

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 BRIEF OVERVIEW OF THE STUDY**

Non-governmental organisations (NGOs) are vital organisations in addressing issues such as poverty, HIV and AIDS, crime, violence, family dysfunction and numerous other social problems (Patel, 2005). This study focused more on developmental NGOs with the primary aim of building and developing human capacities and physical infrastructures (De Beer & Swanepoel, 2000). Therefore, the study attempted to establish the contributions of and explore the challenges experienced by developmental NGOs in Gauteng, South Africa, since the transition to a developmental welfare paradigm.

### **1.2 STATEMENT OF PROBLEM AND RATIONALE FOR THE STUDY**

The social welfare system in South Africa emerged under the European imperialism created by the settlers who operated both sectarian and secular voluntary organisations to assist mostly needy compatriots. In the pre-colonial days, the welfare needs of individuals were met through the wider social groups, society and communalism, cooperation and mutual aid. Apart from the activities of the missionaries, the Europeans hardly acknowledged the practices of the indigenous population, whose traditional support systems took care of and were believed to be adequate to meet their needs. Both colonialism and apartheid shaped the evolution, nature, form and content of social welfare in South Africa (Patel, 1992).

The subsequent expansion of state welfare in South Africa was followed by the ideological dictators of the apartheid regime who neglected by systematically discriminating against the majority of the population whose poverty, deprivation and

pressing social needs demanded urgent attention (Patel, 1992). Colonialism disrupted and denigrated most traditional societies (Midgley, 1992). Statutory services first emerged to control and suppress delinquency, destitution, begging and child neglect primarily in urban areas (MacPherson & Midgley, 1987). These services were racially stratified to ameliorate poverty among whites. In the absence of effective state social provisions to the total population, an informal system of care built on indigenous support traditions incorporating an activist element gradually evolved. Progressive welfare organisations emerged and laid the foundation for a new dispensation which followed the transition to majority rule (Patel, 1992). The era of resistance characterised by the opposition of indigenous people gave way to alternative social development initiatives which emerged throughout the 20th century in response to the neglect of basic services by the state for the black population. Opposition movements at their peak made way for the transition in social welfare. February 1990 saw the announcement of the unbanning of political organisations and the opening of negotiations to arrive at a peaceful settlement of the intractable conflict that had plagued South Africa for over 300 years. Peaceful negotiations dismantled the old system of welfare service and ushered in a developmental model for social welfare rooted in a rights-based approach that supports social justice, equitable access and equal opportunity to services and benefits. It also embodies economic and social development; democracy and participation and the establishment of social development partnerships (Patel, 2005).

The establishment of social development partnerships implied that other sectors were acknowledged and approached to contribute to developmental social welfare; these played a vital role in the process. Developmental NGOs' nature varies from charity in the noble or religious groups to political associations and local or popular development initiatives. In essence, NGOs are autonomous, privately set-up, non-profit-making institutions that support, manage or facilitate development action (De Beer and Swanepoel, 2007). Developmental NGOs have helped to assist in service delivery and welfare services, targeting the poorest of the poor at the local level. A few embarked on economic development initiatives to assist their non-profit status complementary to the government's efforts in meeting human needs and in strengthening democracy. Today,

developmental NGOs still encounter barriers and challenges in developmental welfare delivery. Some of the challenges that affect developmental NGOs are inadequate numbers of service practitioners to deal with high case loads, financial difficulties (funding of programmes), scarce resources, and the slow progress of policy-making and implementation by government (Lombard, 2009). Given the transition, developmental NGOs are confronted with challenges and adjusting to the new paradigm which has opportunities. Therefore the study attempted to establish the contributions developmental NGOs make and the challenges they encounter in instituting sustainability.

### **1.3 RESEARCH METHODOLOGY**

The research approach utilised was qualitative and exploratory in nature. The study employed a multiple case study design. A semi-structured interview schedule was used to collect data during in-depth interviews with the fifteen participants from the three developmental NGOs in Johannesburg. Data was analysed using a descriptive logical arrangement of facts, and thematic content analysis was employed for analysing the open-ended questions.

### **1.4 SIGNIFICANCE OF THE STUDY**

The study is particularly relevant and significant to the NGO sector in South Africa today as it fulfils an important role in the facilitation of development in the country. Again, the democratisation of South Africa opened new opportunities for NGOs to make meaningful contributions to the development of the society, particularly at the grassroots level (Davids, Theron & Maphunye, 2009). Thus the study as envisaged by the researcher will contribute to the knowledge base and practice of social development in Gauteng, and will identify and highlight the contributions as well as the challenges developmental NGOs face. Therefore, it might help policy-makers to understand areas that NGOs need assistance with in developing policies that concern them.

## **1.5 ORGANISATION OF THE REPORT**

This chapter provided an introduction to an overview of the study. Chapter Two is a review of literature and theoretical framework underpinning the developmental NGO thrust. The research methodology is explicated in detail in Chapter Three, while the results are presented and discussed in Chapter Four. Chapter Five contains a summary of main findings, conclusions and recommendations emanating from the study.

# **CHAPTER TWO**

## **THE LITERATURE REVIEW AND THEORETICAL FRAMEWORK OF THE STUDY**

### **2.1 INTRODUCTION**

Non-governmental organisations (NGOs) are private, self-governing, non-profit organisations promoting people-centred development (De Beer & Swanepoel, 2000). They are responsible to their donors and to the communities they work for. Their primary objective is to render assistance to individuals or develop communities in order to promote sustainable development at grass roots level. They are committed to the idea of community capacity building through (popular) participation and social learning. NGOs are today still seen as possible alternatives to government in addressing the needs of communities unreached by official development programmes (Davids, Theron & Maphunye, 2009). NGOs are metaphors of development in their scientific, emotional and experiential link with the people. They enhance participatory development (Dar & Cooke, 2008), and are important partners with the government in delivering and implementing social welfare services and programmes, because government cannot do this alone. Pluralism was adopted to incorporate other stakeholders in helping with the delivery of services. However, the state has the primary responsibility for meeting the needs of citizens (Patel, 2005).

NGOs can be large, highly visible organisations with long histories – e.g. the Catholic Church, Oxford University, the International Red Cross. But they can also be small neighbourhood groups formed for community self-help, social or charitable activities, village sports clubs, labour-sharing groups or rotating credit groups. Other organisations

that fit the broad definition of NGOs include volunteer fire brigades, the parent-teacher associations of schools, the Society for International Development, Friends of the Earth, the American Medical Association, Rotary International, the Self-Employed Women's Association of Ahmadabad, Amnesty International and so on. The World Bank's Operational Directive on NGOs describes them as groups and institutions that are entirely or largely independent of government and characterised primarily by humanitarian or cooperative, rather than commercial, objectives (Paul & Israel, 1991).

Developmental NGOs can be defined as autonomous, privately set-up, non-profit-making institutions that support, manage or facilitate development action. By definition, developmental NGOs are organisations with a primary focus on human development (capacity building) and the development of physical infrastructure (De Beer & Swanepoel, 2000). Development NGOs are privately set up and are institutionally independent of government. They do not have a profit motive. Any surplus generated during the course of their activities is ploughed back into the organisation. They are characterised by their voluntary association. Their activities are financed mainly through grants from donors (domestic and international), based on their fundraising activities, and they receive only limited government funding (Davids et al., 2009).

## **2.2 THE HISTORICAL ROLE OF NON-GOVERNMENTAL ORGANISATIONS IN WELFARE SERVICE DELIVERY**

Although NGOs have recently emerged into the development limelight, they are not a recent phenomenon. Nor is their relevance to national development processes recent. If we accept that all non-governmental, non-profit organisations are properly classified as NGOs, we may safely conclude that they were the earliest form of human organisation. Long before there were governments, people organised themselves into groups for mutual protection and self-help. Today, with governments in place, NGOs shape the values and services as a counterweight to the accumulation of excessive power by state, and develop services essential to common well-being and economic growth (Paul & Israel, 1991).

Throughout the course of history, societies have developed mechanisms and ways to develop, solve their problems and assist those who are disadvantaged, vulnerable and/or poor, and NGOs are as old as the society in this function. NGOs have a long history in welfare/service delivery. Indeed, NGOs go back to the origin of civilisations. In South Africa, both colonialism and apartheid shaped the evolution of the nature and the content of social welfare activities and policy. Colonialism disrupted most traditional forms of social welfare. In the pre-colonial times, the welfare needs of individuals were met through the wider society, and communalism, cooperation and mutual aid and social groups were highly developed (Patel, 2005).

Although the colonisers attempted to express racial and social supremacy, and judged the Africa people, their customs and their tradition of social organisation to be inferior, Africans still have their indigenous ways of meeting needs. In the apartheid social welfare system, the welfare needs of African people were neglected. The welfare system was extremely fragmented, bureaucratic, inefficient and costly to implement at that time. Racial differentiation entrenched inequalities among beneficiaries, violating a fundamental principle of social justice, and human rights, which are mainly evident in equal access to resources, were denied. Organisations began to spring up to address this injustice (Patel, 2005).

