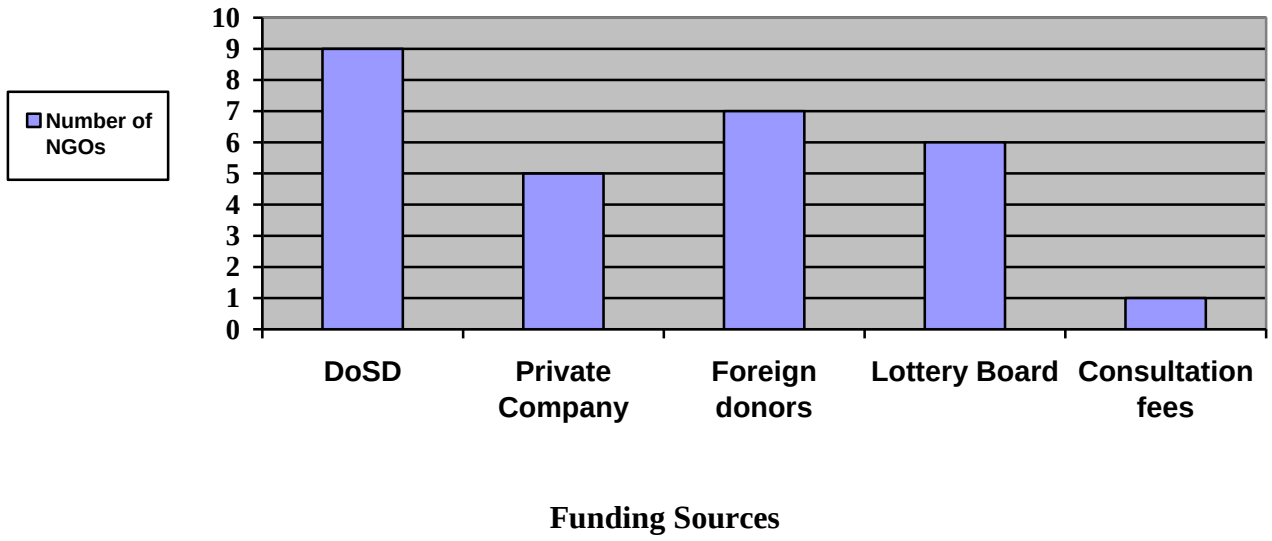


Figure 5.1 Main funding sources of NGOs

Apart from one research participant all the others mentioned that although they strive for financial independence, they are still dependent on government for some financial support and subsidies. Sibanda (2009) says sometimes NGOs are not given funds by government because the government might not prioritize the organization's needs and the financial backlog caused by

shortage of staff at the department also affects the process. This has been experienced especially by new NGOs who are just starting because they need government's monetary support. From figure 5.1 it shows that nine of the ten NGOs interviewed still receive most of their funding from the Department of Social Development whereas foreign donations are the second highest source of income.

It is challenging for NGOs to access international donors. According to Kaniki (2007), the reasons are that since post 1994 donors have moved their financial resources towards projects for HIV and AIDS and financial support to communities in the Middle East who are victims of war. It is clear that NGOs cannot only rely on subsidies from government seeing that it is often inadequate:

> "*Finance is a challenge for us to keep running because we cannot rely on the government. We are also not as fortunate as other organizations that receive money from donors especially outside South Africa. We need to fundraise and have income generating projects".*

Even though the National Lottery Board aim to assist NGOs registered under NPO Act no 71 of 1997 financially, it is still difficult for organizations to rely on it. Most of the participants expressed that the funders such as DoSD and the Lottery Board tend to be inconsistent and not paying organizations on time. The competition for funds among NGOs has also been challenging because donor money is limited and cannot support all NGOs (Kaniki, 2007). All participants agreed that organizations should fundraise and are of the opinion that they are not doing it enough. However, participants view this to be a responsibility that lies with the Board of Governors and that manager can only assist. It is clear that directors and managers from all the NGOs involved in this study did not see fundraising as primary role for them to fulfill.

According to the DoSD (2006a), NGOs need to take initiatives by engaging in fundraising activities. This is because the government also has inadequate funds to support all NGOs. Sibanda (2009) says although organizations receive subsidies from the Department of Social Development, it is not sufficient for organizations to run their project properly. Moreover, the MTEF (cited in DoSD, 2006a) regulates the funds that government allocates to NGOs, so that

they can monitor the funds. NGOs are accountable to government in terms of spending of financial support received from the government.

