

**THE ROLE OF NETWORKS IN CIVIL SOCIETY IN
LESOTHO: A CASE STUDY OF WORLD VISION LESOTHO**

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Declaration

I, Mamosa Elizabeth Sehloho declare that this thesis is my own unaided work. All citations, references and borrowed ideas have been duly acknowledged. It is being submitted for the degree of Master of Social Science (Policy and Development Studies) in the School of Social Sciences, College of Humanities, University of KwaZulu-Natal, Pietermaritzburg, South Africa. None of the present work has been submitted previously for any degree or examination at any other University.

Student Signature.....

Date.....

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Dedication

To my family- the current and future generations.

LIST OF ACRONYMS

ADP	Area Development Programmes
AIDS	Acquired Immunodeficiency Syndrome
APRM	African Peer Review Mechanism
CPD	Community Project Development
CRS	Catholic Relief Services
DA	District Administrator
EGPAF	Elizabeth Glaser Paediatric AIDS Foundations
GDP	Gross Domestic Product
GoL	Government of Lesotho
HIV	Human Immunodeficiency Virus
ICT	Information Communication and Technology
IMF	International Monetary Fund
LCN	Lesotho Council of Non-governmental organisations
LED	Livelihood and Economic Development
MDGs	Millennium Development Goals
NGOs	Non-governmental Organisations
NOH	Networks of Hope
OVC	Orphans and Vulnerable Children
PSI	Popular Services International
UN	United Nations
UNDP	United Nations Development Programme

USAID	U.S. Agency for International Development
WFP	World Food Programme
WSSD	World Summit for Social Development
PRSP	Poverty Reduction Strategy Paper

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ABSTRACT

This research focuses on civil society's efforts to reduce poverty in Lesotho. The primary focus is on the networks that are formed in this process through a case study of World Vision International in Lesotho.

According to the Millennium Development Goals Report (2008:9), the majority of Basotho live in increasing poverty, deprived, among others, of incomes that cover basic necessities like food, shelter and clothing. Although Lesotho is a relatively small Southern African country, it is faced with challenges that include chronic poverty (Bello, Letete, Rapapa and Chokobane, 2008:2). Both the State and civil society are concerned with alleviating this problem. In efforts to reduce poverty in Lesotho, a number of programmes and strategies have been applied, including the Millennium Development Goals operational artefact: Poverty Reduction Strategies. According to the MDG Report (2008:2), the prospects of Lesotho achieving the goal of reducing hunger and poverty by half by the year 2015 ranges from unlikely to potential.

In the efforts of reducing poverty, both civil society and government ministries network to achieve this goal. In the current study, eleven organisations in a network, including government ministries, are discussed. Of the eleven organisations, seven are civil society organisations, while the remaining four are government ministries. This study is of a qualitative nature. Primary data was used in the form of structured in-depth interviews. Furthermore, a social network analysis was used for data analysis. The findings of this paper showed evidence of the role played by 'networking', in other words, although there was insufficient information concerning the ways in which World Vision International networks with other organisations in Lesotho, the findings from the interviews pointed at the importance of partnering and 'networking' with other organisations, as well as the role played by shared resources in the poverty reduction process.

This research hopes to add to the literature on poverty in Lesotho generally and the importance of networking for poverty alleviation specifically. Furthermore, this study examines the networked involvement of World Vision Lesotho in development initiatives and poverty reduction approaches in Lesotho.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

Poverty is one of the major challenges facing Lesotho. The Government of Lesotho and civil society organisations, both local and international, are concerned with this problem. In the process of reducing poverty, networks and partnerships are formed by the Government and civil society organisations. This research focuses on the nature of relationships within a network in its attempt to achieve objectives. In particular, a civil society organisation; World Vision International, and how it partners with other organisations, both public and private, to form a network that reduces poverty in Lesotho.

1.2 Background to the Study

Lesotho is a mountainous sub-Saharan country completely surrounded by South Africa, with a total land area of 30,355 square kilometres and a population of about two million (Lesotho National Development Corporation, 2010). This relatively small country faces major challenges including chronic poverty. Various organisations, including government ministries, have over the years come together to address the problem of poverty in Lesotho. The aim of this research is not only to add to the literature on poverty in Lesotho, but also to contribute to the literature on the role civil society plays in the development of Lesotho, through a case study of World Vision International and its efforts to reduce poverty in Lesotho. Furthermore, the relationships that are formed by different partners within a network that is aimed reducing poverty will be explored in this study.

World Vision International is an international, non-governmental organisation (NGO) founded by Robert Pierce in 1950. It is an evangelical Christian relief development, humanitarian aid and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice. World Vision International has 44,000 staff across the world and works with close to 100 million people in nearly 100 countries worldwide. World Vision International, sometimes referred to as World Vision Partnership (World Vision International Accountability Report, 2011:6), consists of different World

Vision offices from across the world, therefore forming a partnership on its own, that is aimed at reducing poverty and advocating for justice. World Vision Lesotho is one of World Vision International's country offices, and was established in 1987. World Vision Lesotho currently runs 17 projects, and employs 215 staff members.

1.3 Key Concepts to be utilised in the Study

One of the issues that will be explored is the role that civil society plays in development. According to Ranchod (2007:2), definitions of civil society range from being defined as groups or associations that are independent of the state, work with it but do not seek to take it over, to the perception of civil society as all collective voluntary action outside the family, state and market..

Poverty will be defined and explored. Sumner (2007:4) defines poverty as an aspect that goes beyond economic dimensions and includes social rights like gender equality, education, health and participation. Furthermore, strategies used by Lesotho to reduce and alleviate poverty will be explored. According to Hulme and Shepherd (2003:403), most world leaders have drafted and used Poverty Reduction Strategy Papers (PRSP) in efforts to mobilize resources and as a means of creating and influencing policies that will deal with economic growth and poverty reduction. Lesotho is among some of the countries that developed the Poverty Reduction Strategy Papers in efforts to alleviate poverty. Although there has been a collection of data in Lesotho concerning poverty, much of this research has not been used due to lack of capability to do so by existing and previous governments. Similarly, May, Roberts, Moqasa and Woolard (2002:1), state that although Lesotho has a history of data collection by both government and private agencies, the problem of resource constraints has led to under-utilization of the results and there is inadequate recent information on poverty in Lesotho.

This study focuses on policy networks, which are simply referred to as networks in this paper. According to Agranoff (2007:84), pure hierarchical structures do not exist anymore, rather organisations including public organisations have to work in collaboration with other organisations, or use functions or characteristics associated with network structures in their processes. Therefore governmental structures have changed and the tasks of steering and rowing are now shared with other organisations leading to public-private partnerships. In addition to the partnerships formed by World Vision Lesotho and the Government of Lesotho, partnerships that World Vision Lesotho has formed with other civil society

organisations in the process of alleviating poverty will be explored, as well as how World Vision Lesotho works with these partners.

1.4 Research Problem and Objectives

The objective of this research is to study the nature of networks formed by World Vision Lesotho and its partners in the process of addressing poverty in Lesotho. The key research questions are as follows:

1. What approaches and strategies does World Vision employ to reduce poverty in Lesotho?
2. Which organisations does World Vision Lesotho work with to achieve its goals?
3. How does World Vision Lesotho identify and form relationships with its partners?
4. How do these organisations utilise their resources to achieve their goal of reducing poverty?
5. How does World Vision Lesotho benefit from these networks?

In the process of investigating poverty reduction and networks in Lesotho, some of the issues that will be looked at include studies of civil society in Africa and poverty reduction, previous studies made on World Vision International in other countries and civil society in Lesotho.

Since World Vision Lesotho works in partnership with the Government of Lesotho, another issue that will be looked at is networks. The different types and characteristics of networks will be discussed. The role played by international donors will also be explored in this research. One of the emerging questions is whether the intervention of international donors is helpful to societies, in terms of the “side effects” of these interventions. That is, how does World Vision Lesotho and its network partners sustain development initiatives even after their projects have phased out?

1.5 Research Methodology and Methods

This study will adopt a qualitative research approach, which is described by Babbie (2001:270) as an approach used to describe and understand human action rather than explaining it.

Primary data will be collected from semi-structured interviews conducted with staff from World Vision Lesotho. Furthermore, secondary information will be obtained from World Vision Lesotho's documents as well as Government publications to assess how these organisations work together. Structured, in-depth interviews will be used in this study.

Sampling, according to Babbie (2001:164), simply means a subgroup of the population one is interested in. Purposive sampling will be employed in this study. The choice of respondents relevant to the research was guided by the judgment of the researcher and the purpose of the study (Babbie, 2001:166). The sample of this research project consisted of five employees from World Vision Lesotho which serves as a case study. A case study, according to Babbie (2001:280), is an intensive investigation of one case, which in this case is World Vision Lesotho. In order to ensure validity and reliability, existing secondary documents are used to support the primary data. In other words, although the method of data collection will be primary (interviews), this method will also be combined with documents in terms of World Vision Lesotho's records and publications.

A quantitative approach will be used in analysing certain sections of the interviews. As will be seen in Appendix A (interview questions), some of the questions are asked in a way that requires numerical analysis. The interview responses are divided into two sections, namely, a section which will focus on the general responses of respondents concerning networks and a section that focuses on specific responses from the interviews, which will also have visual representations of the nature of the policy network in this study.

1.6 Structure of Research

The dissertation comprises the following chapters:

Chapter One

This chapter presents the general background of the study, states the problem, the significance of the study, research questions, as well as the organisation of the study.

Chapter Two

The second chapter focuses on the conceptual and analytical framework of the study. It seeks to define and explore civil society, poverty reduction and networks.

Chapter Three

In this chapter, World Vision Lesotho is introduced, and a background and a general understanding of Lesotho and issues concerning poverty in Lesotho, as well as the state of civil society in Lesotho is explored. It also outlines in depth the research methods and methodology employed.

Chapter Four

This chapter provides an analysis of the data. Visual presentations are presented in this chapter to illustrate the nature of the relationship World Vision Lesotho has with its different network partners.

Chapter Five

This last chapter discusses the findings and conclusions.

CHAPTER 2

CONCEPTUAL AND ANALYTICAL FRAMEWORK

2.1 Introduction

This chapter introduces the conceptual framework of the study, and consists of three sections. The first section conceptualises civil society and its role in development. The second section examines poverty reduction and focuses on the causes of poverty and strategies used to reduce poverty. Section three of this chapter focuses on policy networks.

2.2 Conceptualising Civil Society

According to Seligman (1992: ix), the idea of civil society has its roots in the traditions of Western politics. Lewis (2002:1), states that civil society was introduced after the Cold War as a strategy by policy-makers to strengthen democracy and development. Howell and Pearce (2001:1) show that civil society established itself at the beginning of the twenty-first century as an important concept in the field of policy development and practice. Whitfield (2002:4), states that the origin of civil society was as a theoretical construct used to understand phenomena, rather than as an object of research. Furthermore, Whitfield (2002:5) conceptualizes civil society in two ways, namely, as an idea, and as a process. Civil society as an idea is perceived as a united entity that is separate from the state, and that has a relationship with democracy. Secondly, as a process, which involves historical issues, personal networks, external influences, international relations, and lastly, incentives involved in politics and resources (Whitfield, 2002:5).

2.3 Defining Civil Society

According to Ranchod (2007:2), there are various and sometimes opposing definitions of civil society. Similarly, Seligman (1992: ix) states that the concept of civil society has come to mean different things to different people. Civil society ranges from being perceived as existing between the state and the market, to being inseparable from the state. According to

Howell and Pearce (2001:13), the concept of civil society reflects a variety of understandings of the relationship between the individual, state and society. Ranchod (2007:2) states that definitions of civil society range from groups or associations that are independent of the state, work with it but do not seek to take it over, to the perception of civil society as all collective voluntary action outside the family, state and market. Furthermore, Diamond (1994:5) perceives civil society as a form of “organized social life that is voluntary, largely self-generating, largely self-supporting, autonomous from the state and bound by a legal order or set of shared rules”. In other words, civil society, according to Diamond (1994), is autonomous from the state, and mainly relies on itself for support. Civil society is somewhere between the private sphere and the state (Diamond, 1994:5). From the above definitions of civil society, it can be understood that civil society is composed of voluntary collective action that is between the state and the private sector. Furthermore, Whitfield (2002:4) states that conceptualizing civil society remains a debate with a variety of co-existing definitions of what civil society is. This study will perceive civil society in terms of the common characteristics mentioned above. In other words, civil society will be defined as voluntary entities that work with, but are separate from the state, aimed at achieving certain objectives.

2.4 The Role of Civil Society

Gladius, Kaldor, and Anheier (2006:21) view the role of civil society as involving three dimensions namely, new public management and welfare of the state; social capital and participation; and lastly; an instrument of achieving transparency, accountability and improved governance. Similarly Edwards (2004:13), states that civil society has three developmental roles, namely: the economic role, which secures livelihoods and provides services where the state is weak; the social role, whereby it becomes a pool of caring, cultural life and intellectual innovation and lastly; the political role which involves promoting transparency, accountability and good governance Greenstein (2003:21) states that, civil society makes a significant contribution to the alleviation of poverty. Donor-funded civil society organisations are expected to work in partnership with governments through consensus building or monitoring government’s implementation of approved Poverty Reduction Strategies. Similarly, Diamond (1994:7) states that civil society’s role in democracy involves monitoring and restraining power by democratic states, as well as democratising authoritarian states. According to Barnard and Terreblanche (2001) quoted in

Habib (2003:2), one of governments' expectations of civil society is to create jobs and eradicate poverty.