National and religious organisations were established. Grassroots mutual aid and self-help groups provided an important form of social support in urban areas for black citizens. Social development initiatives or popular grass roots organisations emerged as alternative or progressive welfare services. Examples of such organisations are: Mine Workers Groups, Congress Alliance, the Black Consciousness Movement, United Democratic Front (UDF), Congress of South Africa Trade Unions (COSATU) and the Organisations of Alternative Social Services of South Africa (OASSA). Research centres mushroomed at universities, and policy research also became an important advocacy tool for the transition into a society of positive welfare (Patel, 2005).

### **2.2.1. International views on non-governmental organisations**

Worldwide, NGOs through voluntary associations of citizens have developed in the past centuries. Religious groups have commonly taken the initiative. In 1647 Irish Protestants sent food aid to settlers in North America who were victims of the Indian wars. Private British charities supported missionaries and schools for Indians, blacks and poor whites in America throughout much of the seventeenth and eighteenth centuries (Midgley, 1997). There is a long history of international voluntary action to assist the victims of wars and natural disasters and to provide welfare services to the poor. The Red Cross is known for this. It gives voluntary assistance to refugees and victims of wars, and provides international relief and other humanitarian assistance. Major international relief and missionary societies sprang up in Europe and America in the nineteenth century. Private international initiatives grew substantially during World War I. They help to relieve suffering, promote the interests of the poor, protect the environment and undertake community development (Paul & Israel, 1991).

The phrase non-governmental organisations came into use with the establishment of United Nations in 1945 with the provisions in Article 71 of Chapter 10 of the United Nations charter [1], which outline a consultative role for organisations that are neither governments nor member states. The definition of international non-governmental organisations (INGO) was first given in the 288(x) of Economic and Social Conditions (ECOSOC), a permanent Council of the United Nations on 27 February 1950. NGOs emerged and developed to emphasise humanitarian issues. NGOs tend to advocate on behalf of marginalised and oppressed people, and became movements of the poor. They render relief and welfare assistance mostly. They focus on building local skills and capabilities (human resources development). They foster political activism and empowerment. They help in policy advocacy. NGOs are concerned with broader issues of trade and development policy formed by the International Coalition of Development Action in 1976. A growing number of national NGOs in developing countries are also becoming advocates in macro-issues. NGOs in the United States have largely continued

to concentrate on relief and on welfare and technical assistance efforts aimed at strengthening human resources (Brown & Korten, 1989).

Today, their contributions cannot be over-emphasised. This is because they work with local people and support grassroots initiatives that recognise and respond to local people's realities. They have moved from relief and welfare to a more people's movement association (participation and people-centred development) (Korten, 1990).

### **2.2.2 History of non-governmental organisations in Africa**

Africa's first modern NGO emerged in the latter days of colonial rule as Ethnic Welfare Associations. Through these associations, newly urbanised Africans were able to articulate their demands that colonial governments give more attention to essential services. They played explicitly political roles in contesting the authority of the colonial governments. Since the achievement of independence, NGOs' involvement in development activities in Africa has grown even more rapidly than in Asia and Latin America. This has been a response to the inability of governments to deliver basic services and to implement programmes aimed at strengthening the economic participation of the poor (Davids et al., 2009).

In many African countries, real per capita GDP has fallen, and welfare gains achieved since independence in areas like food consumption, health and education have been reversed. The statistics are disturbing. In Sub-Saharan Africa as a whole, per capita income dropped by 2% in real terms between 1981 and 1989. Development seems to have failed. In this context, there has been an explosive growth in the presence of Western as well as local NGOs in Africa. Today NGOs form a prominent part of the development machine, a vast institutional and disciplinary nexus of official agencies, practitioners, consultants, scholars and other miscellaneous experts producing and consuming knowledge about the developing world. The history of the rise of NGOs in Africa confirms that the evolution of the role of NGOs in development represents a continuity of the work of their precursors – the missionaries (Manji & O' Coill, 2005).

Developmental NGOs in Africa and others are in their developmental stride. An example is the Oulesbougou-Utah Alliance Mail, West Africa, a non-profit organisation established to promote long-term sustainable development. Its approach advocates incorporating local knowledge and resources and promoting the participation of people at all levels (Carol, Solomon, Ballif-Spanvil & Furhriman, 2009).

### **2.2.3 History of NGOs in South Africa**

In South Africa, the non-profit sector has a long history. The beginning of civil societies arose during the colonial period with various religious, cultural and welfarist community-based groups. In addition, the European colonial powers brought their own organisations with them from the seventeenth through the nineteenth centuries (Midgley, 1997). During the twentieth century the non-profit sector developed further through a corporatist pact between the British elite and Afrikaner middle class. Large, formalised non-governmental organisations (NGOs) dealing with health and social services emerged for the exclusive care of the white community. At the same time, grassroots community-based organisations arose in the black community in order to provide basic services (Patel, 2005).

NGOs do not operate in a political vacuum, because government policy can limit or advance NGO activities. In the past South Africa had neither a coherent, formal public policy, nor any legislation that defined government policy towards NGOs. South Africa did, however, have a common law and statutory tradition which did not hinder – or consciously support – the formation of NGOs beyond those concerned solely with social welfare and health. The most important statutory provisions were section 21 of the Companies Act (No 61 of 1973) (where shareholders are replaced by member and the notion of a profit accruable to shareholders is eliminated), and the Trust Property Control Act (No. 57 of 1988), which makes it possible to set up a non-profit trust that obliges the trustees to administer the property and funds in the interest of beneficiaries. The relationship between NGOs and government prior to 1994 can thus be described as antagonistic at best, with the parties engaged in mutual enmity (Davids et al., 2009).

Since the democratic elections in April 1994 and the inauguration of a government of National Unity, NGOs have not had an easy ride. Many became redundant and had to close down. NGOs are mechanisms to ensure the effectiveness of the existing public sector, and serve as channels to voice concerns about social injustice and attempt to influence national policy. Presently NGOs in South Africa are exploring new ways of relating to the democratically elected government, politically liberated communities and funding agencies. Many NGOs have had to shift their emphasis from protest or resistance to one concerned more directly with reconstruction and development, given government's reconstruction and development programme (RDP), which envisaged a developmental role for NGOs. Thus the democratisation of South Africa has opened new opportunities for NGOs to make meaningful contributions to the development of South African society, particularly at the micro- or grass roots level (Davids et al., 2009).

### **2.3. THE TRANSFORMED ROLE OF NON-GOVERNMENTAL ORGANISATIONS IN SOUTH AFRICA**

In South Africa the welfare service delivery system transformed from apartheid social welfare (principles of racial differentiation) to a developmental welfare system. The developmental approach to social welfare evolved from the country's unique history of inequality and the violation of human rights as a result of apartheid and colonialism. According to Patel (2005), the South African conception of development social welfare embodies the following:

- An economic and social development policy framework which means that social service and economic development agencies must work closely together within a unified framework to achieve development.
- Democracy and participation, as the fundamental principles of development demand that citizens should participate in their own development.

- Social development partnerships that are envisaged as the collective responsibility of all the sectors that drive development.
- Macro and micro divide addresses the complex dynamics of change and interventions in the changing local and global scenario.
- Institutionalisation of social development, which requires having sound institutions for service delivery.

South Africa's collaborative approach to social development partnership highlights the role of NGOs; however, the state has the primary responsibility for meeting needs. In 1994 when the African National Congress (ANC) government came to power, there were two non-governmental welfare sectors in South Africa: the formal voluntary or private welfare sector and the informal or alternative sector. These two now combined to constitute the not-for-profit, non-governmental or NGO welfare sector. Organisations and institutions within the private or voluntary welfare sector, as it was called in the apartheid era, were heavily subsidised by the apartheid government as key partners in welfare provisions. These subsidies were based primarily on social work salaries. Prior to 1994, the government and voluntary welfare services were collectively referred to as the "formal welfare sector" (Lombard, 2009).

Gray and Lombard (2008) mention that the National Coalition of Social Services (NACOSS) was formed to represent the interest of services within the voluntary welfare sector. Previously, the Welfare Liaisons Committee (WLC) (1993–1995) played an advocacy role, speaking on behalf of and strengthening the NGO sector by interacting with its constituency. Initially it did not achieve much success, since government's support to this sector decreased through its failure to increase subsidies. Consequently, the South African National Non-Governmental Organisations Coalition (SANGOCO) emerged in 1995 to coordinate NGOs' input into government policy and to ensure that the rich traditions of combating apartheid continued to serve the people of South Africa. The National Welfare Social Service and Development Forum (NWSSDF) also represent the interests of NGOs. Thus the funding of non-governmental or non-profit organisations

changed with the introduction of the state lottery for grants and sometimes serves as a partnership vehicle.

The Department of Social Development with the help of the Gauteng Social Services Funding Crisis Committee standardised subsidies to NGOs at 75 per cent of the government social work salary rate. Yet there are still huge gaps between NGOs and government organisations, and to ensure the viability of NGOs, social workers are employed in this sector. Developmental services should be based on strong partnerships, mutual respect and power sharing with government, though this sector still has a long way to go due to the fact that strategies and plans are not always implemented. Nonetheless, social workers are resilient and hopeful of overcoming the challenges in service delivery and the profession (Gray & Lombard, 2008).

