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Managing cooperatives for sustainability in the Community Work Programme (CWP)

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Graduate School of Public and Development Management

Faculty of Commerce, Law and Management

University of the Witwatersrand

MM-PDM

PADM 5

RESEARCH PROPOSAL

Managing Cooperatives for Sustainability in the Community Work Programme (CWP)

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DECLARATION

I, **Barileng Bathakgile Dichabe (Dibakoane)**, declare that this report is my own unaided work and intended for the research report to qualify for the registered programme (Masters of Management in Public and Development Management). The report has never been submitted to any other University or educational institution except for Wits Business School.

Barileng Bathakgile Dichabe (Dibakoane)

DATE:

DEDICATION

I dedicate this report to my beloved mother, Tiny Seipopi Dibakoane, for her selflessness, courage, commitment and the love she instilled in all her children. Special thanks goes to my father and siblings for their support and most importantly to the loves of my life, my husband and children for believing in me, their unwavering support and love.

ACKNOWLEDGEMENTS

I would like to extend my gratitude to the Department of Cooperative Governance (DDG for CWP, Mr Tozi Faba and his staff members) for their assistance. CWP participants, implementing agents, such as Dr Gavin Andersson and Mr Mohlala for affording time to arrange interviews and provide information about the programme and also to my Supervisor, Dr Matshabaphala, for his patience and insightful guidance.

ABSTRACT

The purpose of the research was to uncover reasons why poverty alleviation initiatives have not yet yielded satisfactory sustainable development in the country. The non-sustainability of cooperatives has been a challenge within poverty alleviations programmes. Government has initiated various poverty alleviation programmes in an effort to fight poverty, however, some of these projects emanating from these poverty alleviation initiatives have not been sustainable and end up collapsing, this has affected the lives of people who have become solely reliant on them as a means of income generation.

This matter has also been outlined in the Fifteen Year Review Report of Income Poverty Alleviation Programmes in Social and Related Sectors in 2008, stating that early weaknesses in M&E, the inability to demonstrate "community driving" and cost inefficiency are partly to blame for the failure of poverty alleviation programmes.

In 2004, the then President, Thabo Mbeki, outlined three pillars as a Government strategy to fight under development and poverty in the country (www.psc.gov.za, Report on an audit of Government's Poverty Reduction Programmes and Projects:2007:10-16). Those pillars were:

- Enlarge growth and development in the first economy
- Increase the possibility to create jobs and address challenges of the second economy
- Build a social security net to bring about poverty alleviation.

The above report further indicates various programmes earmarked to fight poverty such as the Expanded Public Works Programme (EPWP); Integrated Sustainable Rural Development Programme (ISRDP); Urban

Renewal Programme (URP); Local Economic Development (LED); Municipal Infrastructure Grant (MIG) etc. This indicates concerted efforts by Government to fight poverty and underdevelopment which is necessary to bring about sustainable development.

The results of the study clearly indicate gaps in intergovernmental support to the community work programme. The cooperatives linked with the programme clearly require a multi-departmental support such as funding, training, monitoring, support from the Department of Cooperative Governance; Seedlings and skills from Department of Agriculture; Land to plough or use for recycling from the Municipality/tribal authority/ Department of Land Affairs; Access to market their produce/wares from the Department of Trade and Industry/ Tshwane Municipality etc. There should be legislation mandating all relevant departments to consolidate efforts to provide support and guidance to specific cooperatives.

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CHAPTER ONE

MANAGING COOPERATIVES FOR SUSTAINABILITY IN THE COMMUNITY WORK PROGRAMME (CWP)

1.1 INTRODUCTION

Poverty eradication is a major challenge worldwide, severely daunting in Africa (Rasheed, 1996: 49). South Africa is expected to act as an engine for regional economic development in Southern Africa and human resource development and technical skills training are seen to have a direct link to economic development, which will over time promote improved social and economic empowerment (Whitman, 2000: 183-184).

In an effort to alleviate poverty in South Africa, the South African government has introduced numerous poverty alleviation programmes (PAPs) to mitigate the situation. According to the 2010 Quarterly Labour Force Survey released by Statistics South Africa, the unemployment rate was 25%. In his State of the Nation Address of 2010, President Zuma of South Africa committed government to accelerating the Community Work Programme (CWP), which indicates the serious nature and impact the Programme has in the country. The programme is part of Government's plan to halve poverty and unemployment by 2014.

1.2 BACKGROUND TO THE RESEARCH

The CWP was initiated by the Second Economy Strategy Project, an initiative of the Presidency located within Trade and Industrial Policy Strategies (TIPS), a policy research non-governmental organisation. Implementation of a pilot programme to test the approach began in 2007 under the auspices of a partnership between the Presidency and the Department of Social Development, which constituted a Steering Committee and provided oversight. With donor funding from the Employment Promotion Programme (EPP), the pilot phase was implemented in four areas: Munsieville and Bokfontein (implemented by the Seriti Institute), Alfred Nzo

(implemented by Teba Development) and Sekhukhune (implemented by the Independent Development Trust). The EPP Reference Group included representatives from Government (the Presidency and the Department of Labour), the Congress of South African Trade Unions (COSATU) and Business Unity South Africa (BUSA). It was funded by the Department for International Development in Southern Africa (DFID-SA).

As a result of its performance during the pilot phase, the CWP was accepted in 2008 as a new element within the second phase of the Expanded Public Works Programme (EPWP), and provisionally located within its new 'non-state' sector. In 2009, as further lessons from the pilot emerged, it became clear that the CWP could achieve significant scale, and could also contribute to a number of key strategic goals of Government (Tips Annual Report, 2009/2010). In his State of the Nation Address on 3 June 2009, President Zuma committed Government to 'fast-track' the CWP.

The concept of a minimum employment guarantee was pioneered in India where the state acts as the 'employer of last resort' when markets cannot provide work to all who need it. In India, rural households are guaranteed 100 days of work a year, (www.cogta.gov.za).

The CWP is meant to provide employment opportunities by targeting the poorest areas where market-based jobs will take time to reach such areas. It targets rural and urban areas where there is a high rate of unemployment and permanent jobs are difficult to create or sustain. In South the CWP operates in all nine provinces.

Participants are provided with 100 days' work per annum, i.e. two days per week, eight days per month for a wage of R60 per day. This rate has since November 2011 been increased to R63.18 and then to R67.00. Coordinators receive a stipend of R95 per day. It has been emphasised that the programme does not replace grants that participants may be receiving but should function as a supplement to improve their livelihoods.

Community participation is used to identify 'useful work' and the priorities of the specific communities. This is done through ward committees or local development forums. This concept is adopted from lessons learnt in India where the Mahatma Gandhi National Rural Employment Guarantee Act (NREGA) was promulgated in 2005 and implemented from 2006. As indicated previously, every household in India has a right to 100 days work a year through a scheme funded by the state.

A key feature of the scheme is that the national government pays the costs of employment, but if work is not provided the local state becomes liable for the bill for the unemployment benefit (Communities At Work 2010/2011:5).

According to the Department of Cooperative Governance and Traditional Affairs (COGTA) (www.cogta.gov.za), by adopting this community development strategy, it was proved that, it is possible to

- Significantly expand service delivery in poor communities through the use of appropriate and effective community development and community participation strategies;
- Improve the day-to-day lives of vulnerable, poor and marginalised communities by helping to organise activities that communities feel are meaningful for them; and
- Empower communities to address their core problems and meet basic needs while restoring the pride of communities in their environment.

The purpose of the CWP (www.cogta.go.za) is to:

- Provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.

1.3 CWP VALUES

The CWP subscribes to the following values:

Fairness: The CWP seeks the highest participation rates in the poorest wards of the poorest local municipalities. Resources are limited, hence the CWP targets those who need it most. Selection methods for participants are transparent and equitable and include all profiles but seek to achieve set participation targets for women, youth and people with disabilities.

Partnership: The CWP integrates the interests and efforts of a wide array of stakeholders, including national, provincial and local government, civil society, traditional leaders and local communities.

Community Driven: The CWP identifies, prioritises and implements work in consultation with all local stakeholders, especially community-based organisations.

Participants First: The CWP complies with conditions of employment as determined by the Minister of Labour. Site budgets are driven by workdays and a strict 65:35 ratio of wages/non-wages costs.

The CWP contributes towards maintaining public assets such as cleaning city parks, churches and graveyards. In almost all sites, food gardens have been created to ensure that people at least get good nutrition. Most sites use low-cost organic farming methods making compost and keyhole gardening to produce nutritional food. These skills are also applied by participants privately as they work during their own time to produce food for their own homes and to sell any surplus.

The CWP also serves as a platform for participants to network with each other and with government officials. Networking opportunities allow participants to widen their thinking and be empowered to form consortiums or groups that can start a business or cooperatives. Participants are afforded an opportunity to obtain training to enable them to be self-sustainable and gain credible experience.

It can be argued that cooperatives are not a new concept and have been in existence for some time. Not all of them have yielded the desired results of creating sustainable growth, as highlighted by Wilson and Ramphele (1989:283) who explains that in Southern Africa cooperatives have emerged but have been small and short-lived.

The research seeks to examine the importance of linking the CWP with cooperatives that can be sustainable. This will also assess what can be done to enhance the CWP and ensure sustainability of cooperatives, complementary to government's plans to provide proper mechanisms such as monitoring and evaluation and government support to achieve this.

For sustainable development to be realised, an economy should at least be able to generate surpluses and exercise technical knowledge on a sustainable basis. It is further stated that there is no magic formula for sustainable development and no easy reformist solution to poverty and that contrary to dominant practice, development ought to be what human communities do themselves rather than what is done for them by the state agencies (Blewitt, 2008:21).

The concept of CWP aligns well with what Sen in Blewitt (2008:21) indicates, that realising human capabilities in a society means equity, democracy, human and civil rights, and a continuing enhancement of people's ability to do what they have good reason to value.

Sen (2008) argues that, "development" entails a set of linked "freedoms": political freedom and transparency in relations between people; freedom of opportunity, including freedom to access credit; and economic protection from abject poverty, including through income supplements and unemployment relief. The absence of any of these constitutes an "unfreedom."

Sen (2008) further suggests that a state of poverty will generally be characterised by interlocking "unfreedoms" including a *de facto* lack of political rights and choice, vulnerability to coercive relations, and exclusion from economic choices and

protections. Sen concludes that real “development” cannot be reduced to simply increasing basic incomes, nor to rising average per capita incomes. Rather, it requires a nested package of overlapping mechanisms that progressively enable the exercise of a growing range of “freedoms” which allow the meeting of basic needs and the exercise of innate abilities and self-determination (www.wikipedia.org).

Blewitt (2008:15) states that people should desist from confusing growth with development and that the emphasis should be on development which can lead to self-fulfilment and creative partnerships in the use of a nation’s productive forces and its full human potential, as this will bring to the fore the concept being explored of linking the CWP with functional cooperatives.

Sustainable development is also regarded as providing people with the means to sustain development in their communities and also to provide them with means to sustain their own development (Fitzgerald, 1995: 279. Development is then classified under four categories: environment, economy, politics and human. In Lombard (1991) it is similarly stated that there is a dynamic interdependence and interaction between forces of nature, namely social, economic, political and physical. In essence none of the above should be in scarcity in order for the other to take place, as they are interdependent. For example, in order for human development to take place there must be a social aspect that must be undertaken.

In most countries poverty alleviation mechanisms did not yield positive results as in the case of Nigeria, where various government programmes aimed at eradicating or alleviating poverty have not succeeded as they have not impacted positively on the people. It is indicated that poverty alleviation programmes were introduced, such as the National Poverty Eradication Programme (NAPEP), but despite its good intentions it was politicised and benefited only party loyalists and family members and not the communities in general. However, it was indicated that the CWP is apolitical, meaning it is not politically affiliated or associated (CWP Implementation Manual, 2010: 6).

For the purpose of the research, focus will centre on the CWP implemented in the North West Province, the Erasmus area within the former Madibeng Municipality.

Despite the CWP being a safety net, plans were in place to move towards sustainable development of the programme through linking it with functional cooperatives, as long term plans during the 2010 administration. Programmes such as the CWP afford participants many opportunities for sustainable development. Sustainable development can result in a community that develops in a way that meets the needs of the communities in the present and for future generations.

Through cooperatives, it is envisaged that participants will be afforded an opportunity to obtain full-time employment and be active in the formal economy. Community members will then be able to organise themselves and form a business by purchasing stock and reinvesting in the business to grow it.

An interesting case study is seen in a community in Onverwatch in eastern Pretoria which purchased an 860 hectare farm to produce vegetables which are sold to supermarkets and fresh produce markets, where 50 people are employed out of the initiative (*Sowetan* Newspaper, 13 June 2013).

Based on the importance of cooperatives, the Cooperative Development Policy for South Africa (2004) emphasises the following, according to Annan (2001):

> *The United Nations recognizes the contribution cooperatives can make to achieving the Millennium goals of full and productive employment, eradicating poverty, enhancing social integration and promoting the advancement of women. For the cooperative movement to fulfil this potential, Governments need to develop and sustain a supportive environment that allows autonomous cooperatives to grow. The values of co-operation – equity, solidarity, self-help and mutual responsibility – are cornerstones of our shared endeavour to build a fairer world.*

There is a growing concern that despite various poverty alleviation programmes being implemented, poverty levels remain high as indicated in the Poverty Alleviation and Sustainable Development workshop held by the International Institute for Sustainable Development (IISD) in 2001.

The report further indicates that, “Almost half the world’s population currently lives on less than two dollars a day”. In recent years, tackling such widespread poverty appears once more to have become a priority issue for many aid agencies. The issue was highlighted by Stiglitz, then with the World Bank, in his Prebisch Lecture at the United Nations Conference on Trade and Development (UNCTAD) in 1998.

Linking the CWP with functional cooperatives can be a good strategy towards attaining sustainable development in communities, as cooperatives are entities owned and operated by a group of people for their mutual benefit. Cooperatives are able to build societies socially, environmentally and even economically.

In most communities, it can generally be assumed that cooperatives can thrive because they are owned by local people. Profits, creation of jobs and resources are for the benefit of the communities; this ensures that there is a multiplier effect so that money can circulate within the same community.

The International Day of Cooperatives was held on 6 July 2013 with the theme, “*Cooperative enterprise remains strong in time of crisis*”. The day was proclaimed in 1992 by the United Nations General Assembly in Resolution 47/90 of 16 December 1992, the International Day of Cooperatives to be celebrated annually on the first Saturday of July.