5.3.5 Staff shortage and lack of capacity within the NGOs

When analyzing data it was very clear that the participants who fulfill the role of manager within all NGOs seemed to be the most competent when compared to other participants. They seem knowledgeable about implementing and monitoring operations within NGOs, hence they are overworked. Staff shortage is an increasing phenomenon in the NGO sectors. Sibanda (2009) associated this with the delay of and inadequate government funding. This study showed that NGOs cannot afford the skilled people that they need to run their operations and implement necessary projects and programmes. The appointment of staff is informed by the Board of which the CEO or the director is part. All participants felt that government has to intermediate in terms of salary subsidies especially for human service professionals such as social workers, social auxiliary workers and community developmental workers.

The following statement from one participants support this view:

"Government needs to consider funding social workers to avoid staff-turnover. Government needs to capacitate NGOs to access other external funds and provide staff development for fundraising".

The Department of Education (2006, cited in Mogaladi, 2007, p. 9) says that "capacity building involves human resource development [that] involves the process of equipping people with understanding, skills and access to information, knowledge and training that enables them to function and perform what is expected of them effectively". This view is confirmed by participants' attitude regarding this matter because they are aware of the shortage of skilled workers due to the fact that the organizations are unable to afford them. Although participants did not mention this, Kaniki (2007) explained that some of the contributing factor to capacity weakness within NGOs has to do with experienced leaders leaving the organization to take up government position, which implies that less experienced leaders are left behind to run the NGO.

Currently in South Africa, NGOs rely on the social work professions and depend on expertise to manage and implement their activities. Despite this, social workers are still leaving the NGOs for better benefits at the Department of Social Development and the private sectors (Patel, 2005 and Lombard, 2008). Most of the participants voiced that the NGOs are losing staff especially social workers because they are unable to give them market related salaries and benefits, which other institutions are able to do. Furthermore, the government is continuously restructuring service delivery within the government and NGO sector, which affect the operations of NGOs. The table below shows the proportion of social workers within the nine (9) provinces of South Africa. It aims to illustrate social developmental services, capacity and the number of registered social workers available nationally (DoSD, 2008b).

Table 5.3: Proportion of Social Workers per Total Provincial Population

Province	**% of total population**	**Population**	**Registered social worker**	**Number of people per social worker**
Eastern Cape	13.5	6 527 747	1 413	4 619
Free State	5.7	2 773 059	579	4 789
Gauteng	21.5	10 451 713	3 379	3 093
KwaZulu-Natal	21.2	10 259 230	2 005	5 116
Limpopo	10.8	5 238 286	-	-
Mpumalanga	7.5	3 643 435	483	7 543
Northern Cape	2.2	1 058 060	367	2 882
North West	6.7	3 271 948	564	5 801
Western Cape	10.9	5 278 585	2 501	2 110
Other			306	
Total	100.0	48 502 063	11 291	35 953

Source of population data: Statistics South Africa's Community Survey, February 2007, source of social work data: Council for Social Work, 2008-2009

From this table it is clear that the ratio between registered social workers and the population creates a challenge when services have to be rendered effectively and efficiently. It should also be considered that these numbers include specialized service that only focus on a specific component of the population. When looking at the Gauteng Province, which has the highest population and the number of social workers registered to practice, it is clear that the demand is much higher than the supply.

Nevertheless, the new Social Work Retention Strategy is part of a solution that the DoSD is trying to implement by assisting potential social workers with scholarship (DoSD, 2008). However, this does not necessarily translate to South Africa having sufficient registered social workers in the field and it will take time before the high demand for social workers are met.

Most of the participants felt that staff shortage, turnover and limited competent staff are related to a lack of funds and that government should help them with more financial resources to enable them to employ and retain skilled and professional staff to render effective services to the community. The ongoing discrepancies in salaries and competition between NGOs, government and the private sector in terms of salary packages affects the quality of service delivery by human service professionals.