Hearn (2001:44) states that the current development paradigm in Africa involves bringing civil society into a closer relationship with the state. Civil society organisations are expected to work in partnership with participatory and accountable governments in order to ensure participatory and sustainable development. The role of civil society in development can be seen in the case of Ghana, whereby the World Bank, United Nations and bilateral donors contributed over US\$80 million for poverty alleviation programs, but requested that NGOs assist in service-delivery because the state did not have the institutional capacity to implement such a large program (Gary 1996, cited in Whitfield, 2002: 40). According to Edwards (2004:6), civil society and the state can be seen as indistinguishable in that they are both involved in governing social conflict. However, this partnership between state and civil society has led to blurry distinctions between the two actors. Civil society therefore has an essential role in the process of development (Edwards, 2004:17).

2.5 Poverty

Poverty exists throughout the world, and continues to be a major problem for the state to address (Bourguignon and Chakravarty, 2003:25). Poverty, according to Sumner (2007:4), goes beyond economic dimensions and includes social rights like gender equality, education, health and participation, amongst others. This section focuses on what poverty is, how poverty is measured, as well as poverty reduction strategies.

2.5.1 Conceptualisation of Poverty

May, Woolard and Klasen (2000:7), view poverty as the “inability of individuals, households or entire communities to command sufficient resources to satisfy a socially acceptable minimum standard of living”. In other words, poverty limits access to basic. The United Nations (2004:2) perceives poverty as specific, contextual and local. In other words, poverty is experienced differently across various contexts. Cagatay (1998:5) on the other hand states that poverty has traditionally been understood as lack of access to resources, assets and income leading to material deprivation, whereas recent concepts of poverty include lack of dignity and autonomy in defining poverty. Bradshaw (2005:4) simply defines poverty as lack

of access to basic necessities like food, shelter, medical care and safety. Hulme and Shepherd (2003:404) state that the problem with perceiving poverty in purely economic terms is that, firstly, it does not accommodate the needs of all types of poor people, and secondly; it neglects people who need different types of support, policy change, and broader changes within society that might take time. From the above conceptualisations of poverty, it can be concluded that although there are similar characteristics, poverty has no single definition.

Bourguignon and Chakravarty (2003:25) state that in order to understand the extent of the threat posed by this problem, poverty has to be quantified. Bradshaw (2005:4) also views poverty in terms of the statistical measure established by a state as the annual income needed for a family to survive. In other words, like the United Nations (2004), Bradshaw views poverty as contextual. Similarly, Macionis and Plummer (2008:262) state that about half the world's population lives in poverty. Definitions of poverty, then, range from deprivation of tangible material dimensions in monetary value, to intangible dimensions like deprivation of participation or dignity. For the purpose of this study poverty will be understood broadly to include both monetary and intangible dimensions since poverty, as seen above, does not only involve material wealth.

2.5.2 Measuring Poverty

According to Bouguignon and Chakrvarty (2003:26), poverty is multi-dimensional, and therefore measuring poverty depends on both monetary and non-monetary variables. Sumner (2007:6) states that measures of poverty have been changing. In the 1960s, poverty was measured in terms of Gross Domestic Product (GDP) per capita growth; in the 1970's GDP per capita growth was combined with basic needs. The 1980's saw the return of GDP per capita and, in the 1990s, dominated by the UNDP's Human Development Indices, and recently, in the 2000s, poverty measurement was rooted in the Millennium Development Goals (MDGs) (Sumner, 2007:6). According to the Millennium Development Goals report (2008:8), reducing poverty, combating hunger and malnutrition is the first of eight Millennium Development Goals in Africa.

Foster (1998:335) shows that poverty can be measured in terms of 'absolute' and 'relative' approaches. Macionis and Plummer (2008:266) refer to absolute poverty as lack of resources that are taken for granted by others. Absolute poverty measures include setting a fixed poverty standard, which does not change in the face of economic growth (Foster, 1998:336).

Relative poverty on the other hand, is defined by Macionis and Plummer (2008:266) as lack of life resources that people cannot survive without, and is usually measured as a *per capita* income equivalent to less than one international dollar a day. In other words, absolute poverty places people at risk of death, while relative poverty involves a lack of resources that simplify life. Although poverty is multi-dimensional, Sumner (2007:5) states that policy-makers prefer economic measures of poverty because constructing a satisfactory non-economic measure of poverty is a challenge.

The majority of developing countries in the Sub-Saharan region, Lesotho included, are faced with chronic poverty (Bello, Letete, Rapapa and Chokobane, 2008:2). Although there are different definitions of chronic poverty, Hulme and Shepherd (2003:405) perceive chronic poverty as occurring in cases where an individual experiences capability deprivations for a period of five years or more, or even all their lives. According to May, Roberts, Moqasa and Woolard (2002:1), understanding the extent and nature of poverty in a country depends on available data, in some cases, the role of agency donors is important. According to Millennium Development Goals Africa (2008:9) the majority of Basotho live in deep poverty due to inadequate income that covers basic necessities like clothing, food and shelter.

2.5.3 Poverty Reduction Strategies

Hulme and Shepherd (2003:403) state that efforts of poverty reduction in recent years have reached levels that were imaginable ten years ago. In other words, leaders have made efforts to reduce poverty.

May, Roberts, Krige, Mochebelele and Mokitimi (2001: v) state that Lesotho, like other countries, is committed to poverty reduction. According to Hulme and Shepherd (2003:403), most world leaders have drafted and used Poverty Reduction Strategy Papers (PRSP) in efforts to mobilize resources and as a means of creating and influencing policies that deal with economic growth and poverty reduction. Lesotho is among the countries that developed the Poverty Reduction Strategy Papers in efforts to alleviate poverty. These Poverty Reduction Strategy Papers, according to Ames, Bhatt and Plant (2002:9), are a road map designed by the countries themselves to help them target policies that are aimed at poverty reduction.

The Millennium Development Goals, according to the Millennium Development Goals report (2008:3) involve development ambitions of not only Africa, but the whole world. The first goal of the eight is to “eradicate extreme hunger and poverty” (MDG report, 2008:1). All eight goals are to be achieved by the year 2015

According to the Millennium Development Goals report (2008:11), the availability of Poverty Reduction Strategies and Vision 2020 in Lesotho form part of the comprehensive poverty reduction efforts. Furthermore, May et al. (2001:vi) identify five poverty reduction strategies in Lesotho, namely: policies that support macro-economic stability; labour absorbing growth, the promotion of diversified livelihoods and sustainable asset accumulation; the delivery of essential services, and lastly; the provision of limited safety net policies.

2.6 Networks

According to Borzel (1997:1), ecologists use the term network system to refer to the living environment, while microbiologists use information networks to refer to cells. The mechanical notion of networks in the hard sciences has been appropriated and made appropriate for use in the social sciences. Hearn and Mendizabal (2011:1) state that the term ‘network’ can be used in different ways and across different contexts, ranging from membership networks to informal social networks. Organisational structures in the twenty-first century have become more flexible and bureaucratic structures have changed, leading to structures such as networks (Agranoff, 2007:84). According to Alter and Hage (1993), quoted in Agranoff and McGuire (1999:20), networks are social structures that allow for inter-organisational interactions of exchange to take place through joint action and production. A network is a simple structure that consists of nodes (actors that are part of a network) and links between those nodes (Hovland, 2005:10). Henry (2011:4) states that networks are structures that directly influence the ability of actors to solve complex problems collectively. Similarly, Hanneman and Riddle (2005) states that networks focus on relations among actors.. The concept of networks differs across and within different disciplines, however, common characteristics of a network include stable relationships which have no hierarchy, and are interdependent in nature, linking actors who share a common interest (Borzel, 1997:1). According to Klijn (2005:16), networks in the field of public policy first emerged in the mid-1970s and early 1980s. A general understanding of what networks are has been

provided in this section. They have been described as actors and their connection to other actors. The following section focuses on what policy networks are, and how they are formed.

2.6.1 Defining Policy Networks

Tahboula (2010:10) simply defines the term ‘policy’ as an arranged plan or course of action. A policy is defined by Hjern (1987:3) as a set of ideas and practical search for institutional arrangements that lead to the attainment of those ideas or searches. Agranoff and McGuire (1999:20) define policy networks as interdependent structures that include a number of organisations or units that have no hierarchical structure. Furthermore, policy networks have their roots in power sharing between public and private actors, whereby the government collaborates with other partners in efforts to seek solutions to wicked problems in society (Rhodes, 2005:426). Policy networks are clusters of organisations connected together by resource dependencies and distinguished from other clusters by breaks in the structure of resource dependencies (Benson, in Carlsson, 2000:504). In other words, Benson’s understanding of policy network is that organisations work together to maximise resource utilisation. Resources dependency will be discussed briefly in the section that follows.

Policy networks can be simply understood as social structures that enable inter-organisational collaborations of exchange, joint action and joint production based on a specific policy area (Agranoff and McGuire, 1999:20). According to Henry (2011:14), policy networks are concerned with certain policy issues. Similarly, policy networks, according to Rhodes (2005:425) are “sets of formal institutional and informal linkages between governmental and other actors structured around implementation”. Rhodes (2005) then, understands policy networks in terms of the formal and informal bridges that link the state and other actors in the process of implementation.

Karemera (2004:3) states that the concept of policy networks relate to policy processes and includes interactions among independent actors. According to Agranoff and McGuire (1999:21), the emergence of networks is rooted in the realization of organisations that they can no longer be structured like “medieval kingdoms, walled off and protected from hostile forces” rather there is need for interdependency between public and private organisations. In other words, networks were formed because of the realisation by states that working with

private organisations leads to better outcomes than public organisations working on their own. According to Thomson (1967), interdependencies among activities can be of three main types, namely; pooled activities, whereby independent actors produce or share similar resources; sequential activities, where work flows in one direction, with one task depending on the completion of previous tasks, and lastly; reciprocal, which is where work flows in-between actors in a back and forth manner over a certain period of time (Amrit, 2008:3).

According to Klijn, Koppenjan and Termeer (1995:437), public policy is developed within complicated network structures of public, quasi-public and private organisations. Similarly, Sandstrom and Carlsson (2008:497) state that networks have become a key concept in recent years because they are driven by an increasing complexity that is associated with the modern state. Pfeffer (1992:24), states that “virtually, all of us work in positions in which in order to accomplish our jobs and objectives, we need the cooperation of others who do not fall within our direct chain of command”. In other words, people may have to work with others who may not fall within their circle in order to achieve their goals. Similarly, Tahboula (2010:1) states that policy networks come from the idea that no one can work in isolation- when it comes to social problems, no single organisation, whether private or public, can work independently.

According to Kickert, Klijn and Koppenjan (1997:1), the term “policy network” links policies with their strategic and institutionalised context, in other words, it is a chain that connects public, semi-public and private actors to participate in certain policy fields. Policy networks involve “co-governance”, which means both the state and the market do things together rather than independently (Kickert, Klijn and Koppenjan, 1997:40).

From the above conceptualisations of policy networks, it can be seen that there are various views of what policy networks are. Similarly, Hearn and Mendizabal (2011:2) state that networks cannot not be pigeon-holed into a particular definition rather they are structured in different ways and work through various processes that are determined by their relationship-driven nature and lack of hierarchy. Borzel (1997:2) states that some authors see policy networks as metaphors that describe the fact that policy-making processes involve a wide variety of actors, while other authors view policy networks as an analytical tool used to analyse relationships between actors with each other in a certain policy sector. This study views policy networks as the relationships that emerge from various independent actors working together to achieve certain policy objectives.

2.6.2 Resource Dependency and Networks

The resource dependency theory, according to Davis and Cobb (2009:5), revolves around three main ideas, namely: the importance of social contexts; strategies used by organisations to enhance their autonomy and pursue interests; and lastly, the importance of power in understanding internal and external activities of organisations. Power, according to Davis and Cobb (2009:5), is what distinguishes the resource dependency theory from other approaches.

Similarly, Pfeffer (1992:13) perceives power as “the basic energy to initiate and sustain action translating into reality”. In other words, in structures that do not have hierarchies as a way of getting things done, power is an important tool to get ideas implemented. The issue of power in the resource dependency theory, according to Hillman, Withers and Collins, (2009:1404), is important for controlling vital resources. Organisations often try to reduce others’ power over them by increasing their own power over others (Hillman, Withers and Collins, 2009:1404). Davis and Cobb (2009:6) simply describe resource dependency as follows: “The power A has over B comes from control of resources that B values and that are not available elsewhere...B is dependent on A to the degree that A has power over B, therefore A and B have power over each other, making them interdependent”. In other words, organisations that are involved in resources sharing are interdependent and have power over each other to a certain degree.