The aim of this international day is to:

- Increase awareness on cooperatives;
- Highlight the complementarily of the goals and objectives of the United Nations and the international cooperative movement;
- Underscore the contribution of the movement to the resolution of the major problems addressed by the United Nations;
- Strengthen and extend partnerships between the international cooperative movement and other actors, including governments, at local, national and international levels.

It has been reported that in 2013 cooperatives are making a difference in times of financial, food, and environmental crisis confronting societies around the world. Financial cooperatives have demonstrated their strength in a time when many financial institutions are failing.

In addition, agricultural cooperatives have demonstrated their importance in achieving improved food security and have been recognized for their role in sustainable development in the context of the environmental crisis.

According to National Apex Cooperative general secretary Thulane Mabuza (*Business Day*, 08 July 2013: 2), "The celebration of International Cooperatives Day in South Africa remains an important reminder that cooperatives are the cornerstone for economic development of many South Africans who are still impoverished". Areas that the CWP is targeting are those that are very poor as indicated in the CWP Framework Report (2010) which explains that social amenities will take longer to reach the communities.

As part of the CWP strategy it was decided by government that in order for the programme to work effectively it requires the support of other structures such as Local Government, Ward committees and that the needs of communities should be aligned to the Integrated Development Plans (IDPs). Institutional arrangements therefore become an important factor.

1.4 KNOWLEDGE GAP

Poverty alleviation programmes alone will not be able to create sustainability and will collapse unless other methods are used, such as encouraging formation of cooperatives within the programme to move towards sustainable livelihoods. According to Oakley (1995:141), community enterprise and worker cooperatives became the future hope.

1.5 POLICY AND LEGISLATION

The policy on cooperatives as developed by the Department of Trade and Industry (2004) states that one of the challenges facing the South African economy is to increase the number and variety of viable and sustainable economic enterprises. It further indicates that a self-reliant and self-sustaining cooperative movement can play a major role in the economic, social and cultural development of South Africa, through effective and efficient services extended by cooperative enterprises to their members.

1.6 PROBLEM STATEMENT

The non-sustainability of cooperatives has been a challenge within poverty alleviation programmes such as the CWP. While government has initiated various poverty alleviation programmes in an effort to fight poverty, some of the projects emanating from these poverty alleviation initiatives have not been sustainable and often collapse, affecting the lives of people who have become solely reliant on them as a means of income generation.

This matter has also been explained in the Fifteen Year Review Report of Income Poverty Alleviation Programmes in Social and Related Sectors in 2008, stating that early weaknesses in Monitoring and Evaluation, the inability to demonstrate “community driving”, and cost inefficiency are all partly to blame for the failure of poverty alleviation programmes.

Despite poverty alleviation efforts, poverty levels remain high, which indicates that there is a missing ingredient that is required in order to empower participants to a level where they are self-sustainable and active in seeking sustainable alternatives.

Based on preliminary informal discussions during CWP site visits, the reasons for the collapse of projects is that most participants are not empowered to take ownership of the projects. Community members are not part of the decision-making processes and only get involved at a late stage.

Government thus commissioned the Policy and Advisory Services Unit in the Presidency through the Health Systems Trust to conduct a Fifteen Year Review of Government Income Poverty Alleviation Interventions to assess the outcome and impact of programmes, projects and policies since 1994, including progress made in achieving the Millennium Development Goals (MDGs) of halving unemployment and poverty by 2014.

Empirical study is necessary to establish the underlying elements required to make the CWP sustainable through linking it with effective cooperatives to ensure that the CWP does not fall in the same trap and fail.

Based on current reports, unemployment remains and the gap between rich and poor has widened. This indicates that much is still needed to address the challenges and the CWP may not be the solution on its own but requires to be linked with other strategic partners such as the private sector so as to be sustainable and provide permanent jobs (CWP Annual Report, 2009/2010).

1.7 PURPOSE STATEMENT

The purpose of the study is to investigate factors leading to the non-sustainability of cooperatives linked with the CWP. The finding will provide recommendations to complement government's efforts in introducing poverty alleviation initiatives that can be sustainable.

Findings in the implementation of the CWP will be presented. The study will further interpret and analyse the findings and then make recommendations on strategies to consider when implementing the programme.

1.8 RESEARCH QUESTIONS

The research questions to be considered are the following:

1. What are the challenges leading to non-sustainability of cooperatives in the CWP?

2. What are the trends in the sustainable implementation of the CWP?
3. What are the strategies to consider in the implementation of the Programme?
4. Can the linking of the CWP with cooperatives contribute towards sustainable development?

1.9 CONCLUSION

The chapter focused on the introduction of the subject, the background to the study, the research problem, the research purpose and also the research methodology, including research questions. This provides a foundation for other topics to be addressed in the study.

The background information explains the importance of the study in the context of high levels of poverty in South Africa. The chapter provides a synopsis of the challenges with regard to high unemployment levels, poverty and government programmes that seek to mitigate this challenge.

There is a commitment from government to ensure the success of the programme as reported in *Business Day* of 13 February 2014, which explained that the Department of Cooperative Governance and Traditional Affairs had agreed that the three- tier model of management has not been effective as more funds were used to pay implementing agents than were being channelled to the programme with the main objective of the programme being to create jobs for the poor.

The following chapters will examine other aspects of the study including theoretical framework to provide a basis for the research with regard to theories of development, research methodologies, data analysis and finally the recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Literature review is defined as an effective evaluation of selected documents on a research topic. A review may form an essential part of the research process or may constitute a research project in itself. It is indicated that the evaluation of the literature leads logically to the research question.

Literature review is based on the assumption that knowledge accumulates and that people learn from and build on what others have done (Neuman, 1993: 111). The goals are:

- To show familiarity with the subject matter and ensure credibility;
- To show the start of previous research and how the current project links to it;
- To synergise and provide a summary of what is known regarding the subject matter; and
- To learn from others and generate new ideas.

There are six types of literature review: Context Review; Integrative Review; Methodological Review; Historical Review; Theoretical Review; and Self-Study Review.

A literature review begins when a researcher has a well-constructed research question and a plan. The research question will not be finalised until a literature review is done as it brings focus to the research question. When doing the review, the researcher should be careful to strategise and determine how far back they will explore, the minimum number of research reports to examine, and how to record citations.

Research literature can be sourced from scholarly journals, periodicals, citations formats, books, dissertations, government documents, policy research and presented papers. The researcher must be careful about what is recorded. Information gathered must be organised and grouped accordingly as in the process some notes may be irrelevant.

The correct way to write a review is to organise common findings and arguments together. It is critical to address key ideas first, logically link findings or statements and to note discrepancies or weaknesses in the research (Neuman, 1993: 126).

2.2 WHAT IS A COMMUNITY WORK PROGRAMME (CWP)

A community work programme is an initiative designed to provide an employment safety net, by providing participants with a predictable number of days of work per month, thereby supplementing their existing livelihood strategies and affording them a basic level of income security through work. The programme is aimed at unemployed and/or underemployed people of working age, including those whose livelihood activities are insufficient to lift them out of poverty. It is implemented at the local level, at a site which comprises a community. It is designed to employ a minimum of 1,000 people per site for two days a week or eight days a month (Implementation Manual: 2011: 8).

By a community as stated above, is meant a unit in which all community related activities take place (Lombard, 199162. It is also defined as a structure of relationships through which a localized population is provided with its daily requirements (Hawley, in Fellin, 1987: 22-33)The CWP Annual Report of 2009/2010: 11) notes that the CWP has demonstrated that it is possible to:

- Create predictable and sustainable work for the poor;
- Significantly improve the choices available to households because of the additional income being received through participation in the CWP;
- Implement the programme at a large scale in many diverse communities;

- Establish productive partnerships between Local and Provincial Government agencies to improve service delivery;
- Significantly expand service delivery in poor communities through the use of appropriate and effective community development and community participation strategies; and
- Demonstrate to young people that participation in work activities leads to further opportunities which are an attractive alternative to other negative social behaviours.

The CWP is one of a range of Poverty Alleviation Programmes such as the War on Poverty and the Extended Public Works Programme (EPWP). The United States War on Poverty was established to combat deprivation (Oakley, 1995: 100) which indicates that poverty alleviation is an international concern.

CWP participants should be aware of the importance of participating in such a programme in order to become more empowered and self-reliant in the process. It is indicated in Wilson et al (1989: 262) that genuine development work is that which empowers people, and which enables them to build organisations, projects such as water provision, which is done by pooling resources and generating power where previously there was none.

This indicates clearly that linking CWP with cooperative can contribute significantly to creating sustainable development. In Canada where cooperatives have been successful, this has provided a basis in the viability of cooperative production (Wilson et al, 1989: 283).

2.3 CWP SECTORS IN PLACE

In the CWP work is normally divided in sectors and participants are divided to work in the different sectors as follows:

SOCIAL SECTOR

- Affordable Day-Care centre
- After-Care programme

- Home-Based Care services for HIV and TB patients

ENVIRONMENTAL SECTOR

- Recycling
- Household gardens
- Constructing bridges
- Food gardens
- Cutting grass
- Pruning trees
- Cleaning streets

ECONOMIC SECTOR

- Green Energy Initiative
- Recycling projects

INFRASTRUCTURE

- Constructing bridges
- Road upgrading
- Renovating youth centres
- Building communal porches
- Fencing parks.

2.4 DEFINITION OF COMMUNITY WORK AND COMMUNITY DEVELOPMENT

Community Work is defined by Lombard (1991: 72) as being a social work method which is directed towards achieving one or more of the following objectives and they form a strong link with the above points about the CWP:

- To satisfy the broad needs and use the resources in the community;
- To provide the community with the opportunity to exploit its strengths and potential (knowledge and skills) and to develop these, in order to not only deal with social problems and needs but also to prevent issues from arising;

- To effect change in the community, in group relations and the distribution of decision-making powers.

Community Work and Community Development are concepts that are intertwined. Community Development seeks to improve the quality of life of communities and individuals on the physical, social, economic and political levels, as indicated by various authors including Lombard (1991: 210). Community Development is aimed at holistic development whilst Community Work is related to social development.

Quality of life is also mentioned under the purpose of the CWP. This quality of life concept is regarded as being both subjective, unmeasurable (norms and values) and also objective in nature. Quality of life of a community cannot be improved for its people by external factors, as explained by Medley in Lategan (1982:14): “Let us stop trying to improve the quality of life of others and start to facilitate the attempts of others to help themselves”.

Kotze et al (1988: 17) in Lombard (1991: 197) states that quality of life can only be effected by means of development. This implies that community work can help communities to remove barriers which threaten the attainment of development. This can be linked to Boer’s opinion (1970:12) in Lombard (1991:207) that the advancement of general welfare can be interpreted as the enhancement of society in order to give as many people as possible the opportunity to experience economic welfare, social security and the chance of improving themselves so that they can led a life of human dignity.

Community development is at the crux of sustainable development and also at the heart of the CWP. Community development fulfils community needs. The objectives of the community when involved in a particular project are clear. However, while people are striving for a concrete objective they might meet abstract goals they may have not thought of, as explained by Swanepoel (1992: 2).

Community development is a learning process. If communities reach an objective, they gain self-sufficiency, their reliance on external resources to reach an objective diminishes, and they then become self-reliant and gain human dignity (Swanepoel,

1992: 3). This is directly aligned with the purpose of the CWP which seeks to strengthen community development approaches and strengthen economic agency of people in marginalized economic areas, providing work experience, enhancing dignity and promoting social and economic inclusion (CWP Implementation Manual, 2010).

One striking factor is that community development as a learning process cannot be a success without initiative, participation and evaluation. Community development thrives on collective action that is objectives-oriented. People become aware of their needs and resources. If they succeed in one project or reach an objective, this can lead to more projects being initiated. However, there are a few attitudinal obstacles that can impede development such as illiteracy, which causes an inferiority complex, fear to take active participation, or to propose innovative ideas. Customs and tradition are other aspects where unenlightened behaviour and beliefs delay development.

Dependency is also a challenge where community members have become accustomed to government and other agencies providing assistance so that receiving donations becomes a norm. They want everything to be done for them by the state. Another aspect is apathy, where people do not do anything but survive. These aspects hamper sustainable development and must not be ignored (Swanepoel, 1992: 10).

Community work is described as being designed to bring about social change through processes that are utilized. It develops potential which will help to eliminate social dysfunction, promote social justice and enhance people's problem-solving skills (Weyers, 1994 in Mbandazayo: 47).

2.5 WHAT DO WE UNDERSTAND BY COOPERATIVES?

According to the Cooperatives Development Policy for South Africa (2003: 7-10), cooperatives are defined as a firm or company owned, controlled and operated by a group of users for their own benefit. Each member contributes equity capital, and

shares in the control of the firm on the basis of a one-member, one-vote principle and not in proportion to his or her equity contribution.

Cooperatives are people-based and value-based economic enterprises, founded upon well-defined ethics and principles, which include concern for community (Mohammed, 2012)

There are three types of cooperatives: firstly, the Primary Cooperative which is autonomous and consists of people who are united to meet their common social, cultural and economic needs through a joint venture and a democratically controlled enterprise. The second type is the Secondary Cooperative which is formed by two or more primary cooperatives to provide its members with services. The third one is the Tertiary Cooperative which can be formed by a primary or a secondary cooperative for a specific sector or area.

According to the Cooperatives Development Policy of 2004, it is stated that the government of South Africa has acknowledged the existence, relevance and value of informal, traditional cooperative-type organisations. It further indicates the importance of integrating the cooperatives to be part of the formal economy. The benefit of such incorporation will ensure that the cooperatives have access to state and other forms of funding which will in the long term promote institutional capacity and sustainability of the cooperatives.

Cooperative are generally believed to be a way of reducing poverty. They are regarded as a vehicle to fight poverty (Kotze in Swanepoel, 1997: 26). Inasmuch as community members may gather themselves to confront social and common issues by forming cooperatives, they may be met with challenges of either being swayed to serve the elite or be faced by government bureaucracy. This research will examine how much autonomy cooperatives have, how active the members are in decision-making and how they invest or utilise their proceeds.

The Department of Trade and Industry (the dti) has emerged as the main government department that organizes support for cooperatives in the country. This includes financial support such as grants or funding for special projects aimed to

develop a particular cooperative. The dti (www.dti.gov.za) makes financial provision to cooperatives as follows:

- Start-up grants, financing up to 90% of cooperative start-up costs (not exceeding R300,000);
- A special projects fund that is available for projects in excess of R300,000 subject to strict criteria; and
- Funding to assist cooperatives with compliances, training and administration subject to a sound business plan being in place.