The following view of participants support the statement:

- *"All the salary packages of social work posts should be paid by the Department of Social Development irrespective of where social workers are employed".*

- *"The Department of Social Development should give adequate subsidies to NGOs for operational costs and programme implementation to ensure that services renderd by NGOs is effective".*

- *"Training of all NGO staff to develop different skills, for example financial, marketing and fundraising should be provided to NGOs by the Department of Social Development".*

Consequently, most of the participants interviewed felt that the lack of finances is a major root cause of all problems like the shortage of staff, termination of uncompleted project and poor service delivery. This is supported by Patel and Hochfeld (2008) who explain that due to the lack of staff retention, NGOs' operations become threatened.

5.3.6 The role of religion and faith in the NGO sector

Organizations based on religious principles have been in existence since the early centuries. Midgley (2004) and Payne (2005) confirm that as early as the 16th century social welfare and charity services were provided by religious organizations such as Christians and Jews in order to address social problems. Findings from the current study show that two out of ten organizations mentioned their religious foundation and values to be a motivation of their operations. However, these values seem to affect the acknowledgement funding and support they receive. Their uncompromised creed may jeopardize their funding opportunities.

According to Swilling and Russell (2002), NGOs based on faith in South Africa, amount to 12% of the total NPOs. It is not surprising that amongst the NGOs that participated in the study some felt strongly about their ministerial calling and commitment to serve the people. The information reveals that even though most of the NGOs did not say anything about religion, there was an amount of faith attached to sustainability and hope that things will get better in terms of finance to ensure sustainability. The following comments support the view:

"Our sustainability was challenged because when we started we had no income to even buy food, however, we relied on donations, and now already there were women staying in the shelter. It was God's miracle that we were able to provide services".

"We are a Christian organization that wants to demonstrate the love of Jesus in a more practical way to the destitute and poor. However being a church organization you are never sure whether government will give you money".

From the above-mentioned statements it show that NGOs that are founded in Christian principles or religion, feel their sustainability is threatened due to what they stand for namely their morals and values. Kaniki (2007) confirms that the perception they hold is that if the organization stands firm with their objectives it might be contradicting the world view of the funders. Therefore organizations might end up adjusting their goals and objectives to suit that of the prospective funders. This happened during the early 19th century when the state wanted to be the primary welfare service provider. According to Payne (2005) this is still affecting voluntary organizations and NGOs in South Africa as most of foreign donors prefer to give funding to government. Since the government becomes the main distributors of funds, NGOs continue to feel threatened about sustainability due to uncertainty of funds. One of the participants confirmed that with external project funders; "*the organizations would formulate the proposal to meet the needs and requirements of government and funders in an attempt to gain their financial support".*

5.3.7 Networking

Under this theme the participants mentioned that it is important for NGOs that are new as well as old to continue networking with others. This is not only to help maintain working relationships, but to support and assist one another to ensure service delivery is effective and efficient. Participants supported networking with the following comments:

- *"These are difficult times for small NGOs therefore they need to network".*

- *"In order to improve the operations of the organization, I think that networking and liaison should be done with new organizations and existing ones. Be aware of what is happening in your environment and community so that people can know the organization, so visibility is important".*

One particular participant felt that organizations are lacking the skills of networking, which can help them to obtain funds. *"Networking enables one to connect with other organizations that work in the same field as one's organization or different field so that services"*.

The process lies with the staff within that organization because one interviewer said that;
"If you do not know other service providers to refer people to, you will be robbing those people or clients of receiving appropriate services. Although there is a lack of resources within the sphere of NGOs it is important to refer people to the right service providers".

From these comments it is clear that NGOs understand the benefits of networking.

5.4 Summary of the Chapter

The chapter has discussed the research findings and presented the results. The emerged categories and themes that were discussed include registration of NGOs and its challenge. Secondly, it was bureaucracy within the organization whereby the participants expressed their view on the relationship between leadership and operations and how that affects the sustainability of the organization. Thirdly the category on government as seen by the NGOs as a partner emerged, whereby participants expressed the needs for government to support them in terms of funds, skills development and collaboration in service provision.