#### **2.4 DEVELOPMENTAL NON-GOVERNMENTAL ORGANISATIONS IN SOUTH AFRICA.**

Developmental NGOs are non-profit making institutions that supports manage and facilitate development actions. Their main focus is on human development (capacity building) & development of physical infrastructure. Human development deals with creating an environment in which people can develop their full potential and live productive, creative lives in accord with their needs and interests. (De Beer & Swanepoel, 2000).

Developmental NGOs play a major role in the micro-level development of the people of South Africa. They have taken the new social order and constitution founded on human rights as a better point of departure in assuring the protection of vulnerable people and giving access to all South Africans to develop (Lombard, 2009).

NGOs delivering welfare services have a long tradition of service delivery in partnership with government dating back to the 1930s, when the first public welfare department was established in response to the “poor white problem”. They have since then assisted

government in collaborative partnerships in conquering the challenges of welfare services (Patel, Hochfeld, Graham & Selipsky, 2008).

NGOs' involvement in developmental initiatives in South Africa has grown rapidly. They are capacitated to reach the poor much more effectively than government and private sector agencies. They employ a participatory approach in project planning, implementation, monitoring and evaluation. They are effective in assisting the poor to participate in matters affecting them and thus gain control over the quality of their lives. This ability of developmental NGOs to promote public participation is due to their partnerships with the communities they serve (Davids et al., 2009).

Developmental NGOs assume a watchdog role in relation to government, thereby ensuring that government is accountable to the people; on the other hand, developmental NGOs have helped government play a reconstructive and developmental role. They help economic growth and stability. They impact economic growth through increasing human capital by skills development. The primary focus of developmental NGOs is on human development in the form of capacity building, which refers to the assistance that is provided to entities, usually societies in developing countries, which have a need to develop certain skills or competencies, or for general upgrading of performance ability. They also help in the development of physical infrastructure (De Beer & Swanepoel, 2000).

They have helped in the successful expansion of services in the social welfare system, specifically in rural areas and under-resourced areas through the introduction of developmental approach of programmes and services. Again through their impact and advocacy, strategic changes in governance and policy have occurred and survived in an insecure financial environment (Patel et al., 2008).

## **2.5. THE CHALLENGES OF DEVELOPMENTAL NON-GOVERNMENTAL ORGANISATIONS IN SOUTH AFRICA**

Welfare in South Africa evolved in the aftermath of colonialism in the early years of the 20<sup>th</sup> century, when it was essentially modelled on the British welfare system (De Beer & Swanepoel, 2000). With the advent of apartheid in 1948 came the further entrenchment of race-based social engineering, which ended with the transition to a multiracial democracy between 1990 and 1994. The new welfare system retained the partnership model of social provision characteristic of the apartheid welfare system, but introduced a developmental approach, which was articulated in the White Paper for Social Welfare (1997). Yet challenges abound. Developmental NGOs alongside other non-profit organisations are faced with numerous challenges in social welfare service delivery and the profession at large. As Patel et al., (2008) explains, the following challenges are experienced by developmental NGOs.

**Inadequate funding** is a major problem that confronts the running of an efficient welfare system that will eliminate inequality and poverty. Developmental NGOs are thus faced with limited grants from donors and government to execute their job effectively. Inadequate funding leads to numerous setbacks and challenges they encounter in service delivery. This is because funds drive the wheels of development in any organisation, nation or society.

**Limited institutional capacity** to meet human needs is an equal constraint caused by lack of funds and resources. Only a few developmental NGOs in the country are able to continue with human development (capacity building) and the development of physical infrastructure because there are limited funds from donors available (Lombard, 2005).

**Threats** from the existing political order are another problem that developmental non-governmental organisations face. Since NGOs are still seen as possible alternatives to government in addressing the needs of the people, political tensions still remain between NGOs and government. The activities of developmental NGOs tend to expose the gaps in

service delivery of government and highlights government's responsibility to participate in development (Hölscher, 2008).

Another barrier is **poor implementation of programmes** and projects. Sometimes in the bid to manage limited resources, developmental NGOs experience challenges in programme or project implementation. Programmes at times may be under-funded to accommodate other more important services needed (Midgley, 1995).

**Poor financing policy** for developmental social welfare services and poor social security for social development workers to address the underlying causes of poor income, poverty inequality and other social problems are other major challenges facing developmental NGOs.

**Poverty and inequality** are seen as structural problems requiring structural solutions. They arose from centuries of colonial and apartheid oppression, where indigenous populations were systematically robbed off their lands, their productive assets, their cultural heritage and their self-respect. This must be simultaneously addressed at a structural level by means of redistributive economic and welfare policies both globally and nationally.

**The poor understanding of government officials** of developmental NGOs' perspective on service delivery has been a major key obstacle. When the government treats lightly the issues of the sector in policy-making, confusion is sure to happen.

**Insufficient number of personnel**, too, hampers the growth of developmental NGOs. This is caused by limited skilled professionals in the sector and social workers who leave the country in search of a better life with better pay packages.

Often language barriers cause **communication problems**: social workers are not always able to communicate in a specific language to reach grassroots citizens. This is a huge setback in reaching the poorest of the poor.

**Insufficient outreach points** render quality services such as health services another problem the developmental NGOs face, especially in rural settlements.

## **2.6 SUMMARY OF THE CHAPTER**

This chapter dealt on the role of non-governmental organisations in welfare service delivery by outlining their history worldwide, and in Africa and South Africa respectively. The transformed role of NGOs in South Africa was highlighted together with their contributions. The chapter concluded by outlining the major problems and challenges confronting the sector. The major problem identified was adequate funding to drive the activities and programmes of the sector. Against this historical and contextual backdrop, the methodology that was used is described in the following chapter.

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

This chapter provides a detailed explication of the research design, methodology and analysis used in the empirical phase of the study.

### **3.2 RESEARCH QUESTIONS**

The study explored the following research questions:

3.2.1 How are developmental NGOs contributing to welfare service delivery in Gauteng?

3.2.2 What challenges are developmental NGOs in Gauteng experiencing in developmental service delivery?

### **3.3 AIM AND OBJECTIVES**

The primary aim of the study was to explore what contributions developmental NGOs made and what challenges they encountered in developmental service delivery.

The secondary objectives were:

3.3.1 To establish what contributions developmental NGOs made in terms of capacity building.

3.3.2 To examine how the contributions of developmental NGOs facilitate the sustainability of programmes and projects.

3.3.3 To determine the nature of the challenges experienced by developmental NGOs.

3.3.4 To explore the contributions of NGOs with reference to physical infrastructural development.

### **3.4 RESEARCH DESIGN**

The research strategy applied was qualitative and exploratory in nature. Qualitative research is in-depth research with the purpose of obtaining firsthand, detailed, holistic descriptions of social reality and understanding of phenomena, cultural events and meanings from the lived experiences of participants, and to reach beyond the surface features of research problems. Thus, qualitative researchers want to make sense of feelings, experiences, social situations, or phenomena as they occur in the real world, and therefore want to study them in their natural setting (Terre Blanche, Durrheim and Painter, 2006). Qualitative research seeks to provide “thick descriptions” of the experiences of people about specific phenomena (Padgett, 1998).

A multiple case study design was applied. A case study can be regarded as an exploration or in-depth analysis of a bounded system (bounded by the time and/or place), or a single case or multiple cases, over a period of time (Creswell, 1998). In multiple case studies, researchers study two or more cases – often cases that are different in certain key ways – to make comparisons, build theory, or propose generalisations (Leedy & Ormond, 2010).

### **3.5 SAMPLING PROCEDURES**

The researcher’s sample was drawn from developmental NGOs registered with the Department of Social Development, Gauteng, South Africa. The researcher used purposive sampling, which is a type of non-probability sampling. Purposive sampling is based on the judgement of a researcher regarding the characteristics of a representative sample (Bless, Higson-Smith, & Kagee, 2006).

Three developmental NGOs in Gauteng Province were selected based on their primary focus and objectives, which are on human development (capacity building) and development of physical infrastructure. These NGOs attempt to facilitate economic stability and governmental accountability through increasing human capital. Five persons each were interviewed from the three developmental NGOs under study.

### **3.6 RESEARCH INSTRUMENTATION**

A semi-structured interview schedule was used to collect the data. Semi-structured interviews are useful when doing exploratory research. They help to clarify concepts and problems and allow for the establishment of a list of possible answers or solutions, which in turn, facilitates an effective process (Padgett, 1998). They allow for the discovery of new aspects of the problem by exploring the explanations supplied by the respondents in detail. Therefore the research tool gives the researcher and the participants flexibility. The researcher is also able to follow up particularly interesting avenues that emerge during the interview, and the participants are able to give a fuller picture (Bless et al., 2008).