The Department of Trade and Industry also has partnerships with other government agencies and organizations that provide financial support to cooperatives. These include organisations in South Africa that support or play a role in the functioning of cooperatives but not limited to the following:

- Umsobomvu Youth Fund provides financial assistance to cooperatives whose membership comprises at least 25% youth and women-only cooperatives;
- The Enterprise Organisation provides support through the Cooperatives Incentives Scheme;
- Samaf provides affordable access to finance for small enterprises;
- National Empowerment Fund promotes and supports black business ventures financially;
- Land Bank supports the development for cooperatives in the agricultural sector;
- Khula Enterprise Finance provides financial guarantees to small-and-medium enterprise through banking and financial intermediaries; and
- Mafisa is the Micro Agricultural Finance Institution of South Africa which drives and facilitates the development of financial services to develop small business in the agricultural sector.

Government departments such as agriculture, housing, social development and public services and administration have also made financial support available to cooperatives. There is also a Cooperative Incentive Scheme (CIS) which aims to

improve the cost of doing business through incentives that support broad-based black economic empowerment, and helps them with start-up needs. The scheme is a cost-sharing grant for registered primary cooperatives that consist of five or more members.

In order to get the grant, cooperatives should be registered in South Africa in terms of the Cooperatives Act of 2005; have a variety of projects in various economic sectors; be an emerging cooperative with majority black ownership; be owned by historically disadvantaged individuals (HDIs); and be biased towards women, youth and people with disabilities.

Based on the above analysis, it becomes clear that in South Africa, the environment is viable for cooperatives to thrive, but it is not clear if such assistance is easily available and if the process is accessible for cooperatives to get assistance and ongoing support.

The African Farmers Association of South Africa (AFASA) proposed the development of a cooperative bank which is set to benefit only cooperatives. According to AFASA, “The bank will launch branches in all the districts of the province, depending on which area is more active as a matter of which one will start first. It is expected that not less than 300,000 farmers will be able to benefit in the next five years within the province”. Furthermore, as AFASA explained, “We hope that this will contribute to vibrant and sustainable rural communities in Mpumalanga, creating jobs and generating income. The bank will be run and managed by the members themselves, well trained staff and an experienced board of directors.” It was indicated that the bank will at first focus on emerging farmers until an appropriate level of development is achieved before moving on to include other spheres of the agricultural sector.

As explained by AFASA, “We are encouraging Afasa members and all farmers to invest R600 each to build the necessary initial capital for the establishment of the bank, with the goal of commencing operations within the next three months” (SANews).

For the purposes of this study, the way in which cooperatives within the CWP in Erasmus operate will be examined and the impact they have in the community towards creating sustainable development will be assessed.

The South African Government gives support to cooperatives, however in some instances illiteracy has been identified as a hindrance to the sustainable development of cooperatives. The Gauteng Department of Social Development which held a dialogue on how to build sustainable women cooperatives to mark Women's Month feared that illiteracy of women can affect some projects. "The lack of education from some of the women from Gauteng's rural areas hinders them from participating in training programmes. It becomes a problem when they have to be equipped with technical knowledge, accounting and management skills. Access to markets where they can sell their products is also another stumbling block. We have also realized that we need to partner them with established businesses to allow them to learn the skills", said Sello Mokoena, Provincial Spokesperson, according to the *Sowetan* (15 August 2013: 8).The challenges mentioned above are not isolated, and are widespread and common in different areas.

It is also noted that cooperatives can maintain and create employment as in the case of Kenya, where 63% of the population obtain their livelihood through cooperatives (www.ilo.org). In Indonesia, it is indicated that cooperatives provide work to 288,589 individuals, while in Colombia cooperatives provide 137, 888 jobs which is 3.65% of all jobs in the country (www.ica.coop.org).

It is also noted that organising cooperatives is one of the most cost-effective methods of achieving developmental goals; cooperatives can transform the entire community by stimulating economic growth and by providing social support (Hazen, 2013).

2.6 THEORIES OF DEVELOPMENT

There are various theorists who hold different views about underdevelopment and solutions to overcoming underdevelopment. Theories are important to guide and shape thinking processes. There are three dominant schools in the field of

Development. Modernisation Theory dominated in the 1950s, the Radical Dependency School in the late 1960s, and in the 1970s the World System School gained popularity.

In the 1980s the three schools integrated. Sustainable development theory as well as elements of the basic needs theory will serve as a guide in this research and will thus serve as a theoretical framework of the study.

2.6.1 Sustainable Development

Sustainable Development is described by the Brundtland Report as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Edwards, 2005: 17). There are various definitions of sustainable development and one critique has indicated the vagueness of the definition in the Brundtland Report. Desai indicates that one person can describe development in terms of improving prospects for human beings, as human resource development. Someone else will describe it in terms of growth. He further explains that definitions are useful only for the insights provided into the premises on which somebody works (Dresner, 2002: 64).

Sustainable development is referred to as a positive socioeconomic change that does not undermine the ecological and social systems upon which communities and societies are dependent. Its successful implementation requires integrated policy, planning and social learning processes, and its political viability depends on the full support of the people it affects through their governments, their social institutions and their private activities (Rees 1988, 279 in Stren, et al, 1992:9).

Another definition is that sustainable development means securing a growth path that provides for the needs of the present generation without compromising the ability of future generation to meet their own needs (Lydgate, 2012).

O'Riordan makes the distinction between sustainability and sustainable development wherein sustainability is mainly focused on development and sustainable development on environment. He analyses this based on writings by Desai. Jacobs

on the other hand views in his book The Green Economy, argues that sustainable development is actually a contestable concept, one that affords a variety of competing interpretations or conceptions (Dresner, 2002: 66). Basically words have meaning when there is a consensus among the language community about what they mean.

Referring to the Brundtland Report, physical sustainability cannot be secured unless development policies pay attention to such considerations as change in access to resources and the distribution of costs and benefits (Dresner, 2002: 67). It is clear that, in order to effect change in communities, cooperatives alone will not be able to thrive successfully without the support of government (Oakley, 1995: 99). Furthermore, “The future destiny of community work, like its present and its past will be inextricably bound up with that of the state” (Weddington, 1979).

The environment is one aspect that tends to be overlooked and is critical in economic growth, poverty alleviation and achieving the MDGs (Global Environment Outlook, 2007: 214). Part of the environment contribution in poverty alleviation can be recycling, as this can create job opportunities and provide people with skills. Waste collection can be a livelihood with the help of proper waste management systems and strategies being put in place (Global Environment Outlook, 2007: 225). This indicates a strong link between environment, population growth and sustainable development (Global Environment Outlook, 2007: 12).

It is notable in So (1990: 20) that there are four functions that every society must perform in order to survive, namely adaptation to the environment, goal attainment by the government, integration and latency. This indicates the intrinsic relationship between communities and the government. This also leads to what was indicated in Fitzgerald (1997: 276) that creating performance without building capacity is not sustainable, and by simply building capacity without motivating performance wastes that capacity. This indicates that participants need to be empowered in order to make a difference in their own lives. The environment, politics, economy and human aspects are all interrelated in terms of development.

It is further argued that signs of hope are visible and real but at the same time are fragile as the challenge or development is based on how to multiply and nurture a whole range of networks of small organisations which can transform the wider environment (Wilson et al, 1989: 291).

This links with the importance of sustainable development. Sustainable development is necessary to ensure that people's basic needs are met, that the resource base is conserved, that there is sustainable population level, that the environment and cross-sectional concerns are integrated into decision-making processes, and that communities are empowered (Fitzgerald, 1997: 4-5). In creating sustainable development the root causes of poverty need to be analysed as well. Poverty is as much about quality of life, power and access to resources as about income, as stated by Graaff (2003: 7).

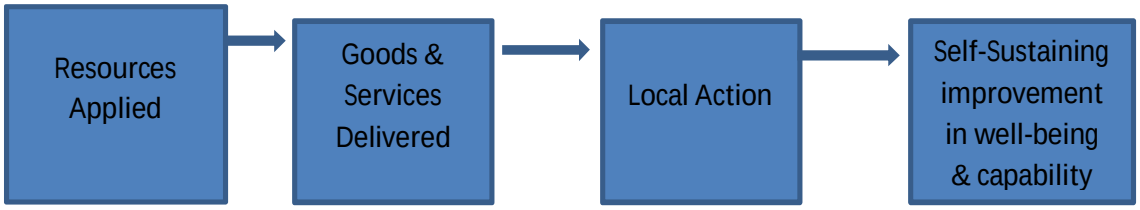
It should be noted that the concept of sustainability gained momentum as a result of the World Commission on Sustainable Development (WCSD) headed by Brundtland, former Prime Minister of Norway in 1983. The Commission's task was also to develop linkages between the environment and sustainable development. The report *Our Common Future* published in 1987, sought to determine actions to protect the earth whilst promoting social and economic justice goals. The report also proposed the interaction of fundamental criteria termed the Three E's i.e. ecology/environment, economy/employment and equity/equality (Edwards, 2005: 17). This inter-relatedness between ecological, economic and social (community) development is critical for development, according to Bell and Morse (2003: 4).

Sustainable development is participatory, as contained in Principle 10 of the Rio Declaration on Environment and Development: "Environmental issues are best handled with the participation of all concerned citizens. Each individual should have information and the opportunity to participate in decision-making processes (UNCED, 1992, cited in Curwell and Cooper, 1998; Bell and Morse, 2003: 4).

Sustainable development is a multidimensional concept that includes ecology, economics, social and developmental studies and philosophy and intertwines with social, economic and environmental goals. Various elements of sustainable

development are co-evolutionary where interdependence is not mechanistic but evolutionary (Van Jaarsveld, 1996).

Figure 1: Implementation of sequential objectives



Different implementation processes can have different effects on sustainability. Figure 1 above explains the implementation of sequential objectives as a guide for sustainable development.

According to the Dependency Model, the causes of underdevelopment are not due to the national system alone but are also visible in patterns of economic relations between dominant structures and other states they collaborate with. It also states that within a state, the market place influences rather than reduces existing inequalities which sees the dominant class benefitting more than others. The model argues that even when the poor are absorbed into the economy, they will not move out of impoverishment which means they will forever remain poor and underdeveloped.

Modernisation and Development theorists believe that foreign investment is key in developing the third world or developing countries. Modernisation theorists believe that there is a link between development and democracy. This aligns strongly with the CWP as it seeks to empower the masses to take charge of their lives through work opportunities.

Most theorists like Durkheim believe that transition from tradition to the modern ways depend on major changes in attitudes, values and norms, meaning that development necessitates that values are displaced by new ones.

As described in Webster (1984: 50), people can have traditions but are not slaves to them and can challenge any that seem unnecessary or get in the way of continued

cultural progress. It further indicates that members of the modern society are not fatalistic but forward-looking and innovative, ready to overcome obstacles and find their way by reflecting an entrepreneurial spirit and a rational approach to the world.

Social theorists are also of the view that the desire of an individual to achieve is a determining factor for development to occur. Modernisation theory acknowledges that different societies are at different development stages because they may have successfully introduced features of modernity such as educational growth for literacy and training, heightened political awareness and participation in a democratic system, or increased business opportunities through providing capital for investment (Webster, 1984: 54).

Critics however cite that the terms ‘traditional’ and ‘modern’ are too vague to use to classify distinct societies. Even though the theory is about the way society develops, there is little explanation offered for the process. This indicates that there is evidence to show that economic growth and the advent of modernity does not necessarily mean the abandonment of traditional patterns of action or beliefs (Webster, 1984: 57).

Functional Theory views society as a complex system whose parts work together to promote solidarity and stability.

According to the Centre-periphery Model, the centre or the government obtains support from its own systems such as taxes to support the elites of co-opted states and those elites depend on the elites of the centre to exploit the masses.

The World System Theory views the world economy as having segments. The international economy is driven by economic elites from developed countries. The further the country is from the centre, the slower the trickle-down of its wealth. This is more aligned with the dependency theory.

According to the Analytical Framework (Mechanisms for Sustainable Development), the following are important aspects of Sustainable Development:

- Assessments of Sustainable Development issues and debate priorities;

- Consensus on vision and priority goals for Sustainable Development;
- Plans and investment for Sustainable Development;
- Empowerment and capacity building;
- Mainstreaming Sustainable Development, controls and incentives;
- Monitor strategy mechanisms; and
- Monitor Sustainable Development outcomes.

The CWP concept draws strength from the Sustainable Development Theory, Basic Needs theory and also aligns with the Modernisation Theory. The CWP also draws on some elements of Functionalist Theory which indicates that there are five patterns that differentiate the traditional from the modern societies. Societies can be affective or affective-neutral, particularistic versus universalistic, collective orientation versus self-orientation, ascription versus achievement and functionally diffused or functionally specific. In the latter, traditional societies see the role of the employer as not just to hire employees but to be involved in training them. The role of training can be diffused and take time, unlike in modern societies where the relationship between employer and employee has limited obligations as they focus more on efficiency and productivity.

The Modernization Theory has a variety of disciplines, such as evolutionism, functionalism and neo-liberalism, which are key in relation to development. Modernisation theory suggests that less developed countries should emulate first world countries. Third world countries were expected to catch up with first world countries culturally, politically and economically, and to break out of the shackles of tradition to become modern (Graff, 2003: 13-14).

An area of functionalism regards society as a social system of interconnected parts, where, for example, the human body has each part of the body depending on the other parts to function properly and survive. There are four functional prerequisites: adaptation; goal attainment; integration; and pattern maintenance. This is intrinsic in the CWP where involvement and participation are required elements.

Adaptation relates to the social system (family, health, basic needs, education) being able to control the environment. Goal attainment refers to shared activities that all members of society are directed to engage in such as political institutions and government. Integration is the cohesiveness of the social system, while pattern maintenance indicates the need for socialisation to occur within societies.

2.6.2 Basic Needs theory

This is a development approach dealing with redistribution of growth and the need to focus on job creation in order to alleviate poverty (Foundation for Research Development, 1985, cited in Mawela, 2006: 29). This theory is aligned with the objectives of the CWP.

Dixon and Macarov (1998, cited in Mawela, 2006: 30) describes the theory as a strategy by which a society sets a minimum living standard for the poorest groups of the entire population whereby minimum requirements connote enough food, clothing, shelter, access to physical and social infrastructure, as well as capacity to participate in the making of decisions. The theory supports the notion that people must have access to income and be able to access basic needs. It also encourages people to participate and make decisions on community issues that affect their lives.

2.7 GOVERNANCE

Governance is one of the elements necessary for development to be sustainable. Countries that have poor or weak governance normally suffer from stagnation and distort the process of development, and have a disproportionately negative impact on the poor (Rogers, 2008: 62).