Source of funding for NGOs became a theme that looked at who are the participants' main sources of funds, and how do NGOs obtain and utilize these funds. Fourthly, a theme on staff shortage and lack of capacity within the NGOs was elaborated and NGOs expressed the main problem with staff turn-over being experienced with social workers. Lastly, the category on the role of religion and faith in the NGO sectors and networking of NGOs was discussed. Christian based organization felt that their sustainability stand challenged because of their values, which might be different from that of the funder. Networking on the other hands was emphasized by participants so that services can be rendered efficiently and effectively.

CHAPTER SIX

MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The main findings of the research study will be presented. The conclusions will be drawn and recommendations of the study will be discussed. The main aim of the research study was to establish how sustainable South African NGOs are when taking a closer view on their management, operations and monitoring. The perceptions of members in leadership positions of these organizations were explored.

6.2 Main research findings

Due to the structural adjustments evident and in conjunction with it the liberation of trade and economic regulations, the human services and social services has been suffering. According to Hall and Midgley (2004), the suffering evident from the 1980s was caused by budgetary cuts and a fiscal crisis. Firstly, it is very clear in this study that NGOs were struggling to survive due to the changes in government structures post 1994 and the adjustments they had to make in terms of a developmental paradigm. However, NGOs do still have the future seeing that they are crucial role players and government's partners in eradicating poverty. South Africans cannot divorce themselves from the legacy of Apartheid, its heritage and the history; however it is important to acknowledge that NGOs are contributing not only to the socio-political arena but they also participate in economic activities to enhance the development in South Africa.

Secondly, the participants were rather concerned about the bureaucracy within the NGOs' structures as well as within the Department of Social Development. It was clear from the results that bureaucracy hampers the effective and quality of service delivery. Some of the frustrations are the role confusion, unaccountability and miscommunication between the Board of directors, management and staff. The results of this are that some members of the staff become overworked and it also affect the morale and attitudes of staff members, which inevitably affect the quality

and effectiveness of service delivery. Despite challenges, participants want to make a difference to society and attempt to stay focused and persevere.

Thirdly, NGOs understand and value the importance of partnering with the government as well as the business sector. It was clear that although all participants wanted to have continuous collaboration with government the relationship has to be redefined because their need is not only financial assistance but also training to develop the business, financial and marketing skills of staff. The NGOs welcome the monitoring and evaluation from the Department of Social Development because they find it useful in terms of improving the quality of service delivery.

Fourthly, sources of funding of NGOs are limited but crucial in terms of the sustainability of NGOs. The sustainability of NGOs is challenged continuously. The concept of sustainability refers to the empowerment and support of NGOs with financial resources. It was evident from the research study that NGOs still need funding for their operations after registration and that the government had to contribute financially and support NGOs continuously to ensure sustainable development. Moreover, the DoSD is seen to be the main supporter of NGOs through partnerships and integrated service delivery, which aim to meet the basic needs of people.

As much as NGOs want to remain independent they need finances to sponsor their activities. When the actual registration of the NGO is delayed they cannot raise funds, which causes frustration with motivated staff members and deprive vulnerable groups and marginalized communities from services. The lack of or limited skills of NGO staff to prepare business plans and funding proposals also hamper their activities.

Staff shortage and the lack of capacity within the NGOs seem to pose another challenge. Due to limited financial resources NGOs often do not attract the most competent and knowledgeable human resources. They might sometimes succeed to employ competent staff however then struggle to retain them. The shortage, overturn and lack of capacity have a negative effect on the activities of the NGO and the community they serve.

The role that religion and Faith play in the NGO sector is pertinent. A few of the participants have the perception that they are critically evaluated and sometimes disregarded because of their religious principles that forms the foundation of their NGO.

Lastly, all participants agreed that networking with one another, other organization, the community as well as government and the business sector is crucial. This enables them to ensure that appropriate services are rendered and not duplicated and it enhances collaboration. This is especially valuable for new NGOs to participate in networking so that they can become part of the bigger NGO sector.

6.3 Recommendations

6.3.1 Recommendations for NGOs

The central focus of this study was to investigate sustainability of South African non-governmental organization as well as closely look on the management, operations and monitoring. This study also presented practical advises from NGOs about improving the sustainability of NGOs in South Africa. To that effect, participants gave advice and suggestions on how NGOs management, operations and monitoring should be. Following are recommendations for NGOs:

- NGOs are not happy with the current relationship between the Board, managers and staff and their minimal involvement within the organization that impede on the organization's sustainability. Therefore it is recommended that the Board should be the main link between all stakeholders, and initiate fundraising activities and they should be empowered to do so.
- Furthermore, the Board should be flexible, accountable and adopt the business model of governing the operations of NGO.
- NGOs need to collaborate with government, private sectors and donors to actively implement the monitoring and evaluation system to ensure effective and efficient service provision.