However, semi-structured interview schedules have limitations, as the participants may be unwilling to share information and the researcher may ask questions that do not evoke the desired responses from participants. Again, responses could be misconstrued or even, at times, untruthful. The researcher may sometimes run the risk of changing the interviewing relationship into a therapeutic one, which causes the research to go off course (De Vos, Strydom, Fouche & Delpont, 2005).

### **3.7 PRE-TESTING OF THE RESEARCH TOOL**

Pre-testing of the research tool is important to identify potential problems with the research tool. The semi-structured interview schedule was piloted with two persons from one of the developmental NGOs, and they were not part of the study. The pilot assisted the researcher to establish whether the questions elicit the information wanted for the research study (De Vos et al., 2005).

### **3.8 METHOD OF DATA COLLECTION**

A face-to-face interview was the method of data collection used by the researcher. This involves direct personal contact with the participant, whilst a semi-structured interview schedule guides the interviewee to relate his or her own experience and thinking. This helped to facilitate the discussion, and created the opportunity for the researcher to probe specific matters with the participants (Bless et al., 2006).

### 3.9 DATA ANALYSIS

Data analysis is the process of bringing order, structure and meaning to the mass of collected data. Data analysis refers to the categorising, ordering, manipulating and summarising of data to obtain answers to research questions (De Vos et al., 2005).

Data analysis in a case study involves the following steps: a) organisation of details about the case (which is a logical arrangement of facts), b) categorisation of data (which means that categories will be identified to help cluster data into meaningful groups), c) interpretation of single documents, occurrences, and other bits of data examined for their specific meaning as relates to the case, d) identification of patterns (here the data and the interpretations will be scrutinised for underlying themes and other patterns that characterise the case to be revealed), e) synthesis and generalisations (this will provide an overall portrait of the case constructed) (Leedy & Ormrod, 2010).

According to De Vos et al. (2005), trustworthiness in qualitative research can be judged according to the following criteria:

**Credibility** - The credibility criterion involves establishing that the results of qualitative research are credible or believable from the perspective of the participant in the research. The findings of the study will be credible to demonstrate that the inquiries were conducted in a manner so as to ensure that the subject was accurately identified and described. In this study information gathered during interviews could be confirmed in the annual reports of the NGOs involved.

**Transferability** - Refers to the degree to which the results of qualitative research can be generalised or transferred to other contexts or settings. This is an alternative to external validity or generalisability. Some of the data might be transferable to other developmental NGOs.

**Dependability** - Essentially is concerned with whether we would obtain the same results if we could observe the same thing twice. This speaks to reliability of the study. If the study were conducted with the same participants, in the same context, what are the

chances of the findings being replicated? It is likely that the participants would be dependable if the study was replicated.

**Confirmability** - Refers to the degree to which the results could be confirmed or corroborated by others. It speaks to the objectivity of the research study, dealing with how one can be sure that the findings are reflective of the subjects and the inquiry itself rather than a creation of the researcher's biases or prejudices. The information could be verified by other sources e.g. annual reports, brochures and minutes of meetings which the researcher had access to (De Vos et al., 2005).

### 3.10 ETHICAL CONSIDERATIONS

Ethical standards attempt to strike a balance between supporting freedom of scientific inquiry and protecting the welfare of the participants. The goal of research ethics is to minimise the risk participants face. Thus, the following ethical principles were applied.

**Non-maleficence:** meaning that participants should not be harmed intentionally during the course of the research study.

**Voluntarism:** this principle concerns the freedom of individual action and choice to decide whether or not to participate in research. No person ought to be forced, either overtly or covertly, to participate in research. Respect for participants must be upheld. Researchers must treat participants as autonomous persons and must respect their decisions. Participation must be truly voluntary (Mark, 1996).

**Principle of justice:** The principle of justice is another important one that is based on the assumption that all people are equal. Thus people should not be discriminated against on the basis of race, gender, disability, status and income level in research.

**Fidelity:** Fidelity is another principle that must be considered. It implies that faithfulness and keeping promises of agreement, especially between the researcher and the

participant, must be observed. Thus engaging in deception or breaching confidentiality is an ethical violation that infringes on the participant's rights (Bless et al., 2008).

**Confidentiality:** Confidentiality refers to ensuring that the attribution of comments, in reports, presentations or externally published works cannot be linked to individual participants (McLaughlin, 2007).

The research study was subject to the scrutiny of the University's ethics committee to ensure the highest ethical standards before the research study was undertaken.

### **3.11 LIMITATIONS OF THE RESEARCH STUDY**

The study had certain limitations that can be articulated as follows:

**Researcher's judgement:** One of the limitations noted by the researcher was the problem engendered by purposive sampling. Since purposive sampling is based on the judgement of the researcher, considerations may be subjective rather than objective. The technique often leads to non-representative results.

**Participants' suspicions of the process:** Again, using interviews as the method of data collection posed limitations, as some of the interviewees were suspicious of the process and uncooperative.

#### **Generalisation of findings**

Generalisability refers to the extent to which it is possible to generalise from the research study to broader populations and settings (Terre Blanche, Durrheim & Painter, 2006). The research findings cannot be generalised to other populations due to the use of the case study research strategy. However, the results can still be generalised but only to the limited context of organisations that participated in the process. It should be noted that generalisability is never the intended aim of qualitative research, which aims, rather, to describe and understand phenomena in great depth. Furthermore, small sample size

affects the generalisability of the study. Therefore the data gathered might not be applicable to all developmental NGOs in Gauteng.

### **Socially desirable responses**

Socially desirable responses refer to the phenomenon when subjects knowingly or unintentionally provide responses, answers or actions that they believe to be socially acceptable (Welman, Kruger & Mitchell, 2005). It is possible that some of the participants may have responded by furnishing socially desirable answers that were deemed appropriate. In other words, some participants may not have given honest answers to the questions in order to avoid appearing negative and critical in relation to the sensitive questions to do with weaknesses or limitations of the deep dialogue process.

### **Memory decay**

Responses to some of the questions appeared to be affected by memory and recall due to the length of time since the deep dialogue process begun. Some questions required participants to provide information about what happened in the early stages of the deep dialogue process, and this seemed to be a challenge for some of the participants. This could possibly have had a bearing on the quality of responses obtained hence resulting in distorted information.

## **3.12 SUMMARY**

The main aim of this chapter was to describe the research design and the methodology of the study at hand. The aim, objectives, sampling procedures, pre-testing, data collection and analysis were all covered. The following chapter presents the data collected through the fieldwork and discusses the results emanating from the study.

# **CHAPTER FOUR**

## **PRESENTATION AND DISCUSSION OF RESULTS**

### **4.1 INTRODUCTION**

This chapter presents the findings of the study and discusses the results in relation to the research questions, aim and objectives of the study. Literature supporting or contrasting the findings will be integrated in the presentation and discussion of the results. The collected data will be analysed, organised and categorised per case, and patterns and themes will be revealed, synthesised and interpreted to enable the researcher to come to specific conclusions to make recommendations. A profile of the 15 participants and the three organisations they represented will also be presented.

### **4.2 PROFILE OF PARTICIPANTS AND THEIR ORGANISATIONS**

This section provides a brief summary of the history of the organisations studied, the field of service and participants' positions in the organisation. The three organisations participating in the study were registered with the Department of Health and Social Services and met the definition of a non-profit organisation as stipulated in Act 71 of 1997. Their major concern is to reach the poor and excluded people in communities.

#### **ORGANISATION A:**

Organisation A was officially established in May 2006 as a country programme in South Africa. Previously the country programme operated as the Southern Africa Partnership Programme (SAPP), bringing together poverty eradication initiatives in Botswana, Lesotho, Malawi, Mozambique, Namibia, Swaziland, South Africa, Zambia and Zimbabwe. Organisation A has seven development areas – two in the Eastern Cape, two

in the Northern Cape, one in KwaZulu-Natal, one in Limpopo and one in Gauteng. The organisation's headquarters is in Johannesburg.

The organisation employs a rights-based approach and works with poor communities and partner with community-based organisations, non-governmental organisations and other development players in an effort to influence pro-poor policy processes, to help create an enabling environment for poor communities. The vision of the organisation is to see a world without poverty and injustice in which every person enjoys the right to a life of dignity. The mission is to work with poor and excluded people to eradicate poverty and injustice. They practise values like mutual respect, equity and justice, honesty and transparency, solidarity with the poor and powerless, courage of conviction, independence from any religious or political affiliation, and humility.

The organisation's operations are focused on six rights-based themes: Women's Rights, Food Rights, HIV and AIDS, Human Security, Governance and Education. All the themes are interrelated to each other and the rights of women are core in all. The staff complement is 23. Two male employees – the food rights/co-ordinator/acting programme manager and interim campaigns coordinator – and three females employees – the programme assistant, programme manager of (VRCO) and project coordinator (WOLAR) – were interviewed.

## **ORGANISATION B**

Organisation B is an urban-based NGO that was founded in 1985 by activists and academics from the University of Witwatersrand to fight inequality and advocate for alternative development plans during the apartheid era. Again, the organisation is a community-based organisation that gives poor South Africans the opportunity to participate in governance and have a voice as regards their basic rights and responsibilities. It is a premier people-centred community development organisation in Gauteng and directly builds the capacity of civil society to engage with government and become partners in development, targeting the most marginalised and disadvantaged

communities.