Good governance is said to be underpinned by four principles: accountability, participation and decentralization, predictability, and transparency. If all these principles are adhered to, sustainability is likely to be achieved, also taking into consideration the importance of paying attention to the consumption level of goods in a country, the production of goods and the distribution of goods (equitable distribution).

2.8 CONCLUSION

Based on the review above, it is clear that the CWP and cooperatives are not able to lead to sustainable development outside of the assistance of Government, as is clearly stated by Oakley (1995: 99) and Weddington (1979). Sustainable development also requires the full involvement of participants who must be willing partners committed to improving their lives by participating in such initiatives.

Sustainable development is dependent on the empowerment of people to sustain their own development in order to be sustainers of development in their communities (Fitzgerald, 1997: 289). Sustainable development is clearly linked to human empowerment as it is further indicated that, “Capital, natural resources, foreign aid and international trade play an important role in economic growth but none is more important than manpower” (Fitzgerald, 1997: 278).

Most of these development theories interlink. Modernisation Theory, for example, also links with the concept of sustainable development which also is important for the successful implementation of the CWP as well as the Functionalist Theory, which indicates the relevance of functionalist theory within sustainable development**.** This indicates that for sustainable development to occur through cooperatives, a lot needs to be accomplished in the short to medium term; this poses a huge challenge to obtain complete sustainability through managing cooperatives.

Modern ways of application become important for development to occur as modernization theorists suggest. Despite the critique, a modern way of thinking can be a link to open up a new way of thinking that can push people out of dependency towards independence.

It is clear that modernization theory ascribes to the poverty alleviation process. As stated, for development to occur there must be some element of improvement exercised by the community. The community must be engaged in some type of enskilling process, be actively involved in their community, be aware of activities and

government programmes that can uplift their social status, as a minimum in addressing their immediate basic needs.

Shepherd (1998: 100) suggests that cooperative societies rarely succeed as autonomous because of their continued dependency on promoting public sector agencies, which bind them to patronage, corruption and lack of decision-making autonomy, poor management and absence of strategy. Most theorists suggest that with skills and support sustainable development of cooperatives is possible.

In hindsight, it is critical to be realistic as income generation initiatives such as cooperatives need a solid foundation to be self-sustainable. The disadvantage of such initiatives is that they run a risk of being corrupted or funds being misappropriated. This can eventually lead to divisions in the group or disrupt the cooperative completely (Hurley, 1990: 40). Structural transformation is thus viewed as important in the drive to sustain development in communities.

A sustainable approach is important as it addresses development through providing social services, policies of food security in order to alleviate poverty; creating an enabling environment for individual enterprise so as to encourage socially responsible business; broader distribution of productive assets and income earning opportunities such as through credit schemes for the poor (Clark, 1991: 188-189).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Based on the nature of the topic, qualitative research will be conducted. Interviews with the Programme Manager, Implementing Agency representative, existing CWP cooperatives and CWP Participants were conducted at Erasmus.

Qualitative data is used in documenting real events, recording what people say, observing specific behaviours, and studying written documents or visual images (Neuman, 1993: 157). Participants are not restricted from articulating their opinions and will assist in getting the in-depth information on how their work can be sustained. Participants will also be observed as they carry their duties at different sites in the North West Province where CWP is implemented.

Qualitative research is regarded as seeking to understand the behaviour of human groups in social settings through exploratory and inductive means. Qualitative methods focus on direct experience, which differentiates it from quantitative research. Quantitative research interprets the behaviour of populations through statistical pattern analysis. Qualitative research is largely used in a broad range of fields, including the social sciences, government, business and education.

Qualitative research focuses on events that occur in natural or real settings and on those that have many dimensions or complex issues as there is no single approach towards discovering the ultimate truth. The main goal of a qualitative study is to uncover the nature of these various perspectives. Qualitative research allows for explicit interpretation of the subject under study and for flexibility in research procedures.

There are six types of qualitative research:

1. Case Studies: Case study research focuses on analysing a small number of events or conditions to help understand more challenging issues. There are different kinds of cases studies. Exploratory case studies explore events where there are no clear outcomes. Explanatory case studies explain causal links in an event, and descriptive case studies describe the event or the method of analysing the event. Case studies are more popular in various disciplines.

2. Ethnographies: The research seeks to understand how ethnic, cultural and other groups function and change over time. During field research, ethnographers participate in the subject community while observing and documenting the experience. They use interviews to explore interconnected relationships. Although primarily associated with anthropology and sociology, ethnographic methods have been used in a number of other fields including the study of computer-human interaction.

3. Phenomenological Studies: Phenomenological research is experienced from the perspective of the individual. It focuses on description more than explanation. The purpose is to identify the ways perception influences how people interact with what they encounter. Methods include interviews, conversations, participant observation and focus meetings. Advertising agencies often make extensive use of phenomenological research when planning and developing marketing campaigns.

4. Grounded Theory Studies: The theory or explanation of behaviour derives from the data in a bottom-up fashion. Theory has to fit the facts, not the other way around. Grounded Theory researchers strive to achieve that goal through constant comparative analysis. The method is especially useful in situations or for issues that have not previously been well documented. Information Systems research has started to make extensive use of Grounded Theory.

5. Historical Research: Historical research explores the background and development pattern of the study subject. Results derived from the research offer insight into the present state of and future possibilities for the subject. The historical research approach has broad applicability for organizations striving to understand themselves. Steps for conducting historical research include defining the problem, gathering relevant information, forming a hypothesis, organizing and verifying the information, and drawing a conclusion.

6. Action Research: The process of attempting to solve a problem while trying to understand it forms the essence of action research. It is cyclical in nature and alternates between planning, action and critical reflection in a spiral fashion to zero in on a solution. Organisations of all types and sizes prefer to use action research to improve their performance.

Qualitative research interviews have 12 defining characteristics, namely the conceptual domain, where the interviewer must record what is said and try to find meaning to that; knowledge of the interviewee's world with a rich description of the interviewee's world; specific action sequences; interviewers' openness; the theme of discussion; interviewee's statements which can be ambiguous and result in changes in the interviewees' statements reflecting contradiction in his or her experienced world; interviewer's skills; ability to deal with strong emotional reaction; and finally a well conducted interview should be a positive experience for the interviewee (Kvale, 1996 in Lee, 1999: 63-64). It is further argued that qualitative research may be ideal for descriptive interpretation and explanation and not ideal for questions of prevalence, calibration and generalization (Kvale, 1996 in Lee, 1999: 64).

Qualitative research serves the purpose of describing the nature settings or processes of a situation; they help to interpret phenomena; they help to verify certain assumptions and are there to evaluate the effectiveness of a particular innovation.

Focus will be on the Erasmus area where the CWP is implemented. It will assist to evaluate the effectiveness of the programme in Erasmus and what strategies are used to create sustainable development in that community through the programme.

The hypothesis is whether the CWP can be sustainable when linked with cooperatives. The unit of analysis will be those who are closely related to the CWP including the participants who can provide an insight into how cooperatives can successfully be linked to the CWP based on their social reality and experience with dealing with cooperatives.

3.2 DATA COLLECTION

Interviews and observations will be used to gather information. Interviews will be structured in order to make comparisons among interviewees. During interviews the researcher will take notes and also record the proceedings of the interview. Secondary data in the form of documentation (Annual Reports, Framework Implementation Manual) will be used to get information. Participants will be photographed as they perform their duties (use of audio-visuals).

Interviews are regarded as the most effective means for obtaining large amounts of data instantly and clarification of answers can be done immediately (Marshall and Ross, 1995: 80) in the research report by Lamont (2000:61).

Primary data will be collected via in-depth interviews with the target audience and the use of electronic devices. Secondary information coming from documents, previous research documents and similar will ideally be considered as indicated. The following sources of evidence were used to collect data:

- Documents (Newspaper articles, implementation reports, thesis on different subjects but related to the study);
- CWP Booklets (CWP booklet from the Department of Cooperative Governance & Traditional Affairs, Cooperatives booklet from Department of Trade and Industry);

- Direct Observation (Site visits were conducted where participants were observed. Notes were taken after each site was visited);
- Participant observation (Interaction between CWP workers was observed and how they interact with their site managers).

Sampling

Interviews will be conducted in the North West Province (Erasmus) under the former Madibeng Municipality. At site level, the Site Manager, Supervisor and CWP participants will be interviewed. Officials from the Department of Cooperative Governance and Traditional Affairs will be interviewed. At least one official from the implementing Agency, i.e. Seriti Institute, will also be interviewed including the Local implementing agent. Judgment sampling method was used as the researcher is familiar with the CWP programme hence her judgment was used to select interviewees.

3.3 THE POPULATION OF THE AREA

The population of the study comprised CWP participants from the CWP site in Erasmus. These include supervisors of different sectors including CWP cooperative representatives. It is necessary to interview participant to obtain views on how they can initiate and make cooperatives work. This will allow them to be innovative and be proud to take ownership of the concept of cooperatives.

Participants can be part of the decision-making process and help to make a cooperative thrive, such as in Zimbabwe where the owner of a shoe factory wanted to close due to non-productivity, but instead of feeling pity for themselves, the workers organised themselves and requested the owner to rather sell the machines and the shop in order to start working as a cooperative (Wilson, et al, 1989: 283).

Judgment sampling will be used, that is the researcher using their own judgment or knowledge about a situation to select interviewees (Smit, 1994:61). A combination of data collection methods can assist to validate and cross-check the study findings (Strydom and Delport in De Vos, et al, 2005).

3.4 RESEARCH QUESTIONS

The following are the research questions to be addressed:

1. What are the factors leading to challenges being experienced in the implementation of the CWP?
2. What are the trends in the sustainable implementation of the CWP?
3. What are the strategies to consider in the implementation of the Programme?
4. How can the linking of CWP with cooperatives contribute towards sustainable development?

3.5 INTERVIEW QUESTIONS

Unstructured interviews will be done with CoGTA management and participants who are in the CWP but not part of cooperatives. Structured questions will be conducted with CWP participants who are part of cooperatives.

The following questions will be conducted with the identified cooperatives:

- What were your objectives when forming the cooperative?
- How has the CWP influenced the running of the cooperative?
- How many members of the CWP are active members of the cooperative?
- Do you receive assistance from government, and if yes, what kind of assistance?
- How do you manage your finances/proceeds?
- What difference has the cooperative made in your life and in the community?
- In your view, what do think will make the cooperative sustainable (include challenges and mitigation factors)?
- What are plans for this cooperative?

Interview Questions with Government Officials:

- What kind of assistance do you provide to cooperatives linked with the CWP?

- How do you monitor progress of cooperatives?
- In your view, are cooperatives linked with CWP thriving more than those not linked with the CWP, and if yes how; if no, why not?
- Can cooperatives linked with the CWP be sustainable?

Interview with Implementing Agents and Local Implementing agents:

- What challenges are you experiencing in implementing the programme?
- How do you monitor progress?
- How do you foresee future prospects for the programme?

3.6 PLANNING OF INTERVIEWS

The researcher will meet with the CWP Site Manager in Erasmus, who will take her through different sections. CoGTA representatives will be interviewed separately from the cooperative members. The Site Manager will introduce the researcher to the cooperative members and be excused.

The researcher will then ensure that the conversation will be confidential and no statement will be linked to an individual. The researcher will ask participants if she can take photographs. Notes will be taken including photographs during the interviews.

3.7 DATA ANALYSIS

Interviews with different stakeholders will be kept separately or grouped for ease of reference. Notes taken during the interviews will also be used to analyse data and packaged together based on answers that are of a similar nature. Triangulation or convergence with other pieces of information will be sought to identify similar conclusions. Another technique for analyzing data is application of sorting, organizing and indexing/coding data (Lee, in Mason, 1996: 96). Data collected must be interpreted to have meaning. This interpretation will be able to answer the research questions set out at the beginning of the research.

3.8 SIGNIFICANCE OF THE STUDY / THE RESEARCH PURPOSE

The main focus of the study was to assess how sustainable development of the CWP can be achieved through linking the programme with cooperatives. It is indicated in the Cooperatives Policy (2003: 8) that cooperatives are based on the values of self-help, self-responsibility, self-reliance, equity, democracy and solidarity.

These values are also enshrined in the Cooperatives Bill of South Africa (2005), in that one of the purposes of the Bill is to promote the development of sustainable cooperatives that comply with cooperative principles, thereby increasing the number and variety of economic enterprises operating in the formal economy.

Poverty is a serious challenge that affects the world and not only South Africa .The CWP has been given a new role since initially it was merely a safety net. The role is to ensure that by 2012 at least 30% of projects should be aligned to cooperatives. Its other target is to ensure that there is at least one CWP site in all local municipalities by 2014.

The study will enable the researcher to discover how these cooperatives are formed where they were non-existent and how those formed are functioning as a means towards creating sustainable development. New and old cooperatives will be able to draw lessons from each other and try to replicate strategies from cooperatives that are doing well, for example, if in the same sector. Businesses need to become more adaptable since it is evident that some of the previous poverty alleviation programmes did not yield positive results.

3.9 LIMITATIONS OF THE STUDY

Linking the CWP with cooperatives does not automatically serve as a solution towards sustainable development. Existing cooperatives should first prove their worth and new cooperatives will take time before they are fully functional and effective. Sustainable development may not be attained in the near future but in the long-term.

The scope of the study and the nature of the work might impact on the availability of key stakeholders. Time constraints will also be a problem in setting up appointments where some of these may not be honoured.

Cooperatives will not be sustainable in the short term but require a long period in order to measure their effectiveness and viability in creating sustainable development through the CWP.

The priorities of the Department of Cooperative Governance and Traditional Affairs have shifted somewhat, and the target of having 30% of functional cooperatives that was set previously may not be achieved as new priorities emerge as well as shifts in the policy direction due to new management of the Department of Cooperative Governance and Traditional Affairs. Since 2010 no cooperatives will be supported with state funds, as a new directive of the Department.

3.10 ETHICAL CONSIDERATIONS

Interviewees did not have a problem in giving their names for the purpose of the research as it does not pose any threat or affect their well-being or work. Any sensitive issue that may arise during interviews such as allegations of corruption will confidentially be referred to Senior Officials of the Department of Cooperative Governance and Traditional Affairs and will be resolved without compromising any respondents.