The policy network approach, according to Klijn (2005:29), was strongly influenced by the resource dependency approach and the idea that organisational networks can be studied in terms of organisational problems or resources. Resource dependency theory is concerned with the exchange processes between organisations, whereby organisations get certain resources from other organisations (Klijn, 2005:21). Sharing and exchanging resources is a rationale behind creating policy networks (Weible and Sabatier, 2005:182). These resources may include money, staff or services. Hearn and Mendizabal (2011:4) also state that another function of networks is mobilising resources to maintain resource dependency. Some of these resources include funding and services that improves the work of actors through capacity development (Hearn and Mendizabal, 2011:4).

The degree of resource dependency, according to Sandstrom and Carlsson (2008:505), determines the level of hierarchy within the network. In simple words, the more resources a certain organisation has, the more leverage it has over the network.

2.6.3 Characteristics of Policy Networks

Networks, according to Kickert, Kljin and Koppenjan (1997:439), are characterised by actors who are part of a network as well as the relations these actors have with each other. Toke and Marsh (2003:230) argue that the relationship between networks and their outcomes are directly influenced by the actors' understanding of them. In other words, policy outcomes are a result of the actors' relationships within the network. Important relationships are between the structure of the network and the participants in the network; the network and its political and socio-economic context; and lastly, the policy network and the outcome (Toke and Marsh, 2003:231-232). Furthermore, policy networks are also characterised by their non-hierarchical perception of the policy making process. They are focused on organisational functions rather than features, and lastly, they are horizontal (Carlsson, 2000:505).

2.6.4 Functions of Policy networks

Hearn and Mendizabal (2011) categorise the roles and functions of networks broadly, into two different roles; agency and support networks. Members in a support network act independently as agents of change but join the network to gain support that will enable them to be more efficient and thus effective in their work. Agency network members coordinate their efforts with other members and act collectively as a single agent of change. According to Agranoff (2007:222), there are seven roles of policy networks. These roles are: problem identification and information exchange, whereby information exchange is used to help solve problems experienced in home agencies, or within the network itself. Similarly, Weible and Sabatier (2005:181) state that the most common reason for the establishment of networks is to exchange information and advice related on a particular policy issue. A second role, according to Agranoff (2007:222) is the identification of extant technologies, which focuses on using workable solutions that have been tried and tested through flow of information, which is achieved through technical expertise within the network or externally; adaptation or development of emergent technologies, which involves the context of the network, and can be used where extant technology cannot be used, and involves collaborative transfer or creation of technical solutions adapted from existing research and technology to suite that particular situation ; improving knowledge infrastructure and management highlights complexities involved in networks due to inability to meet often on a face-to-face basis, and therefore leading to the use of knowledge management and ICT (information and communication technology) like emails and data bases (Agranoff, 2007:222-228). Similarly,

Hearn and Mendizabal (2011:2) identify common functions across most networks as: community building or coordination; filtering information and knowledge; amplifying common or shared values and messages; facilitating learning among members; investing and providing resources, skills, and assistance; and finally, calling together different partners and constituencies.

Furthermore, O'Toole, Hanf and Hupe (1997:139) argue that networks are intended to be used as instruments that organize the energies and efforts of individual actors to deal with problems. In other words, efforts and energies of various actors are combined to solve one problem at hand. Similarly, Karemera (2004:7) states that policy networks serve as bridges and chains that help interactions of skills and experiences and in sharing resources.

Networks play a key role in implementation (Karemera, 2004:7). Pressman and Wildavsky (1973: xvii) state that policy implementation depends on complex chains of joint interactions. Similarly, O'Toole, Hanf and Hupe (1997:138) argue that actors involved in implementation are not only drawn from government units, but rather, may also come from other actors outside government. The term networks can be used to refer to these actors extending beyond those included in the normal style of delivery which works from the centre (O'Toole, Hanf and Hupe, 1997:139). In other words, the term networks can be used in implementation to describe a team that consists of both government and non-government actors who attempt to implement a certain policy. With these said however, Marsh and Smith (2000:4) argue that, generally, there is not much agreement concerning the nature and role of policy networks. However, the creation of networks across different organisational levels, according to Sandstrom and Carlsson (2008:498), is necessary because networks could lead to more effective public management. The importance of networks, according to Sandstrom and Carlsson (2008:507) is that they form part of a continuous process of building and re-building institutional arrangements, but they also affect policy making and society in general.

It can be seen from the above functions that policy networks are not tied down to one or two functions and roles, but rather, they are used for a variety of reasons. It can also be observed that networks are associated with tasks and duties that require more than an individual unit or person to achieve success. Sharing and working together are some of the characteristics that arise from the functions of networks.

2.6.5 How Networks are formed

Sandstrom and Carlsson (2008:505) state that networks evolve with the realisation of participants that they need each other and to share the advantages of collective action. Carlsson (2000:509) argues that collective action simply means a group of people united by common interests. The aspect of collective action therefore is important in networks.

In developing or being part of a network, Hearn and Mendizabal (2011:2) suggest that one of the questions that be asked is: ‘why are we supporting or working as a network - is the purpose long term (like achieving the Millennium Development Goals), instrumental (delivering goods and services to a certain group), or is it fluid (improving a policy)? However, according to Hovland (2005:8), the first step is to clarify the policy change or objective that is being aimed at, followed by identifying all stakeholders, or interest groups associated with the problem at hand, who might be interested. The importance of identifying network members, according to Hearn and Mendizabal (2011:4), is that networks are built on priorities of their members, including shared interests, mutual history, common objectives, or collective identity - identifying members who will be committed to the network is therefore important. After stakeholders have been identified, brainstorming sessions can take place. Hovland (2005:8) provides the following table to organise brain storming sessions.

Figure 1 Stakeholder analysis (Source: Hovland (2005))

Private Sector Stakeholders	Public Sector Stakeholders	Civil Society Stakeholders
Corporations and Businesses	Ministers and Advisors	Churches (religions)
Business Associations	Civil servants and	Schools and Universities
Professional Bodies	Departments (Bureaucracy)	Social Movements and
Individual Business Leaders	Courts (Judiciary)	advocacy groups
Financial Institutions	Local Governments and	National NGOs
	councils	International NGOs
	Military	Trade Unions
	International Bodies(World	
	Bank, UN)	

After stakeholders have been identified, Figure 1 above can be used to group stakeholders according to their interests and their ability to influence during the brainstorming sessions. The final step, according to Hovland (2005:9), is to come up with a strategy to accommodate

all stakeholders with their differences into the project to ensure that they engage with the objective of the network.

2.6.6 Managing Policy Networks

Before moving on to the general management of networks, characteristic and functions of network managers will be discussed. A network manager is referred to as an actor, or more than one, who performs and implements the coordination activities necessary for interaction and joint decision making between the actors, which is required to achieve desired outcomes in networks. In other words, the network manager can come from the public or private organisation, but has certain responsibilities that make them the manager.

Since managing networks can be complex, it is important for managers to develop strategies for network management. Klijn (2005) suggests four strategies, namely: activation of actors and resources, which involves identifying and selecting correct actors with the necessary resources for the required outcomes; goal achieving strategies, which involves goal seeking and changing or introducing new ideas to channel perceptions to a certain direction; organisational arrangements, which consists of creating new organisational constructions, and finally, interaction guiding, which involves hanging rules as a way of conflict resolution and information flow, to mention a few. Managing networks does not only require knowing how to manage each structure, but also how to manage the relationship between all these actors (Rhodes, 2005:439).

According to Agranoff and McGuire (1999:19), one of the core tasks of network managers is to build important bridges within in network itself, while at the same time managing internal functions in their own organisations. In other words, network managers do not only have the responsibility of coordination within the network, but also pay attention to their “normal” daily jobs in their home organisations. Mandell (2001:12) also states that the role of a network manager is to select the appropriate actors and resources, shape the organisational context of the network as well as devise ways of coping with complexities that come with networks. Furthermore, Agranoff and McGuire (1999:25) state that the ability to manage externally, that is, the network, is related to the internal conditions in the manager’s home

organisation. One cannot manage a network without the support of the home organisation. Therefore, it shows that interdependency is an important aspect in policy networks, not only among the organisations involved within the network, but also within a single organisation itself (Tahboula, 2010:1). Similarly, Kickert, Klijn and Koppenjan (1997:10) state that network management is an illustration of governance and public management in situations of interdependencies.

According to Klijn (2005), policy networks are made up of clusters of horizontal as well as vertical linkages, therefore managing networks involves considering these vertical and horizontal linkages, and sometimes a combination of both within one project. The vertical dimension, according to Colebatch (2002:23), is concerned with downwards diffusion of authorised decisions, that is, the chain of command, while the horizontal dimension focuses on relationships among actors outside the chain of command. In other words, managing policy networks requires considering both the chain of command and relationships with actors from other organisations, or a combination of both. Sandstrom and Carlsson (2008:505) state that the fact that actors within a network depend on each other to a certain extent on resources, links these actors both vertically and horizontally.

Network management therefore, is different from traditional management whereby a manager, depending on their position, acts as a system controller who focuses on the whole organisation or part thereof (Kickert, Klijn and Koppenjan, 1997:11). Similarly, Mandell (2001:12) states that network structures do not depend on central authority and cannot be guided by one organisation's goal. Network management has no clear chain of command structure and authority from which the manager can get their steering resources (Kickert, Klijn and Koppenjan, 1997:11). In other words, the manager does not have a pool of resources that allows him/ her to control the network, but rather, has to depend on working together with other actors for goals and objectives to be achieved.

Klijn defines network management as a “form of steering aimed at promoting joint problem solving or policy development” (1997:43). In other words, as mentioned earlier, policy networks evolve around the idea that no single organisation can solve social problems single-handedly; therefore network management is a form of driving towards achieving objectives collectively. Network management, according to Kickert, Klijn and Koppenjan (1997:10) is aimed at the synchronising strategies of actors who have different goals and preferences with

regard to a certain problem or policy. Network management involves managing flexible structures with no clearly defined goals, towards collective efficiency (Agranoff and McGuire, 1999:24).

Klijn, Koppenjan and Termeer, (1995:437) identify two types of network management, namely; game management and network structuring. The word 'game', according to Klijn, Koppenjan and Termeer, (1995:439), refers to "a continuing, consecutive series of actions between different actors, conducted according to and guided by formal and informal rules, and which arises or decisions in which actors have an interest". In other words, the process by which network participants reach their desired outcomes, including the rules involved, and the time taken to reach the outcome is a game. Kickert, Klijn and Koppenjan (1997:47) also state that game management involves managing interactions within the network. Network structuring on the other hand, involves with making changes to the official arrangements that make up the network (Kickert, Klijn and Koppenjan 1997:47).

Like Kickert, Klijn and Koppenjan (1997), Mandell (2001) identifies four network management behaviours, which can be used as equivalent to traditional management functions, namely: selective activation, which deals with identifying and selecting appropriate actors (closedness); framing, which includes introducing and influencing operational rules, values and changing actors' perceptions; mobilizing, which includes the ability to come up with common objectives of all actors, and lastly; synthesizing, which deals with blending the different actors' relationships in order to achieve the purpose of the network.

Collaborative efforts of network management can be done by using dimensions that are aimed towards goals, some of these dimensions, according to Agranoff and McGuire (1999:26) are: the technical dimension, which deals with strategic plans used to achieve the objectives; legal dimension, which includes laws, rules and norms that govern the network; the political dimension, which deals with political activities within the network that range from dealing with conflict to ensuring that all the actors get along or blend their capacities for the project to be successful, and lastly; the cost dimension, which involves the time and effort required to pool in the required resources and jointly developed strategies necessary for the network to be successful.

2.6.7 Types of Policy Networks

Agranoff's grounded theory led to the discovery of four types of networks, namely: informational networks, whereby different actors come together for the purpose of exchanging policy and program information; developmental networks, which involve information exchange and capacity building of partners involved in the network; outreach networks, in addition to information exchange and capacity building, involve blueprinting or coming up with strategies; and lastly, action networks, which build on the characteristics of the three networks, and also make or implement policy adjustments (Agranoff, 2007).

Unlike Agranoff, Salisbury et al, 1987 and Zafonte & Sabatier, 1998 (quoted in Weible and Sabatier, 2005:182) identify with an 'ally' network, which is aimed at identifying stakeholders who will help form a strong coalition. Ally networks are assumed to come from policy beliefs. Another type of network is a power network, which assumes that stakeholders are "interested in the pursuit of power". In other words, this network is associated with influential actors who may have a say in the controlling of vital resources (Weible and Sabatier, 2005:182). The final network identified by Weible and Sabatier (2005) is the coordination network, which searches for actors who periodically channel their efforts into achieving common objectives. O'Toole, Hanf and Hupe, (1997:139) identify an implementation network, which is a kind of policy network that is intended to be used as an instrument that mobilises the efforts of individual actors to deal with a specific problem at hand.

From the above types of policy networks, it can be seen that there is no single category or type of network, but rather, different authors categorise the types of networks depending on their perception of policy networks. It can also be seen that networks are categorised depending on their functions, that is, why the network exists.