In 1994, the organisation was committed to advancing the vision of a more just and equitable society, where discrimination based on race, gender, income, nationality, age, disability and HIV and AIDS status no longer existed. Although organisation B remains rooted in disadvantaged communities, and was heavily involved in policy development as the democratic government became established, it also extended its work into local government capacity building. Furthermore, the focus is to mobilise community processes that enhance good governance at the local level to improve people's environment in ways that alleviate poverty.

The organisation is located in Braamfontein, Johannesburg, and is governed by a board drawn from local government, academia, civil society and the private sector. It has a staff complement of ten to twelve. Their expertise includes curriculum development, training facilitation, project management, organisational development, research, policy development and technical assistance to community-based organisations and local government structures. Three males – a researcher, participatory governance coordinator and community development manager coordinator – and two females – the acting director/programme manager and senior project officer – were interviewed. Their programme components are as follows:

- Participatory local governance project/ programme
- Community development and empowerment
- Research and evaluation
- Policy analysis and advocacy,
- Commitment to equity, environment and HIV and AIDS awareness

## **ORGANISATION C**

Organisation C is a poverty alleviation project centre that was established in 2003 to address housing problems, drug abuse, crime, teenage pregnancies, HIV and AIDS and

other threatening poverty-related issues. The organisation developed into a rural community-based development centre and later registered under the Non-Profit Organisation Act of 1997. It is situated in the south of Johannesburg. The mission of the centre is to uplift the community by building solid foundations for rapid socio-economic development by focusing on the most vulnerable in the area, especially women, children, youth, older persons and people living with disabilities. The primary focus of the organisation is on advice provision, engagement in social programmes (e.g. education and community awareness talks, social relief etc), skills development, and entrepreneurial development (skills development).

Organisation C has a staff complement of six to seven, with a board of directors. The centre presently caters for more than 500 members of families in the community. Two males – the centre manager and bakery manager – and three females – the old age project manager, sewing coordinator and computer manager – were interviewed.

All the non-governmental organisations studied are formally registered with the Department of Health and Social Development of South Africa, and share the common characteristic of operating as non-profit organisations. They are development-orientated, with the primary objective of rendering assistance to individuals and poor developing communities to promote sustainable development at the grassroots level. They are also committed to community capacity building through popular participation and social learning (Davids et al., 2009).

As non-profit-making organisations, one major challenge shared by the three organisations investigated was the problem of funds. As voluntary organisations, they complement government efforts in meeting human needs and in strengthening South Africa's democracy. They work towards creating income-generating strategies and entrepreneurial initiatives to achieve sustainability and in turn government sometimes help funds them (Patel, 2008), but they are still facing huge financial challenges.

### **4.3 PRESENTATION OF RESULTS IN RELATION TO RESEARCH QUESTIONS, AIM AND OBJECTIVES OF THE STUDY**

#### **4.3.1 Contributions of developmental NGOs to capacity building in welfare service delivery in Gauteng**

Capacity building is the process of building the potential of voluntary organisations to respond to the needs of the community they serve. It involves efforts aimed at developing skills or societal infrastructure within a community to support programmes and services (Hopkins, 2009). Capacity building deals with activities that strengthen the core competencies of an organisation and contribute to its ability to develop and implement an effective intervention that can sustain the infrastructure and resource base (Drucker, 1990). All the organisations studied reported contributing immensely, though differently, to capacity building in the areas in which they operate.

A participant from organisation A noted that the organisation builds the capacity of institutions (local partners) to deal with the poor in their developmental areas. He commented: *“We are an organisation that wants to see individuals’ capacity built in every way.”* They fund their local partners to enhance the abilities of the communities they operate in. In turn, individuals are empowered with needed access to rights-based information to help them better their lives. The participant also stated that his organisation has built schools and crèches, and has renovated classroom blocks to enhance learning activities. All the other participants interviewed stated that they have provided skills through their social services programmes – mobilising local volunteers, including school scouts, for a housing construction initiative funded by Ma Africa Tikkun and the government’s Housing Department. Organisation A trained locals on home-based care (training for caring for people with HIV and AIDS) so that there were more skills to identify families within the community that needed other social and essential services. One of the participants revealed that they will be distributing computers this year to empower students with computer skills. *“In Orange Farm, we have done a lot to building*

*the capacity of that community and they are so grateful for the changes they are experiencing”.*

A participant from organisation B commented on capacity building by saying, “*We have committed to building the capacities of communities we work with. That’s our dream and vision.*” With the communities they operate in, community development programmes are carried out through the training of individuals, who in turn become independent. The senior programme officer remarked that their establishment has helped community members develop skills in construction in the People’s Housing Project (PHP), and has created job opportunities for locals in Vosloorus.

Their focus on capacity building is not only external but internal. She mentioned, “*We build our staff too who go out in the field to do the job*”. They attend seminars, conferences and trainings too that empower the programmes of the organisation, as professional knowledge is needed to give better service delivery. She further stated that the organisation provided opportunities to staff members to take a university degree to sharpen their skills, especially in areas with lesser knowledge. Again, through the social networks that they belong to, they are able to keep abreast of the latest facts and information on development. This goes a long way to show that NGOs are metaphors of development in their scientific, emotional and experiential link with the people (Dar & Cooke, 2008).

Another participant explained that they have extended their organisational capacity development to seven organisations across four communities. They are Orlando East/ Noordgesig CDC and Youth Forums, Vosloorus Food Gardening Cooperatives, Sol Plaatje (Isizimela CBO and Phumulela Cooperative) and the Zandespruit Community Development Forum. He further stated that regular ongoing support has been provided to the organisations to build their capacity to develop well-established community-based organisations (CBOs). These community-based organisations have a range of activities, e.g. leadership, organisational management systems, fundraising and registration support. According to the participants, this has proven to be valuable, as it strengthens the CBOs

to achieve better results from their work within their communities. *“We can see them build strong and viable CBOs that help alleviate their poverty and giving us a reason to stay on course”*, reported a participant in organisation B. Thus capacity building is the major focus of developmental NGOs as they seek participatory approach to development (Davids et al., 2009).

Participants remarked that capacity building is a strong focus in organisation C. The Development Centre builds the capacity of individuals in the community directly through training. The centre trains people to handle the various activities of the organisation as well as to develop themselves by obtaining new skills needed. In the building of 250 houses contracted to the organisation by the Department of Housing, local people were trained in construction skills to build their houses, thus empowering them with building skills to be meaningfully employed elsewhere in the Housing Programme (PHP) of the centre. *“We trained lots and lots of youths in building and construction to empower them financially and otherwise, which is helping them now in their self-development”*, was the view of the centre manager.

Four participants of the Development Centre further explained that the programmes of the centre were conducted through training and learning that metamorphosed into cooperatives that in turn employ community members and enable them to earn a living. An example provided to the researcher, and which was also witnessed, was their sewing unit (Siyakhula Sewing Project) and bakery and confectionery projects. A satisfied participant commented on this: *“We are doing well so far in this centre by training community members whose poverty brought about this centre and over the years, we can see success recorded in our poor settlement. And, I must add, we are developing”*.

All participants from the organisations investigated in this study noted that skills development was an integral part of the activities of their NGO. It is one of their biggest tools for driving development, and skills development can be seen as the process of identifying and responding to the challenges of a particular context or environment, which might provide tasks and solutions to the problem. It is a process of acquisition,

training, attainment and accomplishment of a task (Gallagher, 2010), and for skills development to contribute to human development is also the primary focus of developmental NGOs. This is confirmed by Davids et al. (2009).

Participants from organisation A reported that their organisation has contributed as an NGO greatly to skills development. They primarily provide training in their different areas of developmental work. One participant noted: *“As an organisation, we can’t do much without training. It is our bedrock in achieving success as a developmental NGO.”* They have provided training to volunteers in Orange Farm on home-based care (knowledge for treating/caring people living with HIV and AIDS), and advocacy training for 40 farm women. In addition, the WOLAR programme has trained women (farmers) on developing advocacy plans. The programme is still on-going and is targeting rural dwellers (women). The training was geared to helping women mobilise other women in their constituencies and raising awareness on their land rights while strengthening support for women on farms and voices in land reform issues. The training also includes workshops on how to market farm products to farmers and sewing skills training in other areas. A participant from organisation A added *“Orange farm has benefitted immensely from this process and training”*.

All of the participants interviewed from organisation B stated that their organisation is seriously engaged in skills development in their target communities. The participatory governance programme coordinator highlighted the training they do on local governance with local clients. He mentioned that a total of 338 ward committee members and councillors were trained in 2009/ 2010 on the request of the Vulindlela Academy at the Development Bank of Southern Africa. Organisation B had a training workshop on Integrated Development planning (IDP) for 20 students as part of the young professionals (YP) programme introduced upon a national government initiative. In October 2009, as requested by the City of Johannesburg Municipality, induction training for 103 ward committee members was facilitated. Community-based training workshops on governance were held with community groups in Orlando East and Noordegesig, which included the Community Development Committee (CDC), the ward committee and the

youth forum, providing a total of 65 participants. *“We are training oriented”*, noted one of the participants. Reports on training conducted by the organisation were reflected in their annual reports.