3.11 VALIDITY AND RELIABILITY

The issue of validity and reliability is important as it is necessary to prove that the research design used can yield quality research. There can be no perfect reliability and validity but these are ideals that researchers strive for (Neuman, 2006: 188). The findings should result in consistent and true reflection of the reality even when researched by a different person but this is often used in quantitative research and not in qualitative research. Reliability is described as being where the results are similar to stability or repeatability. A measurement that yields consistent results over time is reliable (Sekomo, 2006: 31).

Since the research is of a qualitative nature, photographs, interviews and documents are used to record observations consistently but the results cannot be replicated as different researchers use different methods in a changing environment or multiple phenomena.

Qualitative researchers are interested in authenticity, namely giving a fair, honest and balanced account of social life from the viewpoint of someone who lives it every day (Neuman, 2006: 196).

The researcher used observations from interviewees at the sites to verify or disqualify information received. To ensure reliability, the researcher used valid sources of information such as annual reports, documents and monthly reports.

The researcher's work is in the Marketing and Communications discipline in the public sector for the past eleven years. When identifying this topic the researcher was assigned to handle the communications aspect of the Community Work Programme. The programme is managed by the Department she previously worked for, namely the Department of Cooperative Governance and Traditional Affairs.

This research will afford the researcher an opportunity to engage with participants and examine how the programme is changing their lives. The researcher is in a position to access documents that will determine how the programme is planned and how it is going to yield desired results.

Triangulation is evident in the research as data collected is from various sources which give an objective and unbiased analysis of facts that inform the reliability of the research. The findings can be replicated as cooperatives generally have the same objectives and experience almost the same challenges. This indicates that even data sources can be the same. Data was collected from cooperatives themselves, the implementers of the CWP, and officials.

The research was validated by photographs taken during the site visit and interviews.

3.12 RESEARCH INSTRUMENTS

Based on the qualitative nature of the research, structured and semi-structured interviews will be conducted.

3.12.1 Structured interviews

The interview questions will be structured and all the participants will be asked the same questions: for example, all cooperatives will be asked the same questions. Officials will have their own set of similar questions asked.

3.12.2 Semi structured interviews

These will be open-ended to allow for further details around the topic. This will not limit interviewees from providing more information in detail.

3.13 CONCLUSION

In this chapter on research methodology, qualitative research is viable as it will allow participants to be free to express themselves and not be restricted from articulating their opinions. This will also allow the researcher to obtain in-depth information on how they operate, their challenges and how their contribution can lead to sustainable development.

Observation of participants also gives meaning to the research as it details their daily duties. The researcher was able to get their unbiased views. Photographs taken of the site including the produce is explicit in terms of specifically knowing what is produced by the participants.

The researcher was able to assess the quality of products or service rendered by the cooperatives. The interview with government representatives highlighted challenges and mitigating factors. The government will be able to assess how they can improve their involvement in the cooperatives and also address blockages in achieving sustainable development.

CHAPTER FOUR

DATA PRESENTATION

4.1 INTRODUCTION

This chapter presents data that was collected through interviews and documents. The purpose of the study was to investigate factors leading to non-sustainability of cooperatives linked with the CWP. The findings will enable the researcher to make recommendations that will augment government's efforts in introducing poverty alleviation initiatives that are sustainable.

The research questions aimed to identify the following:

- What are the challenges leading to non-sustainability of cooperatives in the CWP?
- What are the factors leading to challenges being experienced in the implementation of the CWP?
- What are the trends in the sustainable implementation of the CWP?
- What are the strategies to consider in the implementation of the Programme?
- Can the linking of CWP with cooperatives contribute towards sustainable development?

4.2 BACKGROUND TO THE CWP

The CWP is implemented in all provinces in South Africa and is a fully fledged government programme that has access to full programme funding under the Department of Cooperative Governance and Traditional Affairs (CoGTA) since 2010. The programme was piloted in 2007, and in 2009 it was discovered that from lessons learnt from the pilot study, the CWP can contribute to a number of government's goals. In his State of the Nation address in 2009, President Zuma called for the CWP to be accelerated.

The programme is in line with the Department's vision statement which is an integrated, responsive and highly effective governance system working with communities to achieve sustainable development and improved service delivery.

Some of the strategic priorities of the Department state the need to build cohesive, caring and sustainable communities and also to accelerate growth and transform the economy to create decent work and sustainable livelihoods. This is central to the research as it indicates Government's support for the programme to contribute towards sustainable development.

The purpose of the CWP (www.cogta.go.za) is to:

- Provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.

4.3 CWP INSTITUTIONAL ARRANGEMENTS

The CWP has been located within the Department of Cooperative Governance and Traditional Affairs (CoGTA) since 2010. The local government in the area is responsible for approving a site that is set up by the municipality. The CWP works in partnership with local government but it is implemented by a non-profit non-governmental organisation (NGO), and is designed to be community-driven. The work done is identified and prioritised by the communities themselves and not by government.

Technical assistance to the programme was provided by Trade and Industrial Policies Strategies (TIPS) and two implementing agents: Seriti Institute and Teba Development, both of which were directly contracted by CoGTA.

Implementation agents are responsible for developing a site and providing financial, logistics and project management as well as building local implementing capacity. The CWP included a strong focus on local capacity building and in 2010/2011 this resulted in the development of more than 20 local implementing agents which have taken on the implementing functions. Each CWP site has a site manager who is advised by a reference committee. Almost all sites have functional village or sub-site committees. The CWP is funded by Government.

The Lead Agents (LAs) are contracted to implement the programme in communities. LA organisations have experience in implementation of the programme. Their role is to facilitate consultation processes with local stakeholders, community mapping, information gathering, establishing a reference group (local government councillors, stakeholders, ward committee representatives), and mentor and provide technical support to implementing agents. They also conduct auditing and reporting functions and evaluate performance. They are responsible for putting in place institutional arrangements to enable sites to be established, and once all this is done then the CWP can be implemented.

Once the basics are in place, the Implementing Agents (IA) are contracted to take over. Their role is to establish the site under the guardianship of the LA. They have to ensure implementation, mentor and develop local implementing agents (LIA) and provide support to the LIA. CoGTA has made it clear that institutional arrangements made at the site level must be tailored in ways that will ensure that the norms and standards of the CWP are adhered to.

Work undertaken by CWP participants as stated in Chapter 1 must be deemed useful work, which means the work conducted must contribute towards public good or social services. It should respond to local needs, and a variety of community activities and initiatives. The work must be able to keep 1,000 people busy as a

CWP site should ideally accommodate a 1,000 people who work for eight days per month for R67 a day.

In accordance with the CWP Implementation Manual (2010), during the initial phase of the CWP, useful work was described as not-for-profit, enterprise-based activity, and is not work that is done by public servants, work that displaces existing jobs, or work that supports large-scale infrastructure development on its own. As development took place and the Government's priorities changed, it was mentioned that CWP should be aligned to cooperatives (State of the Nation address, 2010).

4.4 THE FOCUS OF RESEARCH

The focus of the research was in Erasmus. Erasmus was previously under Madibeng Municipality and now falls under the Tshwane Municipality, and has six sections where CWP is implemented. The focus was in Ward 39, where there are cooperatives operating, some registered and others that are not registered.

Bokfontein and Erasmus used to be under one Municipality (Madibeng Municipality) where CWP is implemented. The social group in Bokfontein has thus far been able to care for the 51 children attending crèche in the area. The Economic group raised some funds through collecting tins and bottles for recycling and the proceeds were used to buy materials for the infrastructure group.

The sectors assist each other and this is one way that can lead to sustainable development. In Bokfontein, plans are in place to set up cooperatives, namely aWholesale Cooperative and the Agriculture (called All Cultures) which will deal with agriculture issues and poultry. During the period of evictions and xenophobia in the area, the community accredited the CWP and the community building programme known as the Organisation Workshop as being instrumental in helping them to overcome the resulting trauma. According to King George Mohlala, who was then the Community Leader in Bokfontein (Daniel, et al, 2011: 256). "It brought back our humanity - we understood we were part of South Africa. It built us so that we can stand on our own without waiting for help from elsewhere".

In Erasmus, the social team has ensured that 50 of the CWP participants attend the Adult Basic Education and Training (ABET) programme. There is already a cooperative called the Tseke Farming Cooperative which is supporting the local Home-Based Care by supplying vegetables. Another cooperative is being planned.

In August 2011 a new community and skills development centre was opened through CWP efforts together with partners. An old building was renovated to provide youth with access to internet and to learn computer skills. This alone will create exit opportunities for CWP participants who can get permanent jobs at the centre (*Pretoria News*, 01 Sep 2010: 13).

4.5 CHARACTERISTICS OF DIFFERENT COOPERATIVES IN ERASMUS

In Ward 39, Tseke Farming Cooperative is a fully registered cooperative formed by CWP participants and general members of the community. When it started, the members sold vegetables from household food gardens.

Since Erasmus is a rural area governed by a tribal authority, the plan was to request the tribal authority to provide them with a piece of land, about 80 hectares to operate properly and be able to grow the cooperative and sell to the market including the Tshwane market, street hawkers and retailers.

As part of the plan, the cooperative signed a memorandum of agreement that when they are fully operational, 10% of the proceeds will be invested in the community. As the plans were under way, they sold vegetables on a small scale and the management committee was responsible for managing finances.

During harvest time, some members reneged on the promise of providing the 10% to the community. This matter caused tension and some of the CWP members withdrew from the cooperative. By then, funding was already requested from the Department of Social Development. After the members withdrew, the funding was received by the cooperative. The cooperative is still running with a few CWP members actively taking part.

Members who withdrew from Tseke Farming Cooperative then regrouped to form Therebosano Farming Cooperative. The Department of Cooperative Governance and Traditional Affairs was approached for assistance. The cooperative is also registered and has also requested land to farm. The Department of Agriculture provided them with seedlings, materials and other necessities. The land was provided but it still needs to be developed fully such as to be fenced, to install water pipes and electricity so as to operate effectively.

While waiting for the land to be fully equipped, the members are currently using 53 household gardens, from which they sell the produce and also provide the vegetables to crèches, home-based care projects and also for CWP participants who are needy.

4.6 OTHER CRITICAL PROJECTS IN ERASMUS

There are other projects that are likely to form sustainable cooperatives such as the Early Development Centre which started off as a drop-in centre for children of CWP participants. Most wanted to work but had no means or anyone to look after their children. Thulagano ya Bana day Care Centre was then developed. It is fully registered and started with children of the participants, where they were requested to at least pay their day wages for the upkeep of the centre which amounts to R80.00 for toddlers and R70.00 for older children.

The centre now has about 85 children, who are not only children of CWP participants but of other community members. The ECD does not yet have a bank account. There is, however, a book-keeper who manages the finances. It is staffed by CWP participants.

There are other participants who knit and sew goods such as mats, hats, boots, aprons, and pillow cases. These participants occupy different offices at the Erasmus skills centre. They have formed groups and allocated rooms depending on their work so those who knit sit together in one room and those who sew also sit together.

As indicated previously, Erasmus is a rural village and people still believe in traditional ways of living. Community members were disgruntled because there was a crèche before called Sediba sa Morafe and were later questioning the authenticity of Thulagano ya Bana.

Sediba sa Morafe collapsed because parents took their children to Thulagano ya Bana where the fees were lower. The owner was consulted to work with the cooperative, but declined the offer. At this stage the community members are still in consultation as to whether to call the centre Thulagano ya Bana or the old name of Sediba sa Morafe.

Thulagano ya Bana is still operating and receives support from ABSA Bank which assists with fundraising, toys, furniture, renovations and other necessities.

The environment is not enabling for cooperatives to thrive as Erasmus is a communal area. This can impede development as they do not want to accommodate other people from different or neighbouring areas, since people are highly traditional and insular.

Tshwane Municipality is not fully supportive. According to a source, the Mayor of Tshwane, Mr Ramokgopa, once promised to provide R250,000 to the cooperatives but that has not yet materialised. There is a Local Reference Committee that meets on a monthly basis to assist the projects in the area. The lead agent for CWP in the area is Mvula Trust and the local implementing agent is the Bokfontein Development Forum.

4.7 INTERVIEWS CONDUCTED

The research questions were interpreted based on the common responses received from the interviews conducted. These are summarized in findings. Interviews were conducted with:

- Department of Cooperative Governance and Traditional Affairs (CoGTA)

- The Implementing Agent (Seriti Institute)
- Local Implementing Agent
- CWP Participants.

4.8 INTERVIEWS WITH CWP PARTICIPANTS

The researcher moved from one office to the next as the participants occupied different offices within the centre. The researcher interviewed the respondents at their place of work namely at the CWP site in Erasmus. The participants mostly operate at the Erasmus Resource Centre. The researcher also visited nearby locations to interview CWP participants who are also involved in cooperatives.

The researcher interviewed CWP participants who are involved in cooperatives under the following groupings

- Arts and culture group
- Environment group
- Agriculture group
- Social group
- Economic group.

4.8.1 Arts and Culture Group

The group consists of elderly women who are CWP participants. They knit and sew various products such as mats, boots, hats, gowns, and pillowcases. Those who knit sit in one room and those who sew sit in a separate room. The machines they use were purchased by CWP. The women from both groups are enthusiastic and enjoy their trade although they have expressed challenges relating to not having opportunities to market their wares and money to buy materials

4.8.2 Agriculture Group

Mr Shoni Ramasodi is a member of the executive for the Therebosano Cooperative. He is also a CWP Coordinator for Agriculture. They plant vegetables using their

home gardens and sell them. They do not have an account but use a book to keep a record of all sold produce. When asked how they keep a record of what is sold, he said they believe in honesty and trust each other, so whoever sells anything will record it in the book.

They have a site that still needs to be fenced and electrified. The site does not have water. These require funding. Despite these challenges he was very optimistic about the future and indicated that they have enough manpower, about 26 active members.

The proceeds they get from selling vegetables they use to buy seedlings. He mentioned that through CWP they have learnt agricultural skills such as poultry farming, and planning and can survive without the programme. Some of their plans include to open a proper bank account and have a stall at a central place where they can sell their vegetables.

4.8.3 Environment Group

The group is dealing with recycling. The researcher spoke to Ms Tiny Mofane, who indicated that they have formed a cooperative though do not have access to the market. Whilst hoping to get exposure, they continue to gather recyclable products. We use an old yard to keep everything that we collect, it is lying there while we are still trying to market it" said Ms Mofane. The group comprises eight active members.

4.8.4 Social Group

There is a day-care centre that accommodates children of workers and broader communities. The centre is managed by Ms Mmule Diale. Toddlers pay a fee of R80 and older ones R70 per month. The centre operates Monday to Friday from 06:45 - 15:00. It receives donations from big corporates like ABSA Bank and Mercy House. They have however expressed the need to have a proper structure for the children as they are overcrowded. They also do not have proper ablution facilities.