2.6.8 State-Civil Society Networks

According to Kickert, Klijn and Koppenjan (1997:4-5), in Europe, problems that were experienced while steering was the sole responsibility of government during the 1970s, led to pessimistic views about the ability of the government to achieve its goals and to influence social development. This led to governments partnering and networking with other private and semi-private organisations today. Similarly, O'Toole, Hanf and Hupe (1997:138) argue

that networks are a result of the gaps between governmental steering efforts and actual impacts in European policy and implementation.

As mentioned above, policy networks are characterised by relationships between multiple partners linked by certain policies or objectives. Some of these partners could include state and civil society organisations. According to Agranoff and McGuire (1999:23), public administrators and other government officials are usually involved in networks that have officials from within the same government but representing other agencies, representatives of profit-making or non-profit making organisations as their members.

Detomasi (2007:321) states that the question of who governs is hard to answer because of the involvement of non-governmental organisations in shaping and interpreting the rules of not just the state, but of the global economy. In other words, private organisations also play a role in the 'running' of the state through their involvement and interest in particular policies. According to Gage (2005:182), the success of state-civil society networks depends on the management of efforts and effective linkages among the actors in a network. In this study, not only will the relationship that World Vision Lesotho has with the Government of Lesotho be explored, but also, how World Vision Lesotho networks with other civil society organisations to achieve the goal of reducing poverty.

2.6.9 Analytical Framework: Social Network Analysis

For analysis, this research employs a social network analysis. Otte and Rousseau (2002:3) simply define social network analysis as strategies that are used to investigate social structures. On the other hand, Scott (1991:39), quoted in Popov (2003:1), defines social network analysis as a set of methods used to analyse social structures, and aimed at investigating the rational characteristics of these social structures. A defining feature that makes social network analysis different from other methods of analysis is its ability to explore the structure of connections among the actors (Popov, 2003:1). In other words, social network analysis focuses on the relationships that are formed by the actors. Similarly, Otte and Rousseau (2002:4) state that in social network analysis, the relations between actors become a first priority, rather than individual properties of the actors. Dempwolf and Lyles (2011:2) refer to social network analysis as both a theoretical tool that focuses on how the interaction of individual autonomous actors form social structures, as well as an analytical

tool that is used to analyse these interactions and social structures as networks of actors and their relationships.

Since this study focuses on the networks formed by World Vision Lesotho and other partners in the process of reducing poverty, social network analysis will be used to analyse the relationship between these partners. The relations between the different network partners are discussed in the final chapter. However, it will be seen that the different partners seem to work in the same 'circle', which could be as a result of Lesotho being a relatively small country, and the monthly meetings which the partners attend.

CHAPTER THREE

CASE STUDY

3.1 Introduction

The previous chapter focused on understanding the key conceptual terrain of the study by discussing civil society, poverty and networks. This chapter seeks to employ the conceptual and analytical framework to examine networks formed in civil society organisations in the process of reducing poverty through a case study of World Vision International.

This chapter is divided into two subsections. The first section provides an understanding of the case study. It starts with a background of Lesotho and a brief history of World Vision International. It also looks at the issues of poverty and civil society specific to Lesotho. The second section pays attention to the methodological aspects of the study and focuses on, amongst others, the research methods used to collect and analyse data concerning the relationship World Vision Lesotho has with other organisations in the process of meeting its mandate to reduce poverty in Lesotho.

SECTION A: THE CASE STUDY

This section starts by providing a brief background of Lesotho, where it is situated, its population, the degree of poverty as well as the general environment in which civil society organisations in Lesotho operate.

3.2 Geographical Introduction to Lesotho

Lesotho, also known as the Mountain Kingdom, is a mountainous country situated in the southern region of Africa, enclosed by South Africa, with an overall land area of about 30,355 square kilometres, only nine per cent of which can be cultivated (Rantso, 2001:3). The Millennium Development Goals Report (2008:3) states that three-quarters of the country is highlands, which rise up to nearly 3,500 meters, and the remaining one-quarter of lowlands has an altitude that ranges between 1,500 and 2,000, making Lesotho a country with the

highest lowest point in the world. Lesotho has a population of 2,005,826 (World Bank, 2009). The next section focuses on poverty in Lesotho in more details.

3.3 Poverty in Lesotho

According to May, Roberts, Moqasa and Woolard (2002:1), understanding the extent and nature of poverty in a country depends on available data and in some cases, the role of agency donors is important. Lesotho, according to the World Bank (1995), is faced with a number of significant problems, one of which is poverty, which is more pronounced in the rural areas where about 82 per cent of Basotho households are found. Of the poor, 90 per cent live in rural households (World Bank, 1995: vi). According to Millennium Development Goals Africa (2008:9) the majority of Basotho live in deep poverty due to inadequate income that covers basic necessities like clothing, food and shelter.

Between the years 2002/3, 37 per cent of the households in this country lived below \$1 a day, while half of the households lived below the national poverty line (World Bank, 2010). According to the Millennium Development Goals Report (2008:9), a high unemployment rate and a lack of alternative sources of income are the reasons a substantial proportion of Basotho live below the poverty line. According to the Millennium Development Goals Report (2008: iii), Lesotho is classified under the fifty Least Developed Countries. Index Mundi (2002) state that the unemployment rate of Lesotho was 45 per cent between the years 2000 and 2002.

The Millennium Development Goals Report (2011), states that poverty in Lesotho is common, with limited arable land and subsistence level farming leading to almost a quarter of the population in Lesotho being vulnerable to food insecurity (Millennium Development Goals Report, 2011). One of the causes of this deepening poverty in Lesotho is insufficient employment opportunities - 25,000 job seekers entered the job market annually in the late 1990s, but just 9,000 per annum were absorbed into the work force (Millennium Development Goals Report, 2008:9). Phafane, Sumner and Ntsekhe-Nzima (2004:7) state that poverty in Lesotho is not only physical, but also structural because of the implemented service delivery systems that have not been a success for three decades. Another cause of poverty is related to governance and the way the country's resources have been managed (Phafane, Sumner and Ntsekhe-Nzima, 2004:7). The APRM report (2011:7) shows that other contributing factors to poverty in Lesotho include the decline in employment opportunities

domestically and in South Africa, and political issues within the country which have discouraged foreign direct investment and development efforts.

The majority of developing countries in the Sub-Saharan region, Lesotho included, are faced with chronic poverty (Bello, Letete, Rapapa and Chokobane, 2008:2). The World Bank (2010) states that, although Lesotho started a structural economic transformation that resulted in improved household incomes in the early 1990s, it still faces a number of serious development challenges, including chronic poverty. There are different perceptions of what chronic poverty means. Hulme and Shepherd (2003:404) perceive chronic poverty as “occurring when an individual experiences significant capability deprivations for a period of five years or more”. In other words, chronic poverty is persistent, and involves lack of access to both tangible and intangible assets that do not change overtime, and therefore leading to prolonged poverty. On the other hand, Shepherd (2007:48) simply defines chronic poverty as absolute poverty that is experienced over a long period of time. Furthermore, chronic poverty is concerned with people who are usually poor, and are always poor (Hulme and Shepherd, 2008:406). According to the Chronic Poverty Report 2004/2005, 420 million people in the world are chronically poor- these people and their children will fall among the 900 million people predicted to yet become poor in 2015. Lesotho falls under this category, hence the importance of examining poverty reduction efforts in the country.

According to May et al. (2001), a process of triangulation has been used by many national Human Development reports, including Lesotho, which sees poverty as multidimensional (May, Robert, Moqasa and Woolard, 2002:3). This triangulation process involves three common conceptualisations of poverty, namely:

1. Poverty conceptualised as the inability to access minimum standard of living and is reflected quantitatively with an absolute indicator. Measuring poverty depends on surveys of income and consumption.
2. Poverty perceived as being the lack of resources with which to attain the type of diet or life-style that is socially acceptable- the indicator is relative, and the measurement is usually quantitative.
3. Poverty conceptualised as being constrained by choices, unfulfilled capabilities and exclusion-measurement is seen as complex. (May, Robert, Moqasa and Woolard, 2002:3).

In other words, Lesotho, like other countries, in its use of the above triangulation process, perceives poverty as multidimensional, involving both relative and absolute measures. Similarly, the Millennium Development Goals Report (2008:11) states that poverty in Lesotho is viewed as a multidimensional phenomenon.

The World Bank report (1995: i) shows that poverty is worse in the rural areas due to lack of infrastructure and family farming that is not profitable. In other words, attention needs to be paid to rural areas in terms of infrastructure that will allow for profitable family farming that will lead to poverty reduction through not only selling produce but also employment in the farms. The World Bank (1995: vi) states that relative poverty levels in Lesotho are high. Poverty reduction efforts will now be explored in the next subsection.

3.4 Poverty Reduction in Lesotho

In 1995, the World Summit for Social Development (WSSD) held in Copenhagen recognised the need for poverty strategies across different nations, including the means to remove barriers that prevent people from escaping poverty, with commitments to eradicate absolute poverty by a certain date specified by each country in its own context (May et al, 2001:1). May et al (2001:1) state that Lesotho is committed to reducing poverty.

In 1993, when Lesotho returned to democracy after 23 years of authoritarian rule, the Government of Lesotho (GoL) allocated high priority to the reduction of poverty (World Bank, 1995). Similarly, Mvuma (2002:7) states that, due to the rate of poverty in Lesotho, the Government of Lesotho has paid attention to poverty reduction through job creation. Rantso (2001) also states that many Third World countries are characterised by high levels of poverty in rural areas, which has led to many governments gearing strategies towards improving the standard of living in rural communities.

According to Rossouw and Fourie (2010:423), due to the rate of poverty in Africa, both rich and poor countries have to make contributions to poverty eradication in Africa, leading to the agreement made by the Millennium Development Goals (MDGs) that rich countries should transfer development assistance equal to 0.7 per cent of their gross domestic product (GDP) to poor countries. Bene and Heck (2005:14), states that the Millennium Development Goals (MDGs) express the common commitment by the global community to fight poverty. Similarly, Roussouw and Fourie (2010:423) state that the achievement of these goals,

according to, will reduce poverty. The Millennium Development Goals (MDGs) consist of eight goals that were adopted by the international community as a framework for the development activities of over 190 countries in ten regions, and are to be achieved by the year 2015 (Millennium Development Goals Report, 2008:3). Lesotho is one such country.

The Millennium Development Goals (MDGs) aim at eradicating extreme poverty and hunger, achieving universal primary education, promote gender equality and empowering women, reduce child mortality, improve maternal health, combat HIV/AIDS, malaria and other diseases, ensure environmental sustainability, and develop partnerships for development (Millennium Development Goals Report, 2008). This study focuses mainly on the first and last of these goals, namely, eradicating extreme poverty and hunger as well as developing partnerships for development. According to the Millennium Development Goals report (2008:9), one of the recommendations made by the Millennium Development Goals Africa Steering Group for the eradication of extreme hunger and poverty (the first goal), is for African governments, with support from development partners and in collaboration with the private sector, to launch an intervention that improves agriculture and access to markets in close collaboration with the private sector. However, In Lesotho, the Millennium Development Goals Report (2011) shows that the first Millennium Development Goal which is to eradicate extreme poverty and hunger, is not on track.

The last Millennium Development Goal, which is the development of partnerships, is aimed at promoting a global partnership for development (Krishnadas, 2009:37). One of the targets of this last goal is to develop a financial and trading system that is open, rule based and non-discriminatory, and that includes good governance, development and poverty reduction strategies. In other words, the first and last goals emphasise poverty reduction through fighting hunger and by development of partnerships. As mentioned previously, Pfeffer (1992:24), states that practically, we all work in positions in which require the corporation of others who fall outside our chain of command to achieve our desired outcomes. Eradicating poverty requires collaboration of nations and other agencies, in other words, both public and private sectors, local and international. Poverty reduction efforts, according to the Millennium Development Goals report (2008:11), require among others, an increase in household income and a coherent policy framework. Furthermore, increasing income-earning opportunities through the creation of employment in rural and urban areas and farm employment is another strategy of poverty reduction suggested by the Millennium Development Goals Report (2008:11).

The Government of Lesotho put in place a number of strategies and policies to tackle the issue of poverty, including the following: Public Works Schemes, Food Aid Programmes, a Primary Health Care Strategy, and Pathway out of Poverty, National Vision 2020, as well as the Poverty Reduction Strategy (Bello, Letete, Rapapa and Chokobane, 2008:4). However, May et al (2001: v) state that the Government's tools for guiding and assessing the effectiveness of policies and strategies that are aimed at reducing poverty remain underdeveloped. Similarly, the APRM report shows that although some frameworks of poverty reduction have been provided, including the Poverty Reduction Strategy Papers and the Millennium Development Goals, these frameworks have not been combined into policy strategies. This section mainly pays attention to the Poverty Reduction Strategy Paper. The Millennium Development Goals, according to Wilson and Mapetla, are the foundation of Lesotho's Poverty Reduction Strategy (APRM Report, 2011:35).