Another participant mentioned that, over the years, the feedback from training conducted by the organisation yielded significant and overwhelmingly positive outcomes as regards the participatory facilitating style employed. It was noted that *“trainees indicated that they were able to practically apply the knowledge gained in their roles as municipal officials, councillors and ward committee members. This kind of feedback provided the basis for strategising more effectively in terms the community and government training. We love to get feedback from our clients to assess our performance”*.

The centre manager of organisation C stated that skills development is evident in the centre; however, progress has been hampered due to certain irregularities. He commented: *“We are not yet there, for it’s a long way home, but through hard work, commitment and dedication more community members will be developed with a skill or two to make them self-reliant”*. He mentioned that the strategy they use in terms of skills development is to help train community members who are willing to participate in skills training. *“The centre also offer accredited training programmes, competency training programmes and learnerships . . . these programmes are geared towards members of the community to get a job or become an entrepreneur”*, he added.

The Department of Labour and other training organisations have helped training processes at the centre. The centre manager was proud to report that the centre has created opportunities for community members to develop in the areas of sewing, baking, shoe-making, hair-dressing and computer skills. A happy participant from the centre had this to say, *“I was a staff member of Shoprite Bakery; however, when the centre started, I was invited to head my home town bakery and I saw it as a unique privilege to help my community. For some years now, I have trained a large number people and equipped them with baking skills that they match with their urban counterparts in the bakery market. Today some of my scholars own their own bakery in big cities and are gainfully*

*employed.*” Therefore developmental NGOs support skills development on micro-level of the people of South Africa (Lombard, 2008).

#### **4.3.2 Sustainability of developmental programmes**

Secondly, the theme **sustainability** of contributions was identified. Sustainability is the ongoing process of achieving development or redevelopment that does not undermine its physical or social systems of support. It is living and working in ways that do not jeopardise our current and future social, environmental and economic resources (Blackburn, 2007). During the interview with the 15 participants, it was clear that all three organisations were trying in different ways to ensure the sustainability of their programmes.

A programme manager in organisation A stated that *“their programmes are sustained in the communities they operate in, because the people take ownership of it”*. When it becomes a people-centred programme, as a major function of developmental NGOs (De Beer & Swanepoel, 2000), they are able to report back to the organisation on areas that need further development. This in turn prompts the organisation to develop new programmes to assist them. Again, the community members empowered with skills are better positioned to hand down skills from one generation to another, ensuring continual growth, development and sustainability. Another keen participant of the organisation highlighted that *“the organisation itself is sustained by donors, who by funding help them drive their vision”*.

A participant from organisation B stated that *“through research, gaps are identified in their programmes to their host communities which they then follow up and address to contribute to sustainability”*. Research too has helped the organisation to build on what has been done previously. Another participant coordinating communities in the same organisation remarked that communities with needs approach the organisation for help and programmes are set up to assist them to solve problems and develop. This is another way programme continuity is sustained in the organisation. One of their programmes is

supported by the Ford Foundation: this enhances informal settlement upgrading and regularisation, and is a programme that promotes effective community participation in planning and monitoring housing. The programme engaged the City of Johannesburg Municipality, the Protea South Landless People's Movement, the Lesedi Local Municipality, the Randfontein Local Municipality, the Westrand District and the Midvaal Municipality. *“The organisation embarked on a process of engaging different role players to facilitate continued long-term support to the communities, and develop a coordinated approach to development will contribute to sustainability”*, another participant stated.

Consultations done by the organisation for government or other organisations generate income for the organisation, and these funds are used to sustain the organisation. One participant referred to this as a *“cost recovery strategy that helps to sustain the organisation.”*

One of the participants from organisation C remarked that organising training sessions often contributes to the centre's sustainability and relevance. He stated, *“We engage in training after training in our centre to keep us relevant and to help develop more community members needing skills to be able to be fully employed and self-empowered. This keeps our vision and mission sustainable”*. The different units of the centre that are now cooperatives sell their goods (e.g. the bakery) and render services (e.g. the sewing centre). Both these units generate income to keep them functional. The organisation itself continues to prepare proposals to obtain funding in order for programmes to remain sustainable. With the self-governing abilities of developmental NGOs, some are able to sustain their programmes through various means and render assistance to individuals at the grassroots level (De Beer & Swanepoel, 2000).

#### **4.3.3 Contributions in terms of physical infrastructure**

The third prominent theme was the contributions of developmental NGOs in terms **physical infrastructure development**. Developing physical infrastructure is one of the

many core tasks of developmental NGOs (De Beer & Swanepoel, 2000). Physical infrastructural development refers to basic facilities, services and installations needed for the functioning of a community or society, such as transportation, communication systems, water, power lines, and public institutions including schools, post offices and prisons. It involves the basic physical and organisational structures needed for the operation of a society or enterprise, or services and facilities necessary for an economy to function (Krupp & Ascher, 2010). Although physical infrastructure development is on a micro level, the developmental NGOs studied have made progress in this area, too.

Some of the contributions made to physical infrastructure in Gauteng by organisation A were classrooms and the renovation of toilets and a community hall in Orange Farm. *“We aided education in schools around the area by supplying stationery, computers and other learning materials needed for academic development”*. All the participants from organisation B indicated that there had been immense success in the area of physical infrastructural development when they were involved with the Peoples Housing Project (PHP). The participatory governance programme coordinator highlighted this: *“Vosloorus benefited from the PHP Housing Project. Vosloorus extension 28 is an informal settlement with 1350 services sites, approximately 25km from the CBD of Boksburg on the East Rand that benefitted from the PHP”*. Another participant stated, *“our organisation has built halls and helped with the provision of clean water to residents of Orlando as an outcome of talks between Orlando East and Orlando West with the aid of the government”*.

The five participants interviewed at organisation C were eager to share their success story in the area of infrastructural development. The centre manager summarised by saying *“2006 was a breakthrough year for the centre. The Peoples Housing Project, which saw the construction of 250 houses in the community with the aid of the Department of Labour, was our best news”*. The people’s housing process is aimed at supporting households that wish to enhance their lives by building homes for themselves. According to him, the scheme has provided shelter efficiently to families in the community at a lower cost.

#### 4.3.4 Challenges experienced by developmental NGOs

Lastly, the challenges experiencing by developmental NGOs in Gauteng regarding service delivery will be discussed. A number of challenges were identified, and during the interviews with the 15 participants, it was evident that the following impacted on service delivery.

**Insufficient funds** are one of the major challenges developmental NGOs face today in service delivery. This hampers the accomplishment of programmes in communities they work with (Patel et al., 2008). The fact that Developmental NGOs activities are mainly financed by grants from donors and limited government funding (Davids et al., 2009) also limit their operations. One participant from organisation A mentioned that *“Inadequate funding is the root of all failures experienced in the sector”*. Another contributing factor, according to another participant, is that funds received from donors are static but the numbers of vulnerable groups needing assistance keep on increasing. The result is that the organisation is running a very tight budget to assist more people and to keep their existing programmes and projects going. He added, *“Funds are our working hands.”*

The withdrawal of international donors supporting developmental NGOs has contributed to the challenges. *“Donors supporting our organisation are pulling back”*, it was reported. Their donors believe that the NGOs no longer qualified for their support since the very prestigious World Cup soccer event was hosted by South Africa. Although South Africa has both wealthy and poor people, some donors prefer to contribute to countries they believe are poorer. So this situation has forced some developmental NGOs to close, while others are struggling to keep afloat. *“We are equally struggling”*, a participant from organisation B noted.

The centre manager in organisation C commented that it operates in *“a very poor rural settlement so the centre needs serious funds to cater for community members and finance*

*training and empowerment programmes geared for their development*". He further said, *"Like Oliver Twist, we want some more to feed the hungry faces around here"*. Limited funding is the major setback so far experienced by the centre. The different units of the centre need more funds to boast their activities and to take on more community members as paid workers. *"Inadequate funds have left the centre poorly built"*, he stated. Poor funding, he also remarked, has left the centre unable to employ enough competent hands to assist. The centre cannot afford to hire more needed staff with skills, he also lamented.

Therefore, the researcher believes that funds are necessary to keep driving grassroots development. Funding seems to be the most pressing challenge affecting the service delivery of developmental NGOs. It is clear that most of them are largely dependent on donor and government funding, and only one organisation indicated that it has attempted to explore an alternative income-generating stream. The sustainability of the organisations and the programmes they offer might be at risk if they do not find different ways to ensure sustainability.