4.8.5 Economic Group

The Erasmus youth, who are members of the CWP, offer computer training and an internet cafe. They are facilitators of the training programme which targets youth in Erasmus and surrounding communities. They charge a fee of R700 and are registered with the South African Qualifications Authority (SAQA). The coordinator is Mr Sydney Podile.

Some of the computers they use were bought by CWP, the Seriti Institute (Leading Agents), and others were donated by Good Hope, while the University of South Africa (UNISA) also donated some computers. They also got funding from Buntu Botho, an organization owned by Mr Patrice Motsepe. The proceeds are used to fix broken equipment. They did not seem to have a proper long-term plan to sustain the project.

The interview with the Implementing Agent was as follows:

1) What challenges are you experiencing in implementing the programme when linked with cooperatives?
    - Rules of the CWP mean that public money cannot be used for private purpose, thus it is technically illegal to use CWP labour to initiate or sustain cooperatives.
    - The changes brought by the DCoG (Department of Cooperative Governance) during the last 18 months remove the chance of enterprise development, or any community development facilitation (Removal of a share of the training and technical support budget to implementing agents; cutting of materials and tools budgets)
    - Even where it is not economically viable to form a cooperative, one or other government official may push for this. On the other hand, a lack of or little understanding of the necessities for successful cooperatives means that constitutions and member education are often inadequate and contribute to failure.
    - It is difficult for emerging cooperatives to get finance or business support.

2) According to your views and based on your experience, what is the nature of the challenges and how can these challenges be mitigated?
   - There needs to be explicit provision made for cooperatives formation from CWP work.
   - DCoG must restore the financial gearings that existed from 2009 to March 2012.
   - Dedicated cooperative support agency is needed, and finance mechanisms.

3) How do you monitor progress of the programme?
   - There is no “cooperatives programme” within the CWP; as explained already implementing agents have been hamstrung by the new financial rules within CWP.

4) Do you foresee future prospects/sustainability of the programme when linked with cooperatives?
   - It would be possible for a range of enterprises to emerge related to agriculture, agro-processing, and the Green Economy (waste recycling, renewable energy, alternative building techniques).

5) What can we do to improve to ensure sustainability of CWP when linked with cooperatives?
   - Restore financial gearings and so empower implementing agents; forge special relationships with SEDA and finance institutions; and take cooperatives development seriously.

The Interview with the Local Implementing Agent was as follows:

1) What challenges are you experiencing in implementing the programme when linked with cooperatives?
   - There is much enthusiasm from participants to establish cooperatives but there is insufficient support from the funder to make enough funds available to cater for these cooperatives.

- Invisibility of government sector departments is a contributing factor towards lack of sustainability.
- Lack of the private sector in the whole picture is also a major challenge for the purposes of market linkages and skills transfers.
- Emerging cooperatives are always facing basic challenges such as lack of space for operations.

2) According to your views and based on your experience, what is the nature of and how can these challenges be mitigated?
   - Programme budget should specifically include cooperatives establishment, relevant government departments must have interest in CWP or see CWP as a pool of upcoming entrepreneurs that are waiting for opportunities. Local authorities should ensure provision of land and space to accommodate this young business.

3) How do you monitor progress of the programme?
   - Participants dropping for greener pastures.
   - Growth in LED (Local Economic Development).
   - Improvement of community assets.
   - More space for community development.

4) Do you foresee future prospects/sustainability of the programme when linked with cooperatives?
   - Indeed CWP is a life-changing vehicle that renews hope for everyone with passion to go further in life. With cooperatives CWP will remain the super model for the universe to opt for.

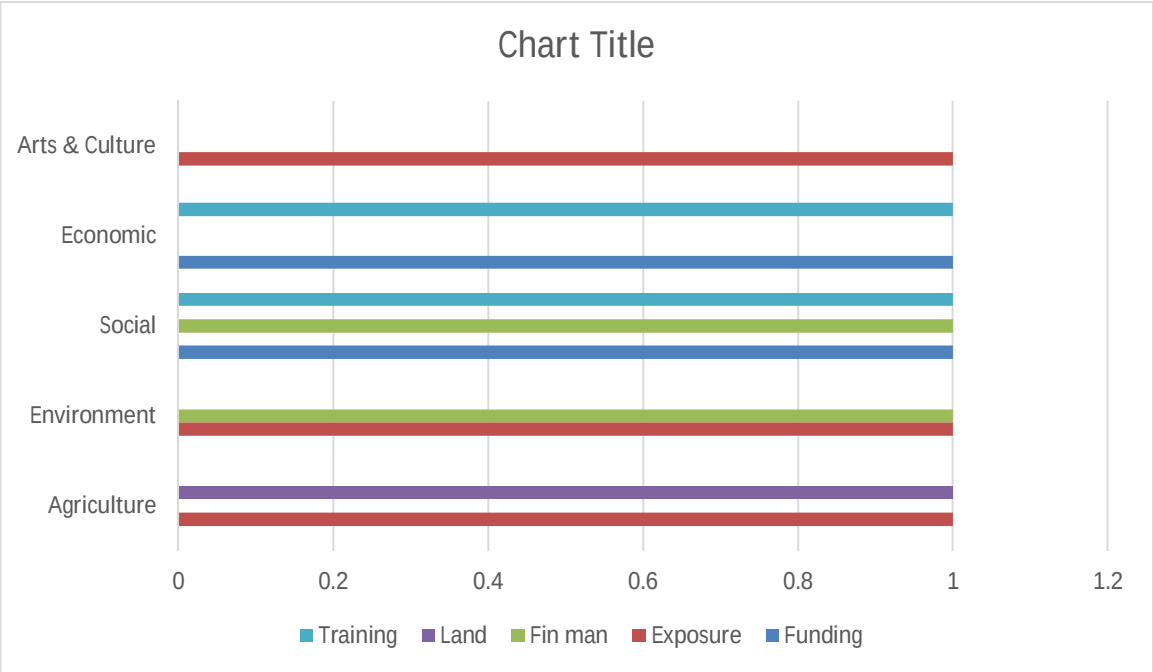
5) What can we do to improve to ensure sustainability of CWP when linked with cooperatives?
   - Frankly cooperatives are mechanisms to create exits for the participants from the programme. Strengthening the newly established cooperative will be a good move to ensure sustainability and that will really encourage participants.

The Interview with Government: Department of Cooperative Governance was as follows:

The interview with Government was conducted in November 2013. The researcher discovered that by then a lot had already drastically changed. The Government representative, who works with CWP, indicated that after much consultation, priorities for the Department regarding the CWP programme had changed. The focus was no longer on sustaining cooperatives within the CWP.

Further statistics on the capacity since inception of the programme were provided as follows: During 2010/2011, 89 689 work opportunities were provided in 56 sites. During 2011/2012, the figure rose to 105 218 work opportunities in 74 sites which were later consolidated to 68 sites. During 2012/2013, 204 494 work opportunities were provided in a total of 146 sites, 78 of which were newly-established during the same year.

Figure 1: Priority of Interviewed Groups and Requirements to Thrive



4.9 SKILLS DEVELOPMENT

Participants receive training such as computer skills, health and safety, welding, carpentry and similar. They have also received training from UNISA on how to start cooperatives. The intention of the CWP is to allow members to move in and out of the programme with skills that they can use for sustainable development.

Based on the above, it becomes clear that communities nowadays are empowered and they want to be in charge. Community based efforts, they proclaim, give power back to the people by allowing local people and organisations to take the lead in tackling their own problems and opportunities with minimum outside interference (Butler, 1982:4; Fitzgerald, 1998 in Fisher, et al, 1993:18).

4.10 CONCLUSION

This chapter presented the CWP implementation in Erasmus as a unit of analysis. The CWP has the potential to fight poverty and hence the need to determine exit plans for participants such as functional cooperatives for sustainability. As indicated in the challenges explained above, some of the traditional values can hamper development. According to the modernization theory explained in Chapter 2, certain traditional values should be by-passed in order for development to occur.

This theory seems to be true when based on the fact that in Erasmus there is some resentment of people who come with initiatives to develop the area but who are originating from neighbouring areas. Tribalism in this instance delays progress.

Another point to note is the fact that during the initial phase of the CWP, certain norms had to be amended based on developments and shifts in Government's priorities. In this instance, work done by the CWP was not for profit-making, then the aspect of linking the CWP with cooperatives was introduced. This indicates that a shift in economic development was identified as key to lead towards sustainable

development; however, the motion was again changed due to policy changes of the Department.

It is argued that self-help and development of local leadership is essential for development of communities (Rothman and Tropman, 1987:353 in Mbandazayo, 2012: 49). It is further indicated that self-generation, self-sustainability and the endurance process of growth brings about mobilization and harmonious relationships (Khinduki, 1975:353, in Mbandazayo, 2012: 49).

Skills development is also essential as managing cooperatives or any business without skills can be detrimental to sustainable development. The CWP thus offers training in various fields in order for people to be self-sustainable.

There is hope for a greater future for the CWP as it is in line with CoGTA's vision statement which is an integrated, responsive and highly effective governance system working with communities to achieve sustainable development and improved service delivery.

Some of the strategic priorities of the Department detail the need to build cohesive, caring and sustainable communities and also to accelerate growth and transform the economy to create decent work and sustainable livelihoods. This is central to the research as it indicates Government's support for the programme to contribute to sustainable development.

4.11 ACHIEVEMENT OF CWP OBJECTIVES

It is clear that the CWP is doing well in attempting to eradicate poverty in the country. During 2010/2011, 89 689 work opportunities were provided in 56 sites. During 2011/2012 the figure rose to 105 218 work opportunities in 74 sites, later consolidated to 68 sites. During 2012/2013, 204 494 work opportunities were provided in a total of 146 sites, 78 of which were newly-established during the same year.

Participants are provided 100 days' work per annum, or two days per week, eight days per month for a R60 per day wage. The rate has since November 2011 been increased to R63.18, and to date the allowance has increased to R67.00. It has been emphasised that the programme does not replace grants that participants may be receiving but should act as a supplement to improve their livelihoods. Coordinators receive a stipend of R95.00 per day.

As indicated in the Communities at Work publication (2010/2011), CWP participants acknowledge the programme as being responsible for changing their lives for the better.

The following are some of the testimonials from CWP participants:

> "When I started in CWP, I was a participant and couldn't read and write. I used to sign with an X and I hated it. At our site, participants attend ABET (adult basic training and education) classes. I attended the classes and worked hard and was promoted. As a coordinator, I must write weekly reports on the work that is done by my participants. I find that I can do this as well as manage my registers. If it was not for CWP, I would not be where I am now". Agnes Moswale (CWP Coordinator in Bokfontein).

This supports what is indicated in Fitzgerald (1997, 276) that creating performance without building capacity is not sustainable, but by simply building capacity without motivating performance wastes that capacity.

> "There was a lot of unemployment before, but now there is dignity in the area because people are working. You find people under the bridge, but they have dignity and humanity as they aren't struggling anymore". Agnes Sithole (Bokfontein Coordinator).

This is clearly what was meant in Chapter 2, that community development is a learning process. If people reach an objective, they gain self-sufficiency, their reliance on external resources to reach an objective diminishes, then they become self-reliant and gain human dignity (Swanepoel, 1992: 3).

Mr King George Mohlala who was then the site Manager at Bokfontein explained:

> “If we provide the way for people to learn organization, and then give them a vehicle like the CWP, this will promote the growth of the local economy. It will improve the standard of living and so reduce inequality in the country. I like the fact that the CWP doesn’t come with instructions. The community decides for itself what it wants and needs.”

The CWP is a good example of how any municipality needs to operate in communities. What has been stated in Chapter 2 is supporting the view that structural transformation is important in the drive to sustain development in communities.

CHAPTER FIVE

DATA ANALYSIS

5.1 INTRODUCTION

This chapter presents findings of the study and the interpretation of data collected Interpretation will be in line with the research questions stated in the introductory chapter. The research questions were as follows:

1. What are the challenges leading to non-sustainability of cooperatives in the CWP?
2. What are the trends in the sustainable implementation of the CWP?
3. What are the strategies to consider in the implementation of the Programme?
4. Can the linking of CWP with cooperatives contribute towards sustainable development?

In this study, data was collected through the Implementation Frameworks Document, CWP, Communities at Work booklet (201-/2011), CWP monthly reports, CoGTA website, CoGTA annual report, research papers, literature, and other websites.

5.2 THEORETICAL FRAMEWORK

As the CWP is identified as a poverty alleviation programme that is instrumental for sustainable development in the future, Sustainable Development theory is key to ensure that people's basic needs are met, that the resource base is conserved, that there is sustainable population level, that the environment and cross-sectional concerns are integrated into decision-making processes, and that communities are empowered (Fitzgerald, 1997: 4-5).

As indicated in Chapter 2, in creating sustainable development, the root cause of poverty needs to be analysed as well. Poverty is as much about quality of life, power and access to resources as it is about income, as stated by Graaff (2003: 7).

It should be noted that the concept of sustainability gained momentum as a result of the World Commission on Sustainable Development (WCSD), headed by Brundtland in 1983.

The Commission's task was also to develop the link between environment and sustainable development. *Our Common Future* published in 1987 sought to determine actions to protect the earth whilst promoting social and economic justice goals.

The report also proposed the interaction of fundamental criteria termed the Three E's: ecology/environment, economy/employment and /equity/equality (Edwards, 2005:17). This inter-relatedness between ecological, economic and social (community) development is critical for development (Bell and Morse, 2003: 4).

It is notable according to So (1990: 20) that there are four functions that every society must perform in order to survive: adaptation to the environment, goal attainment by the government, integration and latency, and this indicates the intrinsic relationship between communities and the government. On the same subject, Fitzgerald (1997, 276) observes that creating performance without building capacity is not sustainable, but by simply building capacity without motivating performance also wastes that capacity.

Sustainable development is participatory, as contained in Principle 10 of the Rio Declaration on Environment and Development: "Environmental issues are best handled with the participation of all concerned citizens. Each individual should have information, and the opportunity to participate in decision-making processes (UNCED, 1992, cited in Curwell and Cooper, 1998; Bell and Morse, 2003: 4).

As indicated in Chapter 1, for sustainable development to be realised an economy should at least be able to generate surpluses and have technical knowledge on a sustainable basis. It is further stated that there is no magic formula for sustainable development and no easy reformist solution to poverty and that contrary to dominant

practice, development ought to be what human communities do to themselves rather than what is done to them by the state or agencies (Blewitt, 2008: 21).