According to Hulme and Shepherd (2003:403), most world leaders have drafted and used Poverty Reduction Strategy Papers (PRSPs) in efforts to mobilize resources and as a means of creating and influencing policies that will deal with economic growth and poverty reduction. Poverty Reduction Strategy Papers (PRSPs) were introduced in 1999 by the International Monetary Fund (IMF) and the World Bank for the eradication of poverty in low income countries (Khan, 2010:3). Similarly, May et al (2001:1) state that Poverty Reduction Strategy Papers (PRSPs) were prepared by countries that required assistance from the World Bank and International Monetary Fund (IMF).

Lesotho falls under the countries that required this assistance. Ames, Bhatt and Plant (2002:9) perceive a Poverty Reduction Strategy Paper as a road map designed by the countries that require assistance, to help them develop public policies that support poverty reduction. Poverty Reduction Strategy Papers (PRSPs) differ from country to country because contexts are different. Ames, Bhatt and Plant (2002:9) further state that all Poverty Reduction Strategy Papers (PRSPs) contain the following elements: a description of the participatory process used in preparing the Poverty Reduction Strategy Papers (PRSPs), a poverty diagnosis including the identification of obstacles that block poverty reduction and growth, targets, indicators and monitoring systems based on poverty diagnosis, and lastly, priority public actions which countries are committed to take to achieve their targets. After extensive consultations, Lesotho published its first Poverty Reduction Strategy Paper in 1995 (World Bank, 2010:23).

A fivefold strategy for reducing poverty has been identified by May et al (2001:vi) as follows: policies that support macro-economic stability, labour absorbing growth, the promotion of diversified livelihoods and sustainable asset accumulation, the delivery of essential services and the provision of safety net policies. Safety nets, according to the World Bank (1995: xxxii), can occur in three ways, namely: making policy changes to lower prices for basic food commodities to indirectly help all poor households, expanding labour-intensive rural public works projects that give income to poor rural households with unemployment or underemployed able-bodied individuals, and lastly, giving food supplements to those with special needs during drought periods.

Peterson (1997:165) states that African bureaucracies are often decomposed into micro-hierarchies or networks. Furthermore, networks fit perfectly into the reality of organisational life in public bureaucracies in Africa and are often caused by personal relations rather than formal authority (Peterson, 1997:167). As mentioned in the previous chapter, networks involve both formal and informal linkages. Furthermore, African societies are organised around personal networks that are composed of kin, clan, friends and professional institutions as well as corporate groups that stress loyalty rather than independence (Peterson, 1997). Lesotho, being an African country, operates in a similar context, that is, it stresses teamwork instead of independence. Poverty reduction strategies therefore, should be administered and understood in a way that accommodates this context.

The World Bank (1995:xl) suggest that institutional capacity can be improved by designing and implementing poverty reduction programs of investment, decentralising political and administrative authority, reforming the civil service, privatising activities that are performed better by the private sector, improving planning and budgeting, among others. Lesotho is one of the countries that form part of the African Peer Review Panel (APRM), which was established in 2003 for the purpose of improving African governance (APRM Report, 2011:9). The main goal of this panel, according to the APRM report (2011:9) is to:

“foster the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration through sharing of experiences and reinforcement of successful and best practice, including identifying deficiencies and assessing the needs for capacity building”.

This does not only show a commitment to poverty reduction, but also, a network formed by countries for the sake of development, through capacity building and sharing information that

will lead to desired policies, which in this case, will be poverty reduction. APRM involves all forms of society, ranging from civil society groups to government (APRM Report, 2011:9).

As mentioned above, partnerships between the Government and private organisations including NGOs can be helpful for reducing poverty in Lesotho, as suggested by the World Bank. According to Skelcher (2005:347) public-private partnerships combine the resources of government with those of private agencies for the sake of delivering societal goals. This collaboration between the state and private organisations can lead to networks. According to Brinkerhoff and Brinkerhoff (2001:168), governance that involves networks can lead to an increased set of linkages that connect government to other public agencies, private organisations, Non-Governmental Organisations (NGOs), and community associations. Kickert, Klijn and Koppenjan (1997:6) describe policy networks as “patterns of relations between interdependent actors, involved in processes of public policy making”. In other words, it is an element that links actors within policy implementation processes.

3.5 Civil Society in Lesotho

According to Lewis (2002:1), civil society was introduced after the Cold War as a strategy by policy-makers to strengthen democracy and development. Greenstein (2003:21) states that in South Africa civil society makes a significant contribution to the alleviation of poverty. Donor funded civil society organisations are expected to work in partnership with governments through consensus building or monitoring government’s implementation of approved Poverty Reduction Strategies. Hearn (2001:44) states that the current development paradigm in Africa involves bringing civil society into a closer relationship with the state, and civil society organisations are expected to work in partnership with participatory and accountable governments in order to ensure participatory and sustainable development. Participation, according to UNESCO (1996:17), is one of the important means to overcome poverty. However, this partnership between state and civil society has led to blurry distinctions between the two actors. According to Edwards (2004:6), civil society and the state can be seen as indistinguishable because they are both involved in governing social conflict. Civil society therefore has an essential role in the process of development (Edwards, 2004:17).

According to Nhema, quoted in Kapa (2013:4), public policies in Africa, Lesotho included, are highly conservative and restricted, with little public involvement and no input from the

wider community. Furthermore, civil society in Lesotho has to fight for participation in the formulation of public policies. Similarly, a report by Innovations in Civic Participation shows that due to a number of economic and other socio-political factors, civil society in Lesotho is uncoordinated, lacks a central organising body and works in isolation from the Government (Ramsey, no date). Lack of engagement between civil society organisations and the Government, according to the World Vision report (2013:19), means that important ideas from the constituents that civil society represent are not raised because of the civil society organisations' inability to present the issues in a manner that is productive and engaging, as well as public officials' inability to provide these organisations the stand to engage. The African Development Fund (2006:ii) also reported that civil society organisations and the private sector in general in Lesotho are weak, and have inadequate capacity to engage government on its programmes and intentions.

Another major challenge faced by civil society organisations is the availability of resources (SAIIA, 2011:55). With this said, Kapa (2013:4-5) states that although Government departmental planning schedules are not open to the public, the development of the Poverty Reduction Strategy Paper was a rare exception which allowed participation by civil society organisations. The implementation of the Millennium Development Goals (MDGs) however, was a closed process which occurred without the involvement of civil society (Kapa, 2013:5). From the above section, it can be seen that the environment in which civil society organisations work is not favourable. Although there are poverty reduction policies in place, some of which include civil society in their implementation, a policy framework for government to interact with civil society has not been developed.

3.6 History and Background of World Vision Lesotho

This section focuses on an international donor, World Vision International, which has a country office in Lesotho, which is referred to as World Vision Lesotho. World Vision International is an Evangelical Christian relief development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice (www.wvi.org). This non-governmental organisation was established in 1950, and focuses on child-well-being by developing sustainable futures (Nkhoma, 2013). This non-governmental organisation is structured in a form of a “transnational network of offices in which donor offices communicate directly with national offices without the coordination of

central offices” (Bornstein, 2001:496). In other words, it is composed of different national offices that have the autonomy to communicate with funding countries without the intervention from World Vision International’s head office. World Vision Lesotho was established in 1987 as one of World Vision International’s country offices. Between 1987 and 1995, World Vision Lesotho’s model of development was through Community Development Projects (CDPs), with a focus on service delivery rather than empowerment (World Vision Report, 2013:7). From 1995 to 2006, World Vision Lesotho adopted the Area Development Programmes (ADP) approach, which allows greater involvement of communities in the process of transformational development (World Vision Report, 2013:7). World Vision Lesotho is committed to long-term change through enabling people in developing communities to support each other, linking donors to those who need help through child sponsorship or by creating networks to campaign for justice (www.wvi.org). Furthermore, World Vision Lesotho facilitates development initiatives in close partnership and collaboration with Government Ministries, NGOs, FBOs, children and communities (World Vision Report, 2013:7).

World Vision Lesotho has 17 projects, is responsible for 35,135 children, and employs 215 staff (World Vision Annual Report, 2012:6). These projects are all aimed at reducing poverty in the different areas within the Country. The names of these 17 projects, also named after the different areas they established in are: Makhunoane, Nthabiseng, Kota, Matlameng, Pitseng, Mapoteng, Sefikeng, Koeneng, Lenkoane, Rothe (Greenfield), Sekameng, Malumeng, Matelile, Mpharane, Maphutseng, Mokanamentsong, and Mokotjomela (World Vision Annual Report 2012). Two (2) of the respondents come from Rothe Greenfield, one (1) from the Matelile project, while the remaining two work across all the projects when needed for the purpose of HIV/Aids related matters in communities and humanitarian emergency assistance when required, respectively. In other words, two of the respondents serve all 17 projects, and are based at the head office in Maseru, while others are based in different parts of the country depending where their projects are based. These projects are based in 8 of Lesotho’s 10 districts, namely: Maseru, Quthing, Mohale’s Hoek, Mafeteng, Berea, Leribe, Botha Bothe and Qacha’s Nek (World Vision Annual Report 2012:6). World Vision International places its priority on “the poorest and most vulnerable children and empowers them together with their families and communities” (World Vision Annual Report, 2012:5). In other words, although children are the main beneficiaries, families and communities in general also benefit from the development efforts made to improve children’s lives.

This research search seeks to explore the role and importance of networks formed between World Vision Lesotho and other organisations in its efforts to reduce poverty in Lesotho.

According to Byworth (2003:100), understanding the nature of poverty, its causes and effects is important to World Vision's understanding of development. World Vision understands poverty as "a surmountable condition of deprivation, vulnerability and broken relationships, which often threatens human survival and involves unacceptable human suffering preventing people from fulfilling their God-given potential"(World Vision Report, 2010). World Vision's understanding of poverty is not only based on monetary aspects, but also conditions that prevent people from living fully.

3.7 World Vision Lesotho's Poverty Reduction Strategies

A case study conducted in World Vision Lesotho on one of its projects (Nthabiseng ADP), which is funded by World Vision Australia, revealed that the program's goal was to reduce poverty levels among 38,000 beneficiaries by 2013 through development processes that are transformational, sustainable and empowering (Nkhoma, 2013) . World Vision's framework and policy describes transformational development as "a process through which children, families and communities move towards wholeness of life with dignity, justice, peace and hope" (Byworth, 2003:100). In other words, these positive changes that lead to people living full lives do not occur over night. Similarly, Myers (2011:3) states that transformational development is a life-long journey.

One of World Vision Lesotho's main goals is to have contributed to the improvement of the quality of life of 130,000 households in targeted communities by 2015. In Tanzania, Sawayael (2005:76) states that some of the contributions made by World Vision Tanzania include health services and education in communities that did not have these services. On the other hand, Bornstein (2001) pays attention to child sponsorships developed through World Vision Zimbabwe and how they result in relationships through material improvements of lives as well as bridging economic and social distance. World Vision International's main source of funding, which is monthly remittances sent from individuals in developed countries to children in developing countries have led to personal relationships and therefore poverty surrounding the need for development becomes manageable and realistic. Furthermore, for the national director of World Vision Zimbabwe, these relationships are a powerful component of the development work of World Vision (Bornstein, 2001:602).

One of the studies conducted in World Vision South Africa focused on orphans and vulnerable children (OVC) through a project called Networks of Hope (NOH) (Ntsala, Sebastian and Schonfeldt, 2008:6). This project was aimed at mobilising and improving community led responses to protect and care for orphans and vulnerable children; strengthen the capacity for orphans and vulnerable children and household members to care for themselves, and lastly; to create an environment that allows for groups and coalitions to collectively help the lives of orphans and vulnerable children in different ways (Ntsala, Sebastian and Schonfeldt, 2008:6). Some services provided by this project include food and nutritional support, child protection interventions, general health care services, and economic strengthening.

From the above, it can be seen that World Vision International is involved in a number of projects and services, differing from country to country, depending on the context which are all aimed at development. Furthermore, de Villiers, Anderson and Symes (2013:14) state that World Vision uses three collaboration types to achieve their outcomes, namely; networks, which involve information sharing and learning together; coalitions, which are used for coordinating activities, planning and broader cooperation, mainly used for advocacy; and lastly, partnerships, which are carefully designed shared projects consisting of two to eight partners. In order to tackle root causes of poverty, World Vision Lesotho aims at taking advantage of grant funded projects, sponsorship funds as well as those that have no funding (World Vision Lesotho report, 2013:25). In order to carry out these activities, World Vision engages with multiple partners in a series of networks. It is this aspect of its work which will form the basis of the study.