**Motivation and participation** drive development of any sort. Burke and Barron (2007) refer to motivation as the inner power or energy that pushes towards acting, performing actions and achieving these in order to strengthen ambition, increase initiation and give direction, courage and persistence. To ensure meaningful growth, motivation should be in top gear in any organisation. The experiences of participants reflect demotivated community members who want to do very little but who receive benefits without participating in the centre's training programmes. This attitude has been rather discouraging for the NGOs. *"Coming from a poor community, it is expected that the youth would be eager to break from poverty circles, but it is not evident"*, the participant lamented. Another participant added, *"They prefer Social Grants and hand outs (food parcels and gifts) to training and learning new skills for empowerment."* Another challenge is that the presence of mining companies around the area is not helping the development of young women because *"our young women prefer to offer sex for cash"*. This in turn generates problems like increased HIV and AIDS infection in the community. A concerned participant remarked: *"We need more motivational seminars to*

*awaken the consciousness in our youth, especially the women*". Changing the motivation of people and especially the youth seems to be a big challenge. The lack of participation also influences the effectiveness of the programmes. Thus the centre should develop more motivational and self-empowerment programmes to assist youth in the area in order to motivate them and give them the direction to break the poverty cycle.

**Poor business acumen and skills** - Acquiring new skills, especially for business, requires sound knowledge of marketing (Richardson & Gosnay, 2008). Developmental NGOs should develop management courses and programmes for their clients so that they can start and manage a sustainable business. The centre manager of organisation C noted that "*our community members do not have business skills and knowledge due to the poor background they found themselves in and the centre have not yet provided adequate business/ project management skills to aid them due to a lack of professionals in the centre*". So when they acquire baking and sewing skills, for example, and are enabled to start a business of their choice, the business does not thrive because of poor management and business skills. He noted this, saying, "*We have great deficiency in teaching business management to our clients*". Due to the lack of business skills the small businesses struggle to compete with more established and well-managed businesses. Therefore, the centre is facing a big challenge to develop programmes and to equip their community members in this respect.

**Political Influence** - Social issues tend to become political issues, which in turn are a major obstacle to development. The issues of authority and power have always been a barrier in organisations. That (negative) political influence is a great challenge was noted by organisation C. All the participants from the different organisations interviewed remarked that developmental NGOs are treated by the government as watchdogs, and therefore sponsorships and support are affected as equally highlighted by De Beer & Swanepoel(2000). A participant from organisation C sadly remarked that "*the ward councillors and local government officials in this area affect the centre negatively for personal gains due to the political power they exercise*". This does not encourage and contribute to the development of the centre and the people in the community. A brave

participant in organisation A remarked, *“the government is playing games with the people. They are there to enrich themselves first and if there are leftovers, they throw it to the poor”*. Another participant from organisation B added, *“The government should see us as partners in progress in the true sense and help us drive development deeper”*.

**Social security** - Although social security has a place, the social grants in South Africa, e.g. child grants, should be reconsidered because they are not necessarily contributing to development. A dissatisfied participant from organisation A noted: *“Grants are killing us slowly especially our young people who should dream dreams and execute it. Our young girls (the uneducated and uninformed ones) are the worst. They want to have as many children as possible, so that they can receive grants that cannot do much in the long run. I mean the uneducated and uninformed ones. Grants I can tell you, destroys our spirit of entrepreneurship. Grants spoon feed our people to poverty without us knowing it and this is why the policy makers should reconsider social security in a more positive light to actually mean help that can make the people independent and strong”*. It was suggested that the funds going into social security should be channelled into building industries, factories and businesses that can employ young South Africans and give them an opportunity to earn their living and be independent and responsible. Social security should drive sustainable and long-term development, not only allow for people to survive but also to develop. Another participant from organisation B regretfully said, *“Grants given to citizens in cash cannot develop them well but can only provide food on the table for some days”*. The centre manager in organisation C added that *“grants create in our people the attitude of waiting on the government to do everything and never trying to do something. Grants are doing more damage than good if we look closely”*. It is clear that the effects of social security are not necessarily what was intended, and should be reconsidered.

**The challenge of managing Community Dynamics** - To organise community members to work with and participate the programmes and activities of developmental NGOs is very challenging. A participant from organisation A mentioned, *“managing communities is the toughest politics we play in the field”*. *“Working with communities in poor/ rural*

*settlements with little or no information and education is by no means an easy task*”, a participant from organisation B observed. Participants experience interaction with uneducated and ill-informed people to be the biggest challenge an NGO can face in service delivery. Fighting for power amongst community heads and seeking recognition from the NGO, with a project in the community, can sometimes be a problem. Often the dynamics in the community hinder the progress of a programme/ project and contribute to poor implementation. For personal gain, the community heads and authorities sometimes want development NGOs to follow a certain route, which interferes with the purpose of the project. And when their ulterior motives fail, great conflict is sure to occur, which also affects programme results. Thus, to avoid unnecessary power struggles, knowledge on handling issues of power, authority and trust should be in place before a programme commences.

**Scarcity of skilled professionals** because of **poor salary packages** also affects the service delivery of developmental NGOs. The poor salary packages offered to social workers and trained community developers in the sector have caused a lot of workers to abandon the work for better-paying professions in other countries, or for NGOs with attractive pay packages. Most of the participants interviewed admitted that the unattractive pay packages, together with high workloads, are quite discouraging in developmental NGOs. A participant from organisation B added noted, *“This is the main reason we are short-staffed in this organisation”*. Another participant from organisation C reported *“poor salary package is the reason for the low numbers of professionals in the centre”*. A participant remarked that *“this problem has caused many practitioners to exit the country in search for better living”*. Ensuring adequate salary packages that will reward people in developmental NGOs will also address the challenge of appointing staff who have insufficient skills.

A participant from organisation B remarked, *“inadequate funds common with NGOs and poor salary packages in the sector have greatly contributed to poor lifestyles of employees of NGOs”*. Sometimes, in order to render services and training programmes, facilitators are hired but paid off after programmes/projects have been completed. These

facilitators are not always skilled, and this impacts on the quality and sustainability of the programme and development of participants. *“Even to maintain existing staff is not guaranteed”*, it was mentioned. Another participant from organisation A made it clear that *“funds determine the quality and number of staff to hire”*. This indicates the influence of limited funds on the quality and sustainability of development programmes and capacity building in the long run.

**The challenge of high workload in the sector** - Helping poor and vulnerable people is a tedious process that needs a lot of motivation and patience. In Gauteng, the challenge of high workload is common. One participant from organisation B reflected, *“It takes passion and compassion for people to remain in this profession. Without the love for mankind, one is left with no motivation to keep going in this work with little pay and much to do. In this sector one works like a lion and eats like a rat. So my joy and fulfilment comes from the fact that I am helping people – the poor ones. I believe that most people committed to this profession are still in it for their great love for people”*.

Apparently developmental NGOs situated in Gauteng receive more applications for help from communities than in any other provinces. A participant representing organisation A remarked, *“It is believed that Gauteng is the richest province and so all roads lead to Johannesburg with the biggest and toughest responsibilities. NGOs in Gauteng are finding it hard to stand fully on their feet. But we must approach them for help. They can carry us on their wings”*. They believe that the migration of rural people to urban areas increases the number of people in Gauteng, which in turn causes the high workloads developmental NGO are experiencing.

A participant from organisation C observed: *“the workload in serving a community with the mainly poor people and employees are earning very little, although the job is highly demanding”*. He further explained that *“NGOs have a workload that they can’t finish till eternity. The needs of the poor will always remain endless. The poor and the needy will always have demands that need attention but the unfortunate thing is that funds are low and staff is few to meet all the workload demands”*.

**Electricity (power)** - Lack of electricity is another problem confronting developmental NGOs in social development. Inadequate power supply in communities where these NGOs operate delays the implementation of projects. Some communities where poverty is deep do not have power resources, and this exacerbates their problems. The five participants from organisation C lamented that power failures in the area sometimes create great setbacks for the various production units of the centre. They added, “*without power we are brought to a standstill and the community feels the impact*”. Others from organisations A and B highlighted that in the rural settlement where they work with partners, some communities do not have electricity and some often experience poor power supply, and this in turn affects the development process or project execution.

#### **4.4 SUMMARY**

The overall results from the study indicate that developmental NGOs that participated in the study contributed significantly to development in Gauteng in various ways, despite the myriad challenges that impact directly on them. However, in spite of challenges, developmental NGOs in Gauteng still remain committed to delivering services and contributing to the development of the people in South Africa. Despite an insecure financial environment in South Africa developmental NGOs managed to advocate for strategic changes in government and policies (Patel et al.,2008). The main findings, conclusions and recommendations are presented in Chapter Five.

## CHAPTER FIVE

# MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 INTRODUCTION

The main purpose of the research project was to establish the contributions of developmental NGOs to social welfare service delivery and to examine the challenges these organisations have faced since the transition from apartheid social welfare to a developmental welfare paradigm. The main findings of the research study and the implications will be summarised. Conclusions will be drawn and recommendations in terms of practice, policy and further research will be highlighted.

### 5.2 MAIN FINDINGS

**Firstly**, all three developmental NGOs contributed in different ways to capacity building in organisations and in communities. However, they experienced challenges in this respect because in some communities there was a lack of motivation and participation from community members, especially the youth. The culture of entitlement and dependency created in some instances by social security also contributes to the demotivation. There were areas, however, where the NGOs' capacity-building programmes contributed to sustainable development, and people took responsibility for their destinies.