Sen in Blewitt (2008: 21) indicates that realising human capabilities in a society means equity, democracy, human and civil rights, and a continuing enhancement of people's ability to do what they have good reason to value. Sen also indicates that real "development" cannot be reduced to simply increasing basic incomes, nor to rising average per capita incomes. Rather, it requires a nested package of overlapping mechanisms that progressively enable the exercise of a growing range of "freedoms" which allow for the meeting of basic needs and the exercise of innate abilities and self-determination (www.wikipedia.org). This shows that people need to do what they want to do in terms of the needs of the communities and not something that is enforced; hence in the CWP, the concept of 'useful work' and priorities of the communities is taken into consideration regarding what work needs to be done for a particular community.

Again in Chapter 1, it is noted that people should desist from confusing growth with development and that the emphasis should be on the fact that the aim of development is to lead to self-fulfilment and creative partnership in the use of a nation's productive forces and its full human potential (Blewitt, 2008: 15). This brings to the fore the concept of linking the CWP with functional cooperatives.

Sustainable Development is regarded as providing people with the means to sustain development in their communities and also to provide them with the means to sustain their own development (Fitzgerald, 1997: 279). Development is then classified under four categories: environment, economy, politics; and human capital.

As stated in Chapter 2, Lombard (1991) indicates that there is a dynamic interdependence and interaction between forces of nature, namely the social, economic, political and physical. In essence, none of the above should be in scarcity in order for the other to take place, as they are interdependent; so for human development to take place there must be a social aspect that must be undertaken.

5.3 AREAS OF IMPROVEMENT

As indicated in Chapter 3, cooperatives are not sustainable in the short term but require a long period in order to measure their effectiveness and viability in creating sustainable development through the CWP.

Based on the interviews conducted in Chapter 4, it became evident that priorities of the Department of Cooperative Governance and Traditional Affairs had since changed thus the target of having 30% of functional cooperatives that was set then, may not be achieved as new priorities emerged due to new management of the Department of Cooperative Governance and Traditional Affairs. No cooperatives will be supported with state funds after 2010. This new directive of the Department is seen as a handicap to the advancement of such a programme that has the potential to drive sustainable development in the country at a faster pace.

There are commonalities identified between the interview with the implementing agent, local implementing agent and participants, where all argue that there is a serious need for Government to provide more assistance, for the private sector to be involved, for financial assistance through organisations such as SEDA to be provided, and for access to markets and training to be provided.

It was emphasised that the budget should specifically include cooperatives establishment and that the relevant government departments should have a greater interest in CWP and view it as a pool of upcoming entrepreneurs that are waiting for opportunities.

Local authorities are identified to also play a crucial role in the entire process. They are instrumental in providing land or space where cooperatives can conduct their businesses. The interview with the relevant interviewee indicates that an impediment to the success of cooperatives in Erasmus was lack of developed land. Land for farming was provided, but the cooperatives are unable to use it as it is not properly fenced, it is not electrified and it does not have piped water.

During interviews with participants it emerged that the environment in Erasmus is not enabling for cooperatives to thrive as the area is a communal area. This can hamper development as they do not want to accommodate other people from different or neighbouring areas, due to a high degree of tribalism.

As indicated in Chapter 1 under the problem statement, non-sustainability of cooperatives has been a long-standing challenge. Solid intervention such as training, capacity development, funding, commitment, support and exposure to various economic vehicles can assist a great deal in keeping cooperatives functional.

5.4 WHAT WORKS WELL IN THE CWP

The primary motivation for the mobilization of state resources behind the CWP is that it is an effective poverty alleviation programme in the most marginal and impoverished communities (Daniel, 2011: 268). Undoubtedly the CWP has restored dignity and given people hope to live a better life. Based on testimonies from literature and interviews conducted, it is clear that indeed it has made a difference. Some people were employed for the first time in the programme. It brought back reconciliation and peace as in the case of Bokfontein, as alluded to in Daniel (2011: 256).

Work done through the CWP is seen as having an intrinsic value for the community, and it is work that is benefiting the community as a whole. It is available to everyone who is willing to participate and it is very flexible as participants can have other jobs to supplement the stipend they receive from CWP.

5.5 FACTORS LEADING TO SUSTAINABLE DEVELOPMENT

In his State of the Nation Address (2014), President Zuma noted that, ‘’We have created 3,7 million work opportunities over the past five years. Our people obtain an income and skills from the public works programme, which they use to seek formal employment. Cabinet has set a target of 6 million work opportunities from this year (2014) to 2019, targeting the youth, while our social assistance programme which now reaches about 16 million people, provides a safety net for millions, especially

vulnerable children". This statement undoubtedly projects the CWP as a powerful programme that can yield desired results in sustainable development.

There is hope for a greater future for the programme, as it is also indicated in chapter 4 that the CWP is in line with the Department's vision statement of an integrated, responsive and highly effective governance system working with communities to achieve sustainable development and improved service delivery.

Some of the strategic priorities of the Department detail the need to build cohesive, caring and sustainable communities and also to accelerate growth and transform the economy to create decent work and sustainable livelihoods. With government's continued support, the programme can in future contribute towards sustainable development.

During the interview with Government, it was mentioned that during 2010/2011, 89 689 work opportunities were provided in 56 sites. During 2011/2012, the figure rose to 105 218 work opportunities in 74 sites which were later consolidated to 68 sites. During 2012/2013, 204 494 work opportunities were provided in a total of 146 sites, 78 of which were newly-established during the same year. These statistics provide further evidence that the CWP is a gateway towards sustainable development.

Technical assistance, capacity building and training are important elements required for sustainable development but are regarded as not being sufficient. It is therefore implied in Honadle and Van Sant (1985: 89) that process factors and structural factors can be complementary. Process factors include the importance of collaboration, commitment and mutual learning.

The other element is the importance for communities to learn to be self-reliant and to have a positive attitude and be able to reflect on lessons learnt. In the CWP, for example, most members have been involved since the project started, hence they should be able to learn from what worked and what to do to move forward in terms of building cooperatives that work.

Risk-sharing is also identified as a key element where members involved share the same risk if the project fails, and that level of commitment to make the project work is crucial. Once again having appropriate resources remains a key element to promote sustainable development. Projects that are well-resourced are seen to perform better (Honadle and Van Sant, 1985: 90).

This shows that if the Therebosano Cooperative (as described in Chapter 4) had control over a central set of natural resources such as land, water and electricity, it might be performing better than it is currently.

Based on the above, efforts to achieve sustainability by these cooperatives seems to be challenging but all hope must not be lost. In Honadle and Van Sant (1985: 96), it is indicated that while resource bases are being built, local organisations must be equipped. There should be mobilisers, incentives be adjusted, vertical linkages with policy-level actors established, and accountability included, then there is a likelihood that sustainability is possible.

Also indicated in Howard, K (2014, Vol. 81, Issue 4:31) essentially indicates the importance of workers to start thinking like owners of the business and the importance of attending identifies training to be part of a cooperative specifically for new members and that a cooperative is a community effort and the entire community must be engaged as cooperatives benefit the wider community, the community aspect is also expressed in chapter 2 under the definition of cooperatives. What is also interesting is that the money generated stays local i.e. it circulates within the community and can improve the quality of life of community members as well. Tonsager, D, (2011, Vol. 78, Issue 6: 2).

5.6 CONCLUSION

The above information indicates that cooperatives require a lot of support in order to thrive and be self-sustainable. There seems to be lack of information as to how and where to get assistance by CWP cooperative members in terms of marketing and selling their products, as revealed during the interviews. The groups are motivated

and highly optimistic about their work but require support. They seemed to work well together and did not indicate any disharmony amongst themselves.

All the groups interviewed seemed to be generally happy that they are able to provide for their families and are able to assist to uplift their community by their contribution. Issues of land access appeared to be a stumbling block in advancing their project such as related to agriculture produce.

Cooperatives are regarded as a vehicle to fight poverty (Kotze in Swanepoel, 1997: 26). Based on the research conducted, CWP members have gathered themselves to form cooperatives but they still have a long way to go, as they are still experiencing challenges, they do not have much autonomy nor are they able to market their products and conduct proper financial management of proceeds.

It must be emphasized that in order for sustainable development to be realised with regard to cooperatives, support from all sectors is important especially Government, namely the three layers of Government at the national, provincial and local government levels.

As indicated a solid intervention not only from government but from the private sector as well is required to ensure that cooperatives are established on firm ground from the initial stage or the formation stage. Members must receive adequate training, capacity development, adequate funding, commitment from all parties involved, support and exposure to various economic vehicles that can assist in keeping cooperatives functional.

Members interviewed displayed the will and hope to succeed but without access to proper facilities such as land to plough, financial management and support, exposure to various markets, funding, proper administration structures and operations, their future hangs in the balance.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

The purpose of the research was to investigate factors leading to the non-sustainability of cooperatives linked with the CWP. The finding will enable the researcher to recommend how best to augment government's efforts in introducing poverty alleviation initiatives that are sustainable.

Findings in the implementation of the CWP will be presented. The study will further interpret and analyse the findings then make recommendations of strategies to consider when implementing the programme.

Based on the above interviews, it becomes clear that cooperatives linked with the CWP require greater support in order to be effective and sustainable. Good intentions are there, manpower is available but this is not enough without full support from the Government, skills and capital as well as exposure to appropriate channels that will open doors to sustainable development.

Support from the private sector is also important, as this is necessary to allow the CWP to be self-sustainable when they exit the programme. They can grow their cooperatives with support and experience gained through the CWP and other government support structures.

6.2 LITERATURE REVIEW

The CWP concept is addressing sustainable development through provision of basic needs. It is also indicated in Sheperd (1998, 100) that cooperative societies rarely succeed as autonomous because of their continued dependency on promoting public sector agencies, which binds them to patronage, corruption and lack of decision-making autonomy, poor management and absence of strategy. Most theorists

indicate that with skills and support, the sustainable development of cooperatives is possible.

The CWP and cooperatives are not able to lead to sustainable development without the assistance of Government, as explained by Oakley (1995, 99) and Weddington (1979). Sustainable development also requires the full involvement of participants who must be willing partners committed to improving their lives by participating in such initiatives.

Sustainable development is dependent on the empowerment of people to sustain their own development in order to be sustainers of development in their communities (Fitzgerald, 1997, 289).

Sustainable development is linked to human empowerment as it is indicated that, “Capital, natural resources, foreign aid and international trade play an important role in economic growth but none is more important than manpower” (Fitzgerald 1997: 278).

Most of the development theories interlink. Modernisation Theory, for example, also links with the concept of sustainable development which is important for the successful implementation of the CWP as well as the Functionalist Theory, which indicates the relevance of functionalist theory within sustainable development. This indicates that for sustainable development to occur through cooperatives, a lot needs to be accomplished in the short to medium term and this poses a huge challenge to obtain complete sustainability through managing cooperatives.

Modern ways of application becomes important for development to occur as modernization theorists suggest. Fresh thinking can help to promote greater independence.

6.3 RESEARCH METHODOLOGY

Qualitative research method used for the research is in support of the fact that qualitative research interviews have twelve defining characteristics that should

contribute to a well conducted interview that is a positive experience for the interviewee (Kvale, 1996, in Lee, 1999: 63-64). It is further argued that qualitative research may be ideal for descriptive interpretation and explanation and not as suited to questions of prevalence, calibration and generalization (Kvale, 1996, in Lee, 1999: 64).

Qualitative data was used to document real events, recording what people say, observing specific behaviours, studying written documents and visual images as indicated by Neuman 1993, : 157). Participants were not restricted from articulating their opinions and provided insight into information on cooperatives linked with the CWP. Participants were observed as they discharged their duties at the Erasmus site.

6.4 DATA ANALYSIS

It is important to be realistic as income generation initiatives such as cooperatives need a solid foundation to be self-sustainable. The disadvantage of such initiatives is the risk of being corrupted or funds being misappropriated. This can eventually lead to divisions in the group or disrupt the cooperative completely (Hurley, 1990: 40).

Cooperatives linked with the CWP need a lot of support to thrive and be sustainable. There seems to be a lack of information as to how and where to get assistance by members in terms of marketing and selling their products. The groups are motivated and optimistic about their work and appeared to work well together without disharmony.

All the groups interviewed seemed to be generally happy that they are able to provide for their families and can uplift the community by their contribution. However, there were some issues regarding land access that impeded the project growth.

Cooperatives are regarded as a vehicle to fight poverty according to Kotze in Swanepoel (1997: 26). Based on the research conducted, CWP members have gathered themselves to form cooperatives but they still experience challenges, they

do not have much autonomy and are not able to market their products or obtain proper financial management of the proceeds.

The shift in the policy direction due to new management of the Department of Cooperative Governance and Traditional Affairs in 2010 meant that no cooperatives will be supported with state funds after 2010 and this can hinder sustainable development of cooperatives linked with the CWP.

In 2005, the Cooperatives Development Act No 14 provided an approach that the DTI should play a leading role in ensuring simpler registration of cooperatives. However, the communication of such important information has not effectively cascaded down to the people on the ground such as the CWP participants in Erasmus. Cooperatives are still not aware of opportunities available to assist them to market their products and produce.

Table 3 below by Vishwas and Williams in Daniel, et al (2011:206) indicates the challenges confronted by cooperatives. This was compiled from the DTI baseline study done in 2009.

Table 3: Cooperatives numbers by Province

Province	Current data from CIPC register	National picture: No. of surviving co-ops	No. of dead co-ops	Survival rate	Mortality rate
KwaZulu-Natal	8697	1044	7653	12%	88%
Eastern Cape	4124	287	3957	7%	93%
Western Cape	1003	69	934	7%	93%
Northern Cape	798	20	778	2.5%	97.5%
Limpopo	1779	405	1474	22%	78%
Mpumalanga	1396	187	1309	12.5%	87.5%
Gauteng	2265	394	1971	17%	83%
Free State	850	71	829	8%	92%
North West	1208	167	1090	13%	87%
National Total	22030	2644	19386	12%	88%

6.5 NATIONAL APPROACH

The Parliament of South Africa can play a crucial governance role by contributing to priority setting in terms of public policy, law making and budget formulation (Matlosa, et al., 2007: 231). It is noted that to fully achieve poverty eradication there needs to be high levels sustainable economic development which will require good governance, healthy foreign direct investment, legal framework and good investment climate.

Development projects such as the CWP involve a deliberate use of resources to achieve self-sustaining improvements in the well-being of participants and their capabilities.