SECTION B: RESEARCH METHODOLOGY

3.8 Research Methodology

This section focuses on the methodology used in this research study. It discusses the methods used to collect data, sampling as well as the techniques used for analysis. This study employs a qualitative research approach. The aim of a qualitative study, according to Babbie (2001:270) is to describe and understand human action rather than explaining it. Primary data was collected from World Vision Lesotho's documents and from the interviews conducted with key stakeholders from the organisation. Furthermore, government documents were also used in the process of collecting data. Semi-structured in-depth interviews were used in this

study. The interviews were semi-structured in-depth in a sense that they guided the respondents towards the kind of responses the researcher was hoping for, while at the same time without restricting the respondents from providing as much information in as detailed a manner as possible. The aim of these interviews was to gain as much information as possible concerning the nature of relationships formed by World Vision Lesotho and its networks in the process of reducing poverty in Lesotho. Sampling, according to Babbie (2001:164), simply means a subgroup of the population one is interested in. Sampling in the qualitative research approach, seeks to expand understanding of a larger process, relationship or social scene (Neuman, 2003:241). Purposive sampling was employed in this study. The choice of respondents relevant to the research is guided by the judgment of the researcher and the purpose of the study (Babbie, 2001:166). The sample of this research project consisted of five employees from World Vision Lesotho involved in network activities. Since World Vision Lesotho's projects are based in different parts of the Country, with only one project based in Maseru (where the researcher is also based), financial and geographical constraints lead to the sample of five. Furthermore, the two other respondents are based at the head office in Maseru. The sample size therefore, was restricted by the availability of respondents due to geographical constraints.

A case study, according to Babbie (2001:280), is an intensive investigation of one case, which in this case will be World Vision Lesotho. In order to ensure validity and reliability, existing documents were also used to supplement the interviews. In other words, although the method of data collection was primary (interviews), this method was also combined with documents in terms of government publications as well as World Vision Lesotho's records. Data collected from the interviews was transcribed and then analysed using both thematic analysis and Social Network Analysis. The Social Network Analysis method will be discussed in detail in the Analysis Chapter.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter is aimed at presenting and analysing the data collected in this study. This section starts with a brief overview of the different organisations that work with World Vision Lesotho, the nature of the relationships World Vision Lesotho has with these organisations, as well as the strategies used in this network to reduce poverty in Lesotho.

4.2 World Vision Lesotho's Networking Partners

World Vision Lesotho has been collaborating with other organisations, both local and international, since its offices were first established in Lesotho in 1987. These collaborations have been mainly aimed at improving people's lives through development in communities, and therefore reducing poverty in Lesotho. According to de Villiers, Anderson and Symes (2013:6), World Vision's potential partners come from the household, private sector, civil society and from the public sector. The scope of this study however, involves identifying and analysing organisations identified and discussed by the respondents in this study. These organisations include government departments, which are referred to as ministries in Lesotho, as well as both local and international NGOs.

As mentioned in the introduction, World Vision Lesotho has seventeen projects, all aimed at developing communities. Each project works with different organisations, which sometimes overlap. As will be seen in the following sections, some diagrams will present some of the projects within World Vision Lesotho as well as the partners involved in these projects. World Vision Lesotho's primary partners are the communities involved in the projects. However, World Vision Lesotho conducts a stakeholder analysis every year, which is used to identify other potential partners who are relevant in helping World Vision Lesotho achieve certain objectives and activities. Some of these organisations include the following:

1. CARE and Catholic Relief Services (CRS) (including World Vision Lesotho) is a consortium of the three organisations funded by USAID aimed at reducing poverty in Lesotho);
2. Popular Services International (PSI) is an NGO aimed at improving health in Lesotho by distributing free condoms and providing HIV testing and counselling services;

3. Local Economic Development (LED) is World Vision Lesotho's department aimed at supporting Area Development Projects (ADPs) on poverty alleviation interventions by providing expertise in projects that deal with food security and savings groups.
4. Advocacy is another department within World Vision Lesotho. Like the Local and Economic Development, Advocacy supports World Vision Lesotho's programs. It is mainly aimed at advocating on behalf of marginalised groups, including issues of education for children, child protection, child health and gender issues. World Vision Lesotho also networks with the Elizabeth Glaser Paediatric AIDS Foundation (EGPAF) (an NGO dedicated to preventing paediatric HIV infection and eradicating paediatric AIDS through research, and advocacy, prevention and treatment); World Food Programme (WFP) (which is an international NGO aimed at fighting global hunger); and lastly, World Vision Taiwan, which sponsors one of the projects of World Vision Lesotho.

Apart from the NGOs mentioned above, World Vision Lesotho also works with the Government of Lesotho through its ministries. These include:

1. The Ministry of Health and Social Welfare, which deals with general health issues of Lesotho, and mainly assists this network with HIV/AIDS and child malnutrition related issues;
2. The Ministry of Agriculture and Food Security, which works closely with WFP, assists the network with projects involving farming, climate change and food security issues;
3. The Ministry of Local Government and Chieftainship works closely with communities as well as community councillors, and lastly;
4. The Ministry of Social Development, which focuses on among others, gender issues and issues related to poverty.

World Vision Lesotho networks with its partners concerning different issues depending on the project and activity at hand. Of the seventeen projects World Vision works with, four of these projects were mentioned by the respondents, in other words, four of the respondents in this research were involved in four different projects, with two of the five respondents being part of the same project. The figure below presents the different network partners involved with World Vision Lesotho. The straight lines represent the link between World Vision Lesotho and its partners. The network organisations identified and discussed in this study are

not the only organisations that network with World Vision Lesotho, rather, they are the organisations the respondents chose to discuss. This study therefore, has a focussed limitation on the selection of organisations that were discussed by the respondents, rather than all the organisations that network with World Vision Lesotho.



Figure 1. Organisations that network with World Vision Lesotho

Figure 2 in the next page illustrates the importance of collective action in the formulation of networks.

		Divergent	Common
The Existence of Formal Coordination	YES	A	B
	NO	C	D

Figure 2. Collective action and the formulation of networks: Extracted from Carlsson (2000:509)

Box A is a kind of collective action that shows that networks can be strongly integrated and coordinated meaningfully. Interests can be compatible, but not common. Here, there is high coordination, representing a typical policy network. Box B illustrates a form of collective action whereby people join the organisation because they have common interests, and the organisation also offers them a high degree of coordination. In box C, people with different interests direct their relation to a certain policy problem. Interests are different, and there is no formal coordination. The last box, D, is an illustration of a type of collective action where people are united by a common interest, however, without any formal coordination (Carlsson, 2000:509-510). Figure 2 does not only illustrate types of collective action, but also how different types and categories of policy networks are formed. The above figure therefore is an illustration of the importance of networking with different partners.

In other words, the figure above illustrates that not only are there different types of networks, but different networks are formed for different reasons. Some are planned and structured in a way that is formally coordinated, with names and specific people responsible for management of the network, for example the World Vision South Africa's Networks of Hope (NOH) (Ntsala, Sebastian and Schonfeldt, 2008:10), while others are formed in the process of achieving certain objectives, like the case of World Vision Lesotho and its network partners. Furthermore, World Vision Lesotho has different network partners, others carefully planned and designed others carefully coordinated, with characteristics of coalitions, while others are

information sharing partners, which are networks, according to de Villiers, Anderson and Symes (2013).

4.3 Data Obtained from Interviews

The following information was gathered from the interviews conducted with the five respondents. These five respondents are the two respondents from Rothe Greenfield, One respondent from the Matelile project, one respondent from the HIV/AIDs coordination, and one from Humanitarian Emergency Affairs. The interviews were conducted in Sesotho, a medium that would allow the respondents to express information and communicate without any hindrance for the purpose of the study and to gain as much information as possible. The responses were then translated by the researcher.

4.3.1 The Strategies used by World Vision Lesotho to Reduce Poverty

World Vision Lesotho uses three main approaches to reduce poverty, namely; advocacy, transformational development and humanitarian emergency affairs. Similarly, the World Vision Lesotho Annual Report (2012:12) states that all poverty reduction activities are directly linked to the strategic pillar of this organisation, which are advocacy, humanitarian affairs and development. World Vision's humanitarian emergency affairs, focuses on mobilizing resources for emergency humanitarian assistance, providing general relief programs as well as emergency education. According to Respondent 2, these departments are classified as partners because they support all the Area Development Programs (ADPs). In other words, their main duty is to support World Vision Lesotho's projects. Furthermore, this strategy is used to provide community disaster awareness and preparedness training to educate people on how to prepare for and prevent disasters. Advocacy, which is also a strategy used to eradicate poverty and one of World Vision Lesotho's projects, is an approach that is aimed at empowering citizens as well as influencing policies. It focuses on community capacity building. Transformational development on the other hand, generally involves using strategies that empower communities to lead better lives.

4.4 A Thematic Analysis of the Interviews

This section focuses on the responses from the respondents regarding networks and the role they play in poverty reduction with the aim of exploring the relationship World Vision Lesotho has with its network partners.

4.4.1 Reasons behind World Vision Lesotho's Involvement in Networks

According to the general responses, World Vision Lesotho networks because it does not have enough resources to achieve all its objectives on its own. In other words, their partnerships with other organisations lead to the achievement of their goals. As mentioned by de Villiers, Anderson and Symes (2013:4), "it does not make sense for World Vision to develop and deliver its programmes in isolation". In other words, networking is a method used by World Vision International to deliver its programs. Furthermore, networking with the Government ensures that World Vision Lesotho's projects are sustainable- World Vision Lesotho works through projects that have a lifetime of fifteen years. "*When these projects phase out, the government ministries are there to sustain and maintain our projects because they would have been part of the project from the beginning*", according to Respondent 1.

4.4.2 Strategies Used by World Vision Lesotho to Identify Potential Partners

Potential partners are identified during stakeholder analysis and planned activities whereby World Vision Lesotho staff plans its activities for the year and then identifies among others, relevant organisations and persons that have similar interests. However, depending on the project, sometimes communities identify potential partners depending on the specific needs of the community. Communities, according to de Villiers, Anderson and Symes (2013:4), are able to identify potential stakeholders who were involved in those communities long before the intervention of World Vision and will be part of the communities long after World Vision departs.

4.4.3 Management of the Network

World Vision Lesotho needs the Government of Lesotho's approval for their activities, in other words, they work in line with the goals and objectives of the government. Therefore managers from different organisations, including government ministries, come together to

plan certain activities and objectives. There are two different levels of management, according to Respondent 4, namely, *“the national level, which is coordinated and managed by the Lesotho Council of Non-governmental Organisations (LCN), and the district level which is managed and coordinated by the District Administrator (DA) in each district. Daily meetings and coordination of activities however, are managed by managers of the organisations with an interest in the activity at hand”*.

4.4.4 Strategies Used by the Network to Alleviate Poverty

From the general responses, it was deduced that this network primarily uses capacity building to alleviate poverty. There are different organisations that offer expertise and capacity building as their main resources to World Vision International, for example, the Ministry of Agriculture and Food Security which capacitates communities on climate change, new farming skills, piggery and poultry projects which eventually generate income to communities. Similarly, the World Vision Lesotho Annual Report (2012:12) states that all ADPs working with the Ministry of Agriculture and Food Security trained communities on modern farming methods, livestock restocking, which includes poultry and piggery production, and capacitating communities on conservation farming for the purposes of protecting natural resources.

4.4.5 Benefits and Challenges of being Part of a Network

Networking is beneficial to World Vision Lesotho primarily because of the shared resources that lead to achieved objectives. Furthermore, since World Vision Lesotho mainly works with communities, networking with other organisations helps avoid duplicating work. According to Respondent 2, *“Networking with other organisations also helps our projects have a bigger impact”*. Similarly, De Villiers, Anderson and Symes (2013:4) state that World Vision’s presence in communities is not permanent, therefore sustaining impacts of community projects requires improving and strengthening communities’ existing resources and capacities.

There are challenges involved with networks. Some of the challenges identified by the respondents include the difference in protocols and policies for different organisations. Important as it is to work with the Government, according to Respondents 2, 3 and 5, protocol and ‘red tape’ were identified as a major challenge they come across in working

with government ministries. Decision making and reaching agreement were also identified as challenges involved in the network - *“Everything is time consuming when many people are involved”*, said Respondent 3. Reaching a consensus was one of the problems identified by Respondent 5. Furthermore, there seems to be some kind of competition between the NGOs in the network – *“every organisation pursues their interests and wants to take the spotlight rather than the task at hand, which sometimes leads to conflict”*, according to Respondent 1.

4.5 World Vision Lesotho’s Network Partners

Participants were asked to identify the organisations that World Vision Lesotho networks with. All five participants emphasised the importance of networks for World Vision Lesotho to achieve its objectives. As mentioned by Respondent 1, *“networking with other organisations is part of our mission and vision statement-that is how important networks are for World Vision Lesotho”*. World Vision Lesotho’s mission statement is as follows:

“World Vision is an international partnership of Christians whose mission is to follow our Lord and savior Jesus Christ in working with the poor and the oppressed to promote human transformation seek justice and bear witness to the Good news of the Kingdom of God. We pursue this mission through integrated holistic commitment to: Transformational development, Emergency Relief, Promotion of Justice, partnership with churches, Public awareness and witness to Jesus Christ.”-(World Vision Annual Report, 2012:5)

Since World Vision Lesotho works in projects, some of the respondents identified the organisations they network with in their projects. Figure 3 below illustrates the different projects and the organisations they work with.

According to World Vision (2009), from 1987 when World Vision Lesotho was first established, to the year 1993, World Vision’s projects in Lesotho grew from three to 49 projects all in all, including sponsorships for 15,000 children. Some of the current projects World Vision is currently involved in are listed in the figure below, which are Rothe Greenfield, Humanitarian and Emergency Relief, Matelile ADP as well as the HIV/AIDS project.