- NGOs to establish and maintain the networks with other organizations, government and private sectors.

6.3.2 Recommendations for policy makers

In terms of the study, sustainable development is a challenge faced by every NGO in South Africa. The results obtained from the study have helped to point out areas of strengths and that which need improvements within NGO sector. Based on the findings of the study, a few recommendations are made for policy makers;

- NGOs are to acquire and develop the skills of policy development within their development.
- The researcher holds the belief that interim funds from government need to be availed to NGOs just starting up so that they do not struggle running the projects.
- NGOs and the DoSD are to be accountable and committed to policy implementation
- Policy to be maintained on and skills development for staff on areas such as business, marketing, fundraising and proposal writing for funders.
- Religious and faith based organization should be given a chance to serve and evangelize to society with the hope of providing not only for people's material need but to their spiritual needs.

6.3.3 Recommendations for future research

In view of various issues that the research study might have not fully answered, the following recommendations for further studies are listed:

- A study on capacity building on the area of fundraising should be conducted. The findings of such study would help NGOs to become aware of investing on sustainable income generating model.
- Investigate the impact of NGOs' operational structure in relationship to retaining expertise so that services remain relevant to community.

- Evaluate retention strategy for scarce skills professionals like social workers that has been implemented by Social Development Annual Performance Strategy for period 2008-2009 / 2010-1011.

6.4 Concluding Comment

Sustainability of NGOs in South Africa is mainly determined by the availability of human resources and finances. It requires perseverance by communities and the private sector to invest in the growth of the organization (Boulanger, 2008). The study has revealed that NGOs' existence in South Africa is important. NGOs acknowledged their own management and operational fault; however they would like to have external assistance in terms of skills training and development. Consequently, NGOs are less likely to have commitment from foreign donors, seeing that they are affected by the global economic crisis. Adopting new ways of generating funds will depend on collective new governance within the NGO's structure. Thus there is still hope for upcoming NGOs, although they need to believe that they cannot operate in isolation, also believe on what the Apostle Paul said to the Philippians that; "God's work done God's way never lack God's provision".

NGOs have to develop good working relationships with all the different role players for example government and private sector to ensure that as partners they achieve the objectives of the organization to benefit communities and society as a whole. NGOs should manage the balance between independence and dependence in their relationship with government and take responsibility for effective service delivery.

LIST OF REFERENCES

Amanor, S. K., & Moyo, S. (2008). *Land and sustainable development in Africa*. London: Zed Books Ltd.

Babbie, E. & Mouton, J. (2001). *The practice of social research*. Cape Town: Oxford University Press.

Bless, C., Higson-Smith, C., & Kagee, A. (2006). *Fundamentals of social research methods: An African perspective*. (4th ed.). Lansdowne: Juda.

Boulanger, P. (2008). Sustainable development indicators. *A scientific challenge, a democratic issue, 1, 1* Accessed 02/07/2009 06:24

Bryman, A. (1996). Leadership in Organization. In Clegg, S.R.,Hardy, C. & Nord, W.R. *Handbook of Organization Studies.* London: Sage Publication.

Clark, I. L. (2007). *Writing the successful thesis and dissertation: Entering the conversation*. New Jersey: Prentice Hall.

Creswell, J. W. (2003). *Research design: Qualitative, Quantitative and Mixed Approaches. (*2nd ed.). Thousand Oaks, California: Sage Publication.

Creswell, J. W. (2009). *Research design: Qualitative, Quantitative and Mixed Approaches.* (3rd ed.). Thousand Oaks, California: Sage Publication.

Davids, I., Theron, F. & Maphunye, K. J. (2009). Participatory development in South Africa. A development management perspective. 2nd edition. Pretoria: Van Schaik Publisher.

De Vos, A. S. (2002). *Research at Grass Roots: For the social sciences and human service profession.* (2nd ed). Pretoria: Van Schaik Publisher.