**Secondly**, although all three developmental NGOs strove for sustainability in the development services they render, it is clear that their view is that sustainability depends

on funding, which is never guaranteed. Inadequate funding has continued to be the major problem that confronts the running of an efficient welfare system that will eliminate inequality and poverty (Patel et al., 2008).

**Thirdly**, due to the lack of funds, scarcity of knowledgeable and skilled employees as well as inferior salary packages, the skills transferred to community members might not always be of good quality and sufficient to enable them to sustain their businesses.

**Fourthly**, development NGOs contributed to the micro-level infrastructure development by mobilising community members to participate in projects, e.g. PHP-Peoples housing project. This might have contributed to people's self-worth and dignity in that they were empowered and in control. Thus, developmental NGOs also contributes to the development of physical infrastructure (De Beer & Swanepoel, 2000).

**Fifthly**, the fact that some donors have withdrawn funds indicates that there might be misconceptions involved. International donors know about the levels of poverty in South Africa. NGOs' management of funds might be under question.

**Sixthly**, despite the willingness of developmental NGOs to contribute to development, there are factors like the dynamics in communities, power failures or lack of electricity, which they might be able to influence, but cannot completely control. This impact on the progress of development in communities and organisations.

**Lastly**, the combination of limited funds, poor salary packages and heavy workloads affects the efficiency and quality of services rendered by the development NGOs in a negative manner. This also impacts on the sustainability of service delivery by developmental NGOs.

### 5.3. CONCLUSIONS

The study elicited findings that aid in understanding the contributions and challenges of developmental non-governmental organisations in Gauteng. Over the years, meaningful contributions have been made to development in spite of the huge challenges faced by the developmental NGOs under study. They have built the capacities of institutions, communities and individuals to become independent and brought about growth in skills development through various training programmes/activities. Through a people-centred process, they have increased participation and partnerships. People-centred development seeks to return control over resources to the people and their communities to be used in meeting their own needs. This creates incentives for the responsible stewardship of resources that is essential to sustainability. People-centredness means that sovereignty resides with the people, the real social actors of positive change (Swanepoel & De Beer, 2007).

Developmental NGOs have focused their attention on working with local people and supporting grassroots initiatives. There has been a shift in focus from protest or resistance organisations as seen during the apartheid era to organisations concerned with reconstruction and development, which contributes to development at present (David et al., 2009). Today democracy has also opened opportunities for development NGOs to network with local and international partners in order to elicit funding for development.

It was noticeable that despite challenges in terms of funding and other impediments mentioned in the previous chapter, participants from the developmental NGOs displayed great enthusiastic and passion about development. The study revealed that funding was the major challenge to service delivery. Inadequate funds have contributed to all the challenges experienced by them, and this problem is not limited to government but to other donors, who change their funding preferences and select what to fund or who not to fund. (Patel et al., 2008)

The results also suggested that the participating developmental NGO are faced with a lot of challenges that needs to be overcome for efficient service delivery to be achieved. The low motivation of the people in the community to participate in their training programmes, lack of adequately skilled staff and professionals, power dynamics within the community authorities; poor salary packages, and insufficient funds from donors are a few of the obstacles they continually face.

Despite the challenges, developmental NGOs remain a force to be reckoned with in terms of servicing needy and vulnerable people, and are a formidable force in development in South Africa. They focus on poverty alleviation, strengthening civil societies and encouraging public participation in grassroots development in ways that go beyond the capability and willingness of the public and private sectors (Farrington & Bebbington, Wellard & Lewis, 1993).

Efforts should be made by all involved in development to ensure that the cycle of poverty is broken, as poverty is a major obstacle to South Africa's development (Swanepoel & De Beer, 2007). The society should move from ill-being to well-being. Attempts should be made to alleviate poverty and bring some relief to those who are vulnerable. Self-reliance should be encouraged and development should start at the grassroots level, where developmental NGOs are playing an important role.

## **5.4 RECOMMENDATIONS**

The recommendations from the study are as follows:

### **5.4.1 Recommendations for policy-makers or government**

Since NGOs are partners with government in addressing the needs of communities unreached by official development programmes (Lewis, 2002), the government should develop a constructive platform for relating to the NGOs, otherwise great harm will be done to the sector. A poor relationship between the state and NGOs is a weak basis for a partnership, and this will affect the social welfare activities for the poor people

negatively. But, as advocated in state policy through the White Paper on Social Welfare 1997, the state should partner with the NGO sector. The principles of reconstructing South Africa enshrined in the RDP of 1994 cannot be achieved on a large scale without good relationships between different partners and stakeholders. The state should see NGOs as partners in progress and not as threats or as watchdogs. The state should show commitment to working well with this sector in developing South Africa, eradicating poverty and addressing many other social ills that the country is grappling with such as crime, substance abuse, unemployment and HIV and AIDS. It is recommended that the state and the NGO sector revise the terms of their relationship through constant dialogue and engagement. NGOs need to present their concerns to the state on a single platform regardless of their differences, status and achievements. And the government needs to adopt principles of distributive justice when allocating resources (Patel, 2008).

#### **5.4.2 Recommendations for developmental NGOs**

Developmental NGOs have limited self- sustainability power because their activities are financed mainly by grants from donors and limited government funding. NGOs should make great efforts to communicate to donors (especially international donors) the many faces of development in South Africa. They should ensure that their donors know that despite the economic strength of South Africa as the economic superpower of Africa, almost 24% of the SA population are unemployed and about 13 million people are recipients of social security.

NGOs should prepare realistic funding proposals and manage funds impeccably to ensure that donors do not withdraw funds unnecessarily. Developmental NGOs represent the people or communities and are good at mobilising the poor and achieving participation. They are innovative, flexible and experimental in nature, and should continue to transfer technologies developed elsewhere and adapt them to local conditions as well as formulate innovative responses to local needs. This means that they should adopt a social learning process approach (Davids, et al., 2009).

### **5.4.3 Recommendations for future research**

Firstly, the study was limited because of the small size sample, and this precludes generalising the results to the entire NGO sector. Further research with a bigger sample in a specific province or similar research studies with different developmental NGOs from all the provinces are recommended.

Secondly, sustainable development in NGOs should form a theme for further research in this sector. Research focusing on assisting developmental NGOs to instil sustainability within the development process is recommended.

Lastly, further research into how the partnership between the state and developmental NGOs can be strengthened is recommended.

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**APPENDIX A****PARTICIPANT INFORMATION SHEET**

Good day,

My name is Obiageri Ozigbo and I am a student registered for the degree Master of Arts at the University of Witwatersrand. As part of the requirements for the degree, I am conducting research to explore the contributions of and challenges faced by developmental non-governmental organisations (NGOs) in Gauteng. It is hoped that this study will contribute to the knowledge base and practice of social development and inform policy makers about the challenges developmental NGOs face.

I therefore wish to invite you to take part in my study. Please be advised that your participation is entirely voluntary and you may refuse to participate, and this will not be held against you in any way. If you agree to take part, I will arrange to interview you at a time and place that is suitable for you. The interview will take about an hour. You may withdraw from the study at any time and you may refuse to answer any questions (s) that you feel uncomfortable answering.

With your permission, I will be taking notes while we are busy with the interview. No one other than my supervisors will have access to the notes. The notes and interview schedules will be left for two years following any publication or for five years if no publications emanate from the study. Please be assured that your name and personal details will be kept confidential and no identifying information will be included in the final research report.

Please feel free to ask questions regarding the study. I shall answer them to the best of my knowledge and ability. I may be contacted in my mobile number 073 848 5355 or my email address [obexocoby@yahoo.com](mailto:obexocoby@yahoo.com) should you wish to receive a summary of the results of the study; an abstract will be made available on request.

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

Yours sincerely,

Obiageri C. Ozigbo

**APPENDIX B****CONSENT FORM FOR PARTICIPATION IN THE STUDY**

I hereby consent to participate in the research study. The purpose and procedures of the study have been explained to me. I understand that my participation is voluntary and that I may refuse to answer any particular question or item or withdraw completely for the study any time without any negative consequence. I understand that my response will be kept confidential.

Name of Participant: .....

Signature: .....

Date: .....

**APPENDIX C****SEMI- STRUCTURED INTERVIEW SCHEDULE**

1. How do you understand a developmental non- governmental organisation?
2. Why would you classify your NGO as developmental?
3. Explain what contributions your NGO has made to development in Gauteng.
4. Share the three major success stories your organisation has achieved in relations to development that make you proud.
5. In which way does your organisation deliver developmental welfare services in Gauteng?
6. In which way do you do you think developmental NGOs in Gauteng are impacting development?
7. As a developmental NGO, explain the challenges you are experiencing that are hampering your efficiency and service delivery.
8. Explain what skills development means to your organisation?
9. How would you say your NGO has contributed in capacity building of physical infrastructure in Gauteng?
10. How is sustainability facilitated in your NGO?

**APPENDIX D**

**ETHICS CLEARANCE CERTIFICATE**