Rothe Greenfield is a project that was established in 2011 in the Rothe area, Maseru district. This project, according to Respondent 4, is funded by World Vision Taiwan. The Humanitarian and Emergency Relief on the other hand, supports Area Development

Programs (ADP) and Greenfield projects. It is situated at World Vision Lesotho's headquarters in Maseru, however, this staff supports projects through their technical expertise when necessary, depending on the needs of individual projects. Matelile ADP is a project situated in the Mafeteng district. Lesotho has the world's third highest prevalence of HIV/AIDS. More than 270,000 people are living with HIV and AIDS and nearly 100,000 children have lost one or both parents to the disease (World Vision, 2009). Therefore, since HIV/AIDS is one of the major problems Lesotho is faced with, the HIV/AIDS project acts as a support system for the ADPs and Greenfield projects in terms of providing capacity building related to HIV/AIDS awareness. According to Respondent 5, "*we work with other NGOs like CARE and PSI that also work closely with HIV/AIDS related matters and child malnutrition. Lesotho has a high percentage of height and chronic malnutrition in children below the age of five*". The HIV/AIDS project therefore, also focuses on issues of child health, as Respondent 5 state, "*we believe that food contributes to productive children's brains, which will therefore lead to a productive nation*". As mentioned in the Conclusion chapter, some of the challenges the researcher came across in the process of this study is availability of written documents related to the projects that are currently running in World Vision Lesotho. In other words, written documents and publications of World Vision Lesotho's current work within the 15 years on implementation of the projects was not available.

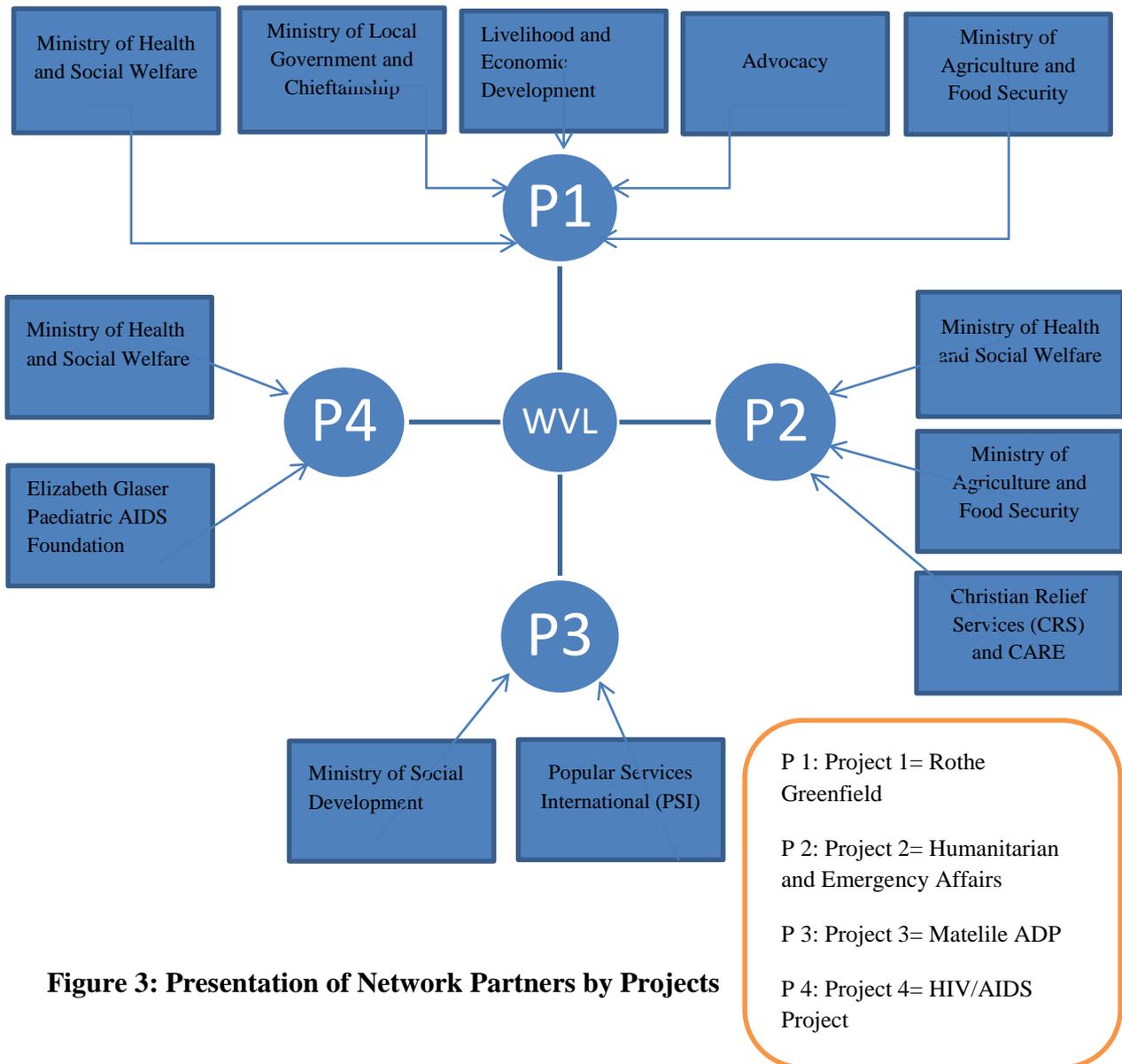


Figure 3: Presentation of Network Partners by Projects

4.6 Frequency of Contact

In order to establish the nature of the relationship between World Vision Lesotho and its partners, the frequency of their contact was explored. The frequency of contact per month, has been found as once a month for most organisations. This indication can be seen in the figure below in small boxes between the straight line connecting World Vision Lesotho and

the different organisations. In other words, the network meets monthly at standard meetings, and sometimes more than once a month depending on the planned activities. Furthermore, frequency of contact depends on projects-although there are monthly meetings where all the partners meet, sometimes projects meet the partners during other activities, for example for projects that involve training by partners to communities. According to Respondent 4, World Vision Taiwan meets more than once a month since they are donors for one of the projects, “we meet whenever they see the need to, and can be more than once a month”.

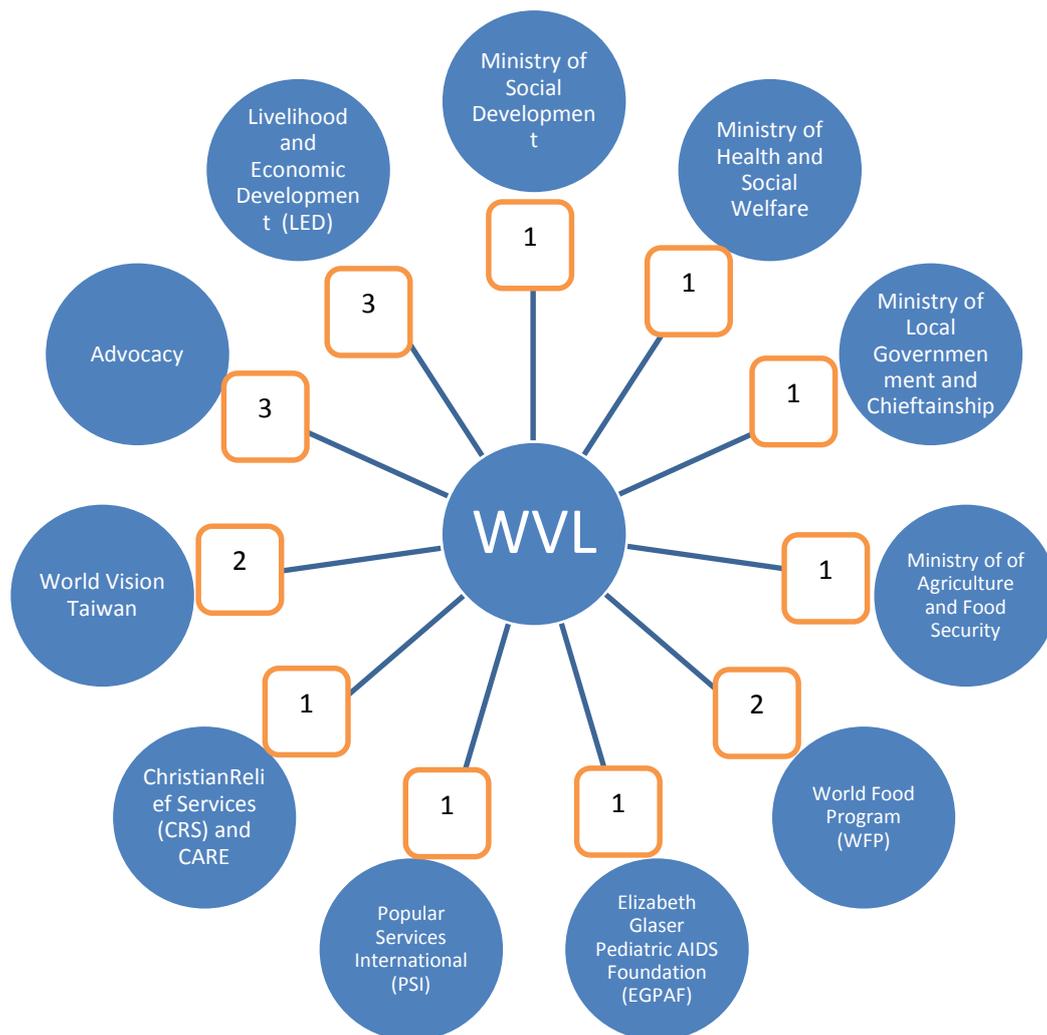


Figure 4. Frequency of Contact per month

4.7 Length of Relationships between World Vision Lesotho and Partners

This section pays attention to the length of the relationships World Vision Lesotho has with its different network partners. The length of these relationships is presented in Figure 5 in the

next page, in small boxes between World Vision Lesotho and each network partner. World Vision Lesotho has worked in partnership with the Ministry of Health and Social Welfare for twenty six years; with the Ministry of Agriculture and Food Security for six years; Catholic Relief Services (CRS) and CARE for six years; Ministry of Social Development for less than a year; the Ministry of Local Government and Chieftainship for more than seven years; Elizabeth Glaser Paediatric Aids Foundation for thirteen years, and World Vision Taiwan for three years. Advocacy and Livelihood and Economic Development (LED), which are the internal organisations, were developed over time. However, none of the respondents knew the exact year of establishment. The respondents were not sure about the length of the relationship between Popular Services International (PSI) and World Food Program (WFP). From the length of relationships below, it can be seen that although World Vision Lesotho has established offices in Lesotho for about 26 years, it constantly makes partnership over the years. In other words, some of its relationships with other organisations are relatively ‘new’.