De Vos, A. S. (2005). Qualitative Data Analysis and Intepretation. In de Vos, A.S., Strydom, H., Fouche, C. B. & Delport, C.S.L. *Research at Grass Roots: For the social sciences and human service profession.* (3rd ed). Pretoria: Van Schaik Publisher.

Edwards, M. & Hulmes, D. (1992). *Making a difference: NGOs and development in a changing world*. London: Earth Scan Publication Ltd.

Gauteng Welfare Summit. (2006). *The integrated service delivery model: A review of the Gauteng Department of Social Development's response, and an NPO perspective.* Prepared by: Prans Rammuta and Nono Yende; Gauteng Department of Social Development and Beena Chiba, Maya Keel & Jackie Loffel, Gauteng Welfare, Social Services & Development Forum. 26-27 October.

Gray, M. (2006). "The progress of social development in South Africa". *International Journal of Social Welfare,* 15 (Supplement 1), S53-S64.

Green, S. (2008). Perspectives of some non-governmental organizations on progress towards developmental social welfare and social work. *The Social Work Practitioner-Researcher, 20, 2, 174-191.*

Grinnell, R. M. (1997). *Social Work Research and Evaluation*. (5th ed). Itasca, Illinois: Peacok Publisher .

Hall, A. & Midgley, M. (2004). *Social Policy for Development*. London: Sage Publication.

Hilhorst, D. (2003). *The Real World of NGOs: Discourses, diversity and development*. London: Zed Books Ltd.

Iecovich, E. & Bar-Mor, H. (2007). Relationship between chairpersons and CEOs in Nonprofit Organisation. *Administration in Social Work 31, 4, 87-112.*

Kadushin, A. (2002). *Supervision in Social Work*. New York: Columbia Press.

Kaniki, P. N. (2007). *Survival strategies of Education related Non-governmental organizations in the Post-Apartheid South Africa.* Unpublished Master's Thesis: University of Witwatersrand.

Leedy, P. D., & Ormrod, J. E. (2010). *Practical Research: Planning and Design*. (10th ed.). New Jersey, Harlow: Pearson Education, Inc.

Lindenberg, M & Bryant, C. (2001). *Going Global: Transforming relief and development NGOs*. USA: Kumarian Press, Inc.

Lombard, A. (1996). Developmental Social Welfare in South Africa: A theoretical Framework. *Social Work/ Maatskaplike Werk, 32, 2, 162-172.*

Lombard, A. (2008a). The impact of social transformation on the non-government welfare sector and the social work profession. *International Journal of Social Welfare, 17, 124-131*.

Lombard, A. (2008b). The Implementation of the White Paper for Social Welfare: A ten-year review. *The Social Work Practitioner-Researcher, 20, 2, 154-173.*

Luiz, J. M. (1993) *Transforming Social Welfare in South Africa: A basic needs approach to poverty*. University of Witwatersrand: Johannesburg.

Lund, F. J. (1992). *The way welfare works: Structure, spending, staffing and social work in the South African welfare bureaucracies*. HSRC: Pretoria

Makhetha, M. V. (1997). *The role and sustainability of Community Development Organizations in the implementation of basic infrastructure project in urban area.* University of the Witwatersrand: Johannesburg.

Marsh, D. C. (1970). *The Welfare State*. London: Longman.

Meinet, R., Pardeck, J. T. & Kreuger, L. (2000). *Social Work. Seeking relevancy in the twenty-first century.* USA: Haworth Press.

Midgley, M. (1998). Social Development and Social Welfare: South Africa in an International Context. Social Work/ Maatskaplike Werk, *34, 1, 90-98.*

Mogaladi, R. S. (2007). *Capacitating rural communities for participation in integrated development planning process.* Unpublished master's thesis. University of Witwatersrand, Johannesburg.

Mosunkuthu, K. (2008). Article on News24. Retrieved July 17, 2008, from http://www.news24.co.za

Nonprofit Organisation Act no 71. (1997). Cape Town: South Africa.

Patel, L. (1991). The Evolution of Democratic Welfare Policy for a Post-apartheid South Africa. Social Work/Maatskaplike Werk, *27, 2, 154-164.*

Patel, L. (2005). *Social Welfare and Social Development in South Africa.* South Africa: Oxford University Press.