6.6 GLOBAL PERSPECTIVE

The Millennium Development Goals stipulate a commitment by developed countries to increase overseas development assistance in support of the MDGs. Despite this, the extent of overseas assistance is still lagging if the MDGS in poorer countries are to be achieved.

Global structures and practices need to be evaluated as they are in some respect responsible for the poverty in developing countries since developing countries are not included as part of the decision-making process of the developed countries, and their policies are often detrimental to the development of poorer countries (Matlosa, et al., 2007: 235).

According to a poll conducted in Minnesota and Wisconsin in the United States of America, about 74% of surveyed consumers prefer using cooperatives over investor-owned businesses. The survey was commissioned by the Cooperative Network in 2013 (Campbell, 2013). This indicates that cooperatives have a substantial influence in the American economy as there are more than 30 000 cooperative businesses in the United States servicing more than 350 million members, generating more than $650 billion in annual revenues, employing 2 000 000

Americans with aggregate payroll of more than $75 billion annually (www.cop100.coop).

6.7 REGIONAL APPROACHES TO POVERTY ERADICATION

SADC has indicated that to promote sustainable and equitable development relies on the regional integration agenda being realised. The Regional Indicative Strategic Development Plan (RISDP) focuses on deepening the integration agenda of SADC with the aim of accelerating poverty eradication and attainment of economic goals. According to Matlosa, et al. (2007: 231), the following have been identified by RISDP as intervention areas:

- Food, agriculture and natural resources;
- Social and human development and special programmes;
- Gender;
- HIV and AIDS;
- Infrastructure services;
- Trade, industry, finance and investment; and
- Politics, diplomacy, international relations, peace and security.

It is indicated that in Jamaica, where they used a second Integrated Rural Development (IRDP 11), deployment of road building equipment was controlled by the Ministry of Works and not by the Project Managers. This added to the challenges as spreading control of resources among several parties can delay progress. Experience and project design are regarded as ideal and realistic methods used to improve implementation of area-based projects (Honadle and Van Sant, 1985 11.

6.8 SUSTAINABLE DEVELOPMENT

As indicated in chapter 2, it should be noted that the concept of sustainability gained momentum as a result of the World Commission on Sustainable Development (WCSD) headed by Brundtland in 1983.

The Commission's task was also to establish the link between the environment and sustainable development. The report *Our Common Future,* published in 1987, sought to determine actions to protect the Earth whilst promoting social and economic justice goals. The report further indicate that over-exploitation of resources in the North and lack of satisfaction of basic needs in the South would both lead to unsustainable development (Stren, et al., 1992:3). It is argued that Latin American authors maintained that sustainability in the countries they represent involves dealing primarily with the needs of the urban poor (Stren, et al., 1992: 4).

The report also proposed the interaction of fundamental criteria termed the **Three E's,** namely **ecology/environment, economy/employment and /equity/equality** (Edwards, 2005: 17). This inter-relatedness between ecological, economic and social (community) development is critical for development (Bell and Morse, 2003: 4).

Sustainable development is participatory, as contained in Principle 10 of the Rio Declaration on Environment and Development. Development projects such as the CWP involve the conscious and deliberate use of resources to achieve self-sustaining improvements in human well-being and capability. It is difficult to attain changes if people work individually, thus organisations are needed to manage and facilitate changes in a community. Project management, line ministries, political parties, formal village associations, informal and seasonal agricultural work groups as well as cooperatives are used as examples of the organizational efforts required for development processes to lead to sustainability (Honadle and Van Sant, 1985: 6.)

6.9 RECOMMENDATIONS

Apart from the extensive assistance that cooperatives require, it was noted that they need basic guidance on how and where to expand their markets. Some of the participants were not aware of how to sell their products, and the ladies who were sewing items required ideas such as selling at pension pay-points, to local schools and neighbouring crèches. They have the will but need the means to be productive and innovative.

It is clear that the government alone will not be able to create sustainable development and eradicate poverty. Communities will have to be more involved in their own development to ensure their own survival in essence, as stated by Milson (1974:75) in Lombard (1991::198): “The poor should overcome poverty themselves. This does not however imply that Government support, funding and monitoring is not required, since Government involvement is key in driving sustainable development.

Rasheed (1996: 62) observes that without effective involvement and participation of the poor in the design and implementation, monitoring of policies, programmes and projects meant to eradicate poverty and enhance their contribution to overall national development will not achieve the desired outcomes.

There are a number of elements that must be in place to render a cooperative successful and sustainable, including a good system of accounting and accountability, and an understanding of the system on the part of members to challenge possible abuses (Hurley, 1990: 42).

Government policy and support is the key to ensure sustainability of cooperatives as explained by Hurley (1990: 30-31). As mentioned in the literature review, creating an enabling environment for individual enterprise that will encourage socially responsible business is necessary.

In Erasmus land is needed for agricultural produce, support is needed to access the market and wider exposure is needed to sell the products, as well as funding and training in business management. Based on the findings, the cooperatives in Erasmus require far greater assistance to be self-sustainable than they presently have.

The results of the study clearly indicate gaps in intergovernmental support to the Community Work Programme. The cooperatives linked with the programme require more support from multiple departments including with funding, training, monitoring, support from CoGTA, seedlings and farming skills from the Department of Agriculture, suitable land to plough or use for recycling from the municipality/tribal authority/ Department of Land Affairs, and access to market their produce/wares

from the Department of Trade and Industry and the Tshwane Municipality. Access to the market and information on how to source funding from Khula Enterprises, the National Empowerment Fund, and the National Youth Development Agency is also required.

The Cooperatives Development Act No. 14 of 2005 provides among others for an approach where the DTI should play a leading role in ensuring simpler registration of cooperatives. Communication of such important information must reach the communities. In Erasmus, the cooperatives are not aware of many opportunities available to assist them as well as to market their products more widely.

As succinctly expressed in Mohammed (2012), for development to be sustainable, women, who comprise over half the global population and contribute 60 to 80 per cent of the time put to agriculture need to have access to and control over the means of production such as credits, capital for investment, land, education, training, appropriate technology and labour inputs. This applies equally to cooperatives i.e. essential tools are needed to survive and thrive.

6.10 EXIT STRATEGY

Since the CWP is intended to be an ongoing programme, with participants moving in and out of the programme as their needs change, it becomes imperative for Government to provide prolonged support, training and encourage formation of cooperatives as part of their exit strategy. Cooperatives can assist to eradicate poverty and lead to sustainable development, and this is in essence the exit strategy towards sustainable development.

This indicates clearly that linking the CWP with cooperatives can go a long way in creating sustainable development. As in the case of Canada where cooperatives have been successful, this has provided a basis for the viability of cooperative production (Wilson, et al., 1989: 283).

South Africa should take lessons from countries where poverty alleviation mechanisms did not yield positive results, such as Nigeria where poverty alleviation

programmes were introduced. The National Poverty Eradication Programme (NAPEP), despite its good intentions, was politicised by the politicians and benefited party loyalists and family members and not the communities in general.

Governance issues should not be undervalued as good governance is said to be underpinned by four principles: accountability, participation and decentralization, predictability, and transparency. If all this principles are adhered to, sustainability is more likely to be achieved as well as taking into consideration the importance of the consumption level of goods in a country, the production of goods and the distribution of goods (equitable distribution).

Since the CWP is apolitical, meaning it is not politically affiliated/associated (CWP Implementation Manual, 2010: 6), it is expected that the programme will continue to support efforts to alleviate poverty in future and that cooperatives linked with the CWP become a key factor in creating sustainable development.

6.11 CONCLUSION

Despite the change of priorities in supporting cooperatives linked to the CWP by Government, there is a commitment from the Department to support the programme. In March 2010, the CWP reached 55 582 participants. In 2011 the number increased to 89 689 in 45 municipalities across the nine provinces. In 2012 it had 105 218 participants in 63 municipalities. In 2012-2013 the number exceeded the target as the programme created 204 494 work opportunities in 104 municipalities.

In the 2012/2013 financial year, 206 166 work opportunities were created against the target of 172 000. This is a clear indication of the commitment and the good work Government is doing to create jobs and alleviate poverty though the CWP (*Business Day*, 13 February 2014).Furthermore, President Zuma on 13 February 2014 highlighted the importance of the poverty alleviation projects to eradicate poverty and indicated that the Expanded Public Works Programme and the Community Work Programme are effective cushions for the poor and the youth. This undoubtedly projects the CWP as a powerful programme that can yield desired results in providing sustainable development.

> "We have created 3, 7 million work opportunities over the past five years. Our people obtain an income and skills from the public works programme, which they use to seek formal employment. Cabinet has set a target of 6 million work opportunities from this year (2014) to 2019, targeting the youth. Our social assistance programme which now reaches about 16 million people, provides a safety net for millions, especially vulnerable children".

There is hope for a greater future for the programme, as indicated in chapter 4, that the CWP is in line with the department vision statement which is an integrated, responsive and highly effective governance system working with communities to achieve sustainable development and improved service delivery.

Some of the strategic priorities of the Department specify the need to build cohesive, caring and sustainable communities and also to speed up growth and transform the economy to create decent work and sustainable livelihoods. With government's continued support for the programme, it can lead towards sustainable development.

From the evidence provided, it is clear that, the CWP is one of the instrumental government programme that can effectively eradicate poverty in the country. Government support will forever be needed to create sustainable development as indicated that, in order to effect change in communities, cooperatives alone, will not be able to thrive successfully without the support of Government (Oakley, 1995: 99). It was further quoted that "The future destiny of community work, like its present and its past will be inextricably bound up with that of the state" (Weddington, 1979).

The results of the study clearly indicate gaps in intergovernmental support to the community work programme. It should be emphasized that, cooperatives linked with the programme clearly require a multi-departmental support e.g. funding, training, monitoring, support from the Department of Cooperative Governance; Seedlings and skills from Department of Agriculture; Land to plough or use for recycling from the Municipality/tribal authority/ Department of Land Affairs; Access to market their produce/wares from the Department of Trade and Industry/ Tshwane Municipality

etc. There should be legislation mandating all relevant departments to provide support to specific cooperatives.

As indicated in chapter 5, some of the strategic priorities of CoGTA, indicate the need to build cohesive, caring and sustainable communities and also to speed up growth and transform the economy to create decent work and sustainable livelihoods. With government's continued support, the programme can in future undoubtedly lead towards sustainable development.

The speech made by United States' President Obama prior to the 2012 G-8 summit captures the essence of cooperative development, that that the purpose of development is to create conditions where assistance is no longer needed, where people have dignity and the pride of being self- sufficient (Hazen, 2013).

According to the International Year of Cooperatives (IYC) resolutions (2011), Resolution 64/136 adopted by the United Nations General Assembly states that the IYC is a time to:

- Recognise that cooperatives in their various forms promote the fullest participation in the economic and social development of people and that they are becoming a major factor in economic and social development and contribute to the eradication of poverty;
- Encourage governments to keep under review the legal and administrative provisions governing activities of cooperatives in order to enhance the growth and sustainability of cooperatives in a rapidly changing socio-economic environment by providing a level playing field for cooperatives, including appropriate tax incentives and access to financial services and markets;
- Create a supportive environment for the development of cooperatives by promoting effective partnerships between governments and the cooperative movement through joint consultative councils and/or advisory bodies, and by implementing better legislation, research, sharing of good practices, training, technical assistance and capacity-building of cooperatives, especially in the field of management, auditing and marketing skills;

- Raise public awareness of the contributions of cooperatives to employment generation and to socio-economic development, promoting comprehensive research and statistical data-gathering on activities of cooperatives at the national and international levels

Some of what has been mentioned above has been identified as what CWP Participant requires in order for their cooperatives to grow and thrive. I have no doubt that if we were to follow these recommendations, cooperatives in our country will definitely be the next best producers of employment/create jobs, eradicate poverty and most importantly lead to sustainable development.

When all is considered, it is apparent that CWP participants will be able to live sustainable lives when they exit the formal structure, as they will have skills and be able to run a cooperative successfully.

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Department of Trade and Industry:	www.thedti.gov.za
International Cooperative Alliance	www.ica.coop.org
International Institute for Sustainable Development	http://www.iisd.org/sd/poverty
International Labour Organisation	www.ilo.org
International Year of cooperatives	www.un.org/coopsyear
National Cooperatives Bank	www.cop100.coop
Public Service Commission	www.psc.gov.za
Sage	www.sagepub.com
South African Government	www.gov.za
The World Bank	www.worldbank.org

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ANNEXURES

ANNEXURE1

All respondents were requested to fill the below biography information, it was standard for all respondents.

INTERVIEW QUESTIONS WITH GOVERNMENT OFFICIAL

BIOGRAPHY

Name (optional)

Gender Male Female

Level of education

Work Experience

Organisation

Designation

Interview Questions

1) What are strategies used to implement CWP/ when linked with cooperatives
2) What kind of assistance do you provide to cooperatives that are linked with the CWP?
3) How do you monitor progress of cooperatives linked with CWP?
4) In your views, are cooperatives linked with CWP thriving more than those not linked with the CWP, if yes how and if not why?
5) According to your views, Can cooperatives linked with the CWP be sustainable?

INTERVIEW QUESTIONS WITH LEAD AGENTS AND LOCAL IMPLEMENTING AGENTS

1) What challenges are you experiencing in implementing the programme/when linked with cooperatives
2) According to your views and based on your experience, what is the nature of and how can these challenges be mitigated
3) How do you monitor progress of the programme
4) Do you foresee future prospects/sustainability of the programme when linked with cooperatives
5) What can we do to improve to ensure sustainability of CWP when linked with cooperatives

INTERVIEW WITH CWP MEMBERS WHO HAVE FORMED COOPERATIVES

The following questions will be conducted with the identified cooperatives/CWP participants

- What were your objectives when forming the cooperative?
- How has CWP influenced the running of the cooperative?
- How many members of CWP are active members of the cooperative?
- Do you receive assistance from government, if yes, what kind of assistance?
- How do you manage your finances/proceeds?
- What difference has the cooperative made in your life and in the community?
- In your views, what do think will make the cooperative sustainable (include challenges and mitigation factors)
- What are future plans of this cooperative?

ANNEXURE 2

ERASMUS CWP SITE: PICTURES TAKEN DURING THE SITE VISIT

THEREBOSANO FARMING COOPERATIVE





COMMUNITY AND SKILLS DEVELOPMENT CENTRE



THULAGANO YA BANA DAY CARE CENTRE













RECYCLING GROUP/POTENTIAL COOPERATIVE







SEWING GROUP/POTENTIAL COOPERATIVE



KNITTING AND WARES GROUP/POTENTIAL COOPERATIVE