Patel, L. & Hochfeld, T. (2008). Indicators, Barriers and Strategies to Accelerate the Pace of Change to Developmental Welfare in South Africa. *The Social Work Practitioner-Researcher*, 20, 2.

Payne, M. (2005). *The origin of social work: Continuity and Change*. New York: Palgrave Macmillan.

Potgieter, M. C. (1998). *The social work process: Development to Empower People.* South Africa: Prentice Hall.

Punch, K.F. (2004). *Developing Effective Research Proposals*. New Delhi: Sage Publications.

Robinson, V. (2007, May). I don't know how I can keep helping-Analysis. *Mail & Guadian*. Retrieved July 17, 2008, from http://www.mg.co.za/article/2007-05-10-i-dont-know-how-can-keep-helping

Rodrigues, L, (2009, May). South Africa: *The Good News*, Retrieved May 25, 2009 from http://www.sagoodnews.co.za

Schurink, W. J. (1996). *Paper on qualitative data analysis. Human Science Research Council.* Pretoria: Unpublished.

Shand, N. I. (1996). *The internal dynamics of "Small" media non-governmental organizations (NGOs) in South Africa*. University of Witwatersrand: Johannesburg.

Sibanda, J, (2009). *How funding affects service delivery among non-profit organizations in Johannesburg.* University of Witwatersrand: Johannesburg.

Social Service Profession Act No. 110. (1978). Retrieved October 17, 2009 from http://www.gov.za.sacssp

Strydom,H. (2005). The Pilot Study. In de Vos, A. S., Strydom, H., Fouche, C. B. & Delport, C. S. L. *Research at Grass Roots For The Social Sciences and Human Service Professions*.(3rd ed.). Pretoria: Van Schaik.

Swilling, M. & Russell, B. (2002). *The size and scope of Non-profit sector in South Africa*. Graduate school of public and development management. Johannesburg: University of Witwatersrand.

Terre Blanche, M., Durrheim, K, & Painter, D. (2006). *Research in practice: Applied methods for the social sciences*. Cape Town: University of Cape Town Press.

The Constitution of the Republic of South Africa Act 108. (1996). Pretoria: South Africa

The Department of Social Development. (2001). Code *of good practice for the South African Non-profit Organisation(NPOs)*.South Africa: Johannesburg

The Department of Social Development (2005). *The new service delivery model for social services.* South Africa: Johannesburg.

The Department of Social Development (2006a). *Integrated Service Delivery Model towards improved social services.* RP31. Pretoria: Government Printer.

The Department of Social Development (2006b). *Draft Recruitment and Retention Strategy for Social Workers in South Africa*. Pretoria: Government Printer.

The Department of Social Development (2008a). *The Non-Profit Organization Act 71, 1997. Retrieved June 18, 2008, from http://www.dsd.gov.za/npo/index.php?option=com_content&task=view*

The Department of Social Development (2008b). *The Department Annual Performance Plan of 2008/2009-2010/2011*. Gauteng Provincial Government: Johannesburg.

The Department of Welfare Financing Policy Developmental Social Welfare Services (1999). Government Gazette Notice 463 of 1999 Volume 465, number 19888, Pretoria.

The Government Gazette for Developmental Social Services. (1999). Government Gazette No. 18166. Pretoria.

Timms, I. (1982). *Dictionary of Social Welfare*. Boston, USA: Routledge & Kegan

Welman, J.C., & Kruger, S.J. (2001). *Research Methodology: For the business and administrative science.* (2nd ed.). New York: Oxford University Press.

White Paper for Social Welfare in South Africa. (1997).Principles, guidelines, recommendations, proposed policies and programmes for developmental social welfare in South Africa. Republic of South Africa: Pretoria.

World Health Organization. (2009). World health report. Retrieved March 27, 2009, from http://www.WHO.int/en/accessed

William, C. (1991). Non-Government Initiatives in ADB, *The Urban Poor and Basic Infrastructure Services in Asia and the Pacific.* Asian Development Bank: Manila

Zaida, S.A. (1995, May). NGO failure and the need to bring back the state. *Journal of International Development, 11*, 2,259-271. Retrieved July 17, 2008, from http://www3.interscience.wiley.com/journal/61004636/abstract?CRETRY=1&SRETRY=0