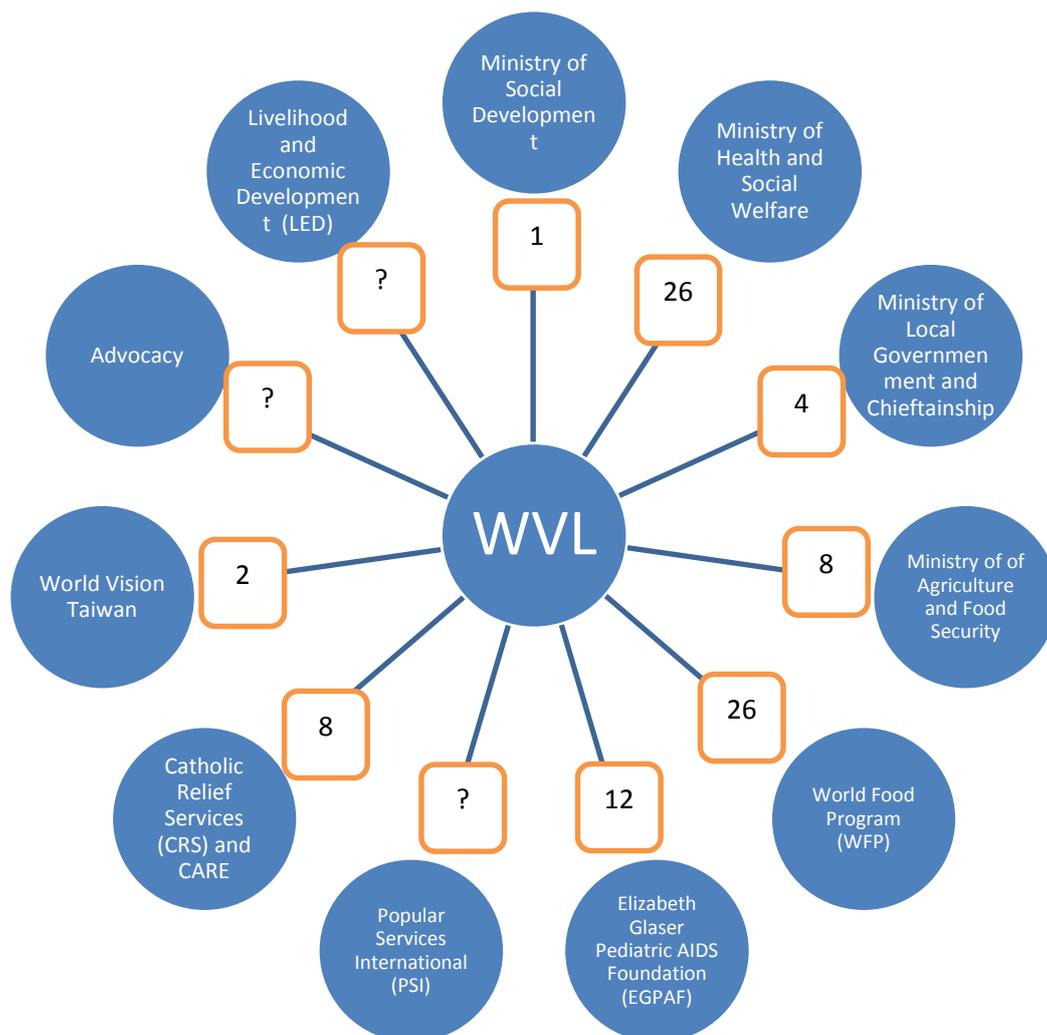


Figure 5. Length of Relationship in years

4.8 The Flow of Resources within the Network

This section focuses on the resources that flow between World Vision Lesotho and its partners. From the interviews conducted, it was gathered that the main resource that flows into this network, mainly from other organisations, is technical expertise. In order to illustrate this point, there will be two presentations, namely, of government ministries as well as NGOs. The resources that flow between World Vision Lesotho and its different network partners are presented below. Figure 6 is a presentation of the resources that flow between World Vision Lesotho and its public partners, in other words, the government ministries. Resources that World Vision Lesotho provides for the Ministry of Agriculture and Food Security are monetary resources like lunch, as well as community mobilisation because of the relationships World Vision Lesotho has formed with communities. The resources that flow into World Vision Lesotho from the Ministry of Agriculture and Food security include capacity building to communities and projects as well as tangible resources like seeds, fertilisers and farming tools which are used in projects.

World Vision Lesotho provides the Ministry of Health and Social Welfare with community information, community contributions, as well as mobilisation. Furthermore, since World Vision International is The World Food Program's biggest partner, food donations are able to be provided for this government ministry through World Vision Lesotho. According to World Vision Lesotho Annual Report (2012:16), World Vision Lesotho partners with other organisations like World Food Program and the Government to distribute food to vulnerable households, for example those who were hit by the 2011/2012 food insecurity. World Vision Lesotho, according to Respondent 3, complements the Government of Lesotho "*we help and support their campaigns and global advocacy dates, like World AIDS day, and whatever awareness campaigns related to health issues the Government may have, here we provide lunch and transport for citizens for that specific event*". The Ministry of Health and Social welfare on the other hand, provides World Vision Lesotho with access to clinical records and verification of beneficiaries as well as the technical expertise concerning health-related issues since World Vision Lesotho staff is not experts at these matters, for example, training HIV/AIDS support group members. Updates on new health issues as well as providing educational material, like writing boards and marking pens, are some of the resources provided for World Vision Lesotho by the Ministry of Health and Social Welfare.

The main resource that World Vision Lesotho provides for the Ministry of Local Government and Chieftainship includes the projects which lead to developments in specific communities, in other words community development. In other words, as mentioned by Respondent 4, “World Vision Lesotho in the process of working with this Ministry, ends up developing communities on behalf of the Ministry of Local Government and Chieftainship, which then takes credit come election time”. This Ministry on the other hand, provides World Vision Lesotho with diverse interventions, mainly authority. In cases where a certain project needs land or an office, this Ministry is able to offer such resources. Furthermore, since Lesotho is a Kingdom, this Ministry delegates and gives authority to Chiefs and Community Councillors to call meetings in their prospective villages and communities as and when required by World Vision Lesotho.

Lastly, the Ministry of Social Development, which has always been part of the Ministry of Health until the just after the 2012 political elections, helps World Vision Lesotho with access to records that identify people and children with needs. According to Respondent 2, World Vision Lesotho provides this Ministry with whatever resources they may need depending on the need at the time. Resources may include funding certain activities.

ORGANISATION	RESOURCES TO WORLD VISION LESOTHO	RESOURCES FROM WORLD VISION LESOTHO
Ministry of Agriculture and Food Security	<ul style="list-style-type: none"> • Capacity building; • Tangible resources like farming equipment 	<ul style="list-style-type: none"> • Monetary resources like lunch; • Community mobilisation
Ministry of Health and Social Welfare	<ul style="list-style-type: none"> • Access to clinical records; • verification of beneficiaries; • Technical expertise; updates on new health issues; • Provides training/educational 	<ul style="list-style-type: none"> • Community information • Community contributions; • Community mobilisation; • Food donations from WFP

	material	
Ministry of Local government and Chieftainship	<ul style="list-style-type: none"> • Authority 	<ul style="list-style-type: none"> • Community development
Ministry of Social Development	<ul style="list-style-type: none"> • Access to records that identify people and children with needs 	<ul style="list-style-type: none"> • Depends on needs

Figure 6 Table of Resources by Government Ministries

Figure 7 is a table of resources flowing between World Vision Lesotho and its NGO partners. The resources that flow from World Vision Lesotho into each organisation and the resources that flow from each organisation into World Vision Lesotho are presented the columns in the table below. Apart from implementing agreed strategies, World Vision Lesotho does not provide resources to World Vision Taiwan. However, World Vision Taiwan funds one of the projects in this organisation. Elizabeth Glaser Paediatric AIDS Foundation (EGPAF) on the other hand, has a 'bring and share' relationship with World vision Lesotho concerning resources. In other words, both organisations bring to the table what they have at the time, depending on the activity at hand.

World Food Program (WFP) provides funding to World Vision Lesotho as well as food donations for projects and administrative costs. World Vision Lesotho on the other hand implements certain strategies agreed upon by both organisations. It also contributes a certain per cent of funding for the joined activities of both organisations. The consortium formed by Catholic Relief Services, CARE and World Vision Lesotho, which is funded by USAID, is also a 'bring and share' of resources, depending on the activity at hand. However, the costs of the resources provided by these partners are covered by the donor, USAID.

The resources that Popular Services International (PSI) provides for World Vision Lesotho include advocacy on matters related to HIV/AIDS, expertise, and HIV/AIDS prevention programs for communities. World Vision Lesotho on the other hand helps Popular Services International (PSI) to mobilise communities for their events, and generally the resources

depend on the need, for example providing food and transport for the campaigns and events coordinated by PSI.

Lastly, Advocacy and Livelihood and Economic Development (LED), which are World Vision Lesotho's in-house organisations consist of individuals who receive permanent employment and therefore salaries from World Vision Lesotho. According to Respondent 4, World Vision Lesotho staff is not compelled to use these two organisations- they are allowed to find other organisations that provide the same resources. Advocacy provides community training for World Vision Lesotho's projects. LED provides expertise to World Vision Lesotho in terms of assessing and evaluating World Vision Lesotho's projects.

From the above two presentations, it can be deduced that there seems to be a bigger flow of resources between government ministries than the NGOs, which generally share resources depending on what each has.

ORGANISATION	RESOURCES TO WORLD VISION LESOTHO	RESOURCES FROM WORLD VISION
World Vision Taiwan	<ul style="list-style-type: none"> • Funding 	<ul style="list-style-type: none"> • Implementing strategies
Elizabeth Glaser Paediatric AIDS Foundation (EGPAF)	<ul style="list-style-type: none"> • Bring and share 	<ul style="list-style-type: none"> • Bring and share
Catholic Relief Services and CARE	<ul style="list-style-type: none"> • Bring and Share 	<ul style="list-style-type: none"> • Bring and Share
Popular Services International (PSI)	<ul style="list-style-type: none"> • Advocacy matters related to HIV/AIDS; • Expertise; • HIV/AIDS prevention programs 	<ul style="list-style-type: none"> • Mobilise communities; • Other resources depending on need
Advocacy	<ul style="list-style-type: none"> • Community training 	<ul style="list-style-type: none"> • Permanent employment
Livelihood and Economic Development (LED)	<ul style="list-style-type: none"> • Expertise 	<ul style="list-style-type: none"> • Permanent employment
World Food Program (WFP)	<ul style="list-style-type: none"> • Food donations for projects; • Administrative costs 	<ul style="list-style-type: none"> • Implements strategies • Contributes towards a certain percentage

	• Funding	
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Figure 7 Presentation of Resources by NGOs

4.9 Benefits and Challenges of Working in a Network

The aim of this study is not to critique networks and how they function, or to commend networks as the best model of achieving desired outcomes, but rather to explore the nature of the relationships in networks, particularly the network which World Vision Lesotho and its partners work in. In the process of exploring the nature of this network, both challenges and benefits will be explored. Part of the section on thematic analysis above has discussed the general benefits and challenges of working in a network. This section looks at the benefits and challenges of working with specific organisations within the network. According to de Villiers, Anderson and Symes (2013:7), World Vision recognises five benefits of partnering with other organisations, namely:

- Innovation- new solutions are achieved when organisations work together;
- Information- sharing information between partners enables quicker information dissemination and better learning;
- Identity- partners achieve growth in their own identity and in capacities to achieve their desired outcomes;
- Influence- Shared resources and efforts lead to stronger influence that has authority and credibility;
- Impact- Shared roles and capacity building of local partners can lead to sustainable change even after World Vision’s projects have phased out.

Figure 8 (page 56) illustrates the benefits and challenges World Vision Lesotho comes across when working with the different partners. The blue lines represent the challenges associated with working the different organisations, while the thick green lines represent the benefits of working with the various organisations. Benefits will first be discussed, followed by the challenges.

From Figure 8 (page 56), it can be seen that the benefits associated with networking with the Ministry of Health and Social Welfare include the technical support this organisation gives to both World Vision Lesotho staff and the communities; they own the projects at the end of fifteen years, that is, when the time elapses; and lastly, these two organisations complement each other in achieving their shared interests. The Ministry of Social Development like the Ministry of Health and Social Welfare, is associated with the rich skills and expertise in this organisation, which is shared with both communities and World Vision Lesotho staff.

The benefits of working with the Ministry of Agriculture and Food Security include the reduced work load as a result of working together; accountability; good quality of work; sustainable projects as well as information dissemination acquired from working with this organisation. Working with the Ministry of Local Government and Chieftainship leads to development in certain communities because of the authority this organisation gives on behalf of the projects.

World Food Program (WFP) as a donor, leads to successful projects due to funding. *“Popular Services International (PSI) benefits World Vision Lesotho because of the information dissemination on issues related to HIV/AIDS as well as its ability to provide communities with prevention methods, like the distribution of free condoms, while we just hold workshops”* said Respondent 2.

The consortium formed by World Vision Lesotho, Catholic Relief Services and CARE involves concerted efforts, and therefore leading to saving resources. World Vision Taiwan on the other hand, as a donor of one of the projects, benefits World Vision Lesotho because its funding leads to poverty alleviation in funded communities, improved standards of health and education, as well as improved food security.

Advocacy and Livelihood and Economic Development are internal organisations which benefit World Vision Lesotho because they work as part of this organisation, and therefore are easily accessible in terms of their premises which is found within World Vision Lesotho’s headquarters in Maseru. The Elizabeth Glaser Paediatric AIDS Foundation on the other hand is associated with the benefit of the wide impact of the projects.

The challenges associated with each of the partners will now be discussed. The challenges of working in partnership with the Ministry of Health include the ‘red tape’ or protocols involved in government; there is a clash in schedules, for example, World Vision Lesotho

plans in September while planning is done in a different month in this organisation, leading to a clash in schedules; lack of urgency is another challenge associated with this organisation; lastly, delays in food donations affect peoples' lives, mainly those who rely on food donations for anti-retroviral treatment (ART). World Food Program is associated with the challenge of lack of donations- according to Respondent 1, sometimes donations are promised and expected but do not come through.

The Ministry of Agriculture and Food Security is associated with the challenge of *“organisational controls which hinder successful partnership”*, according to Respondent 4. In other words, there are different policies in place which do not allow for effective partnership; government employees who expect to be paid by World Vision Lesotho is another challenge identified. According to Respondent 2, *“different parts of the country have different people within the Ministry that are responsible for these communities, but they expect us to pay them for doing their work, which is already paid for in their salaries by the Government”*. The problem identified with working with the Ministry of Social Development is the - according to Respondent 2 *“they have no priorities”*.

Catholic Relief Services and CARE are associated with problems that include long chains involved with decision making and some kind of competition that exists between the three organisations, which leads to conflict, according to Respondent 1, because each organisation ends up focusing on being better than the others rather than focusing on the issues at hand at the time. The Ministry of Local Government and Chieftainship was associated with the challenge of poor level of understanding, as well as individuals within this organisation who tend to focus on satisfying their own political agendas rather than representing communities that need help. This challenge, according to Respondent 5, is usually dealt with by 'straightening' things out in a way that is as transparent as possible to those involved, to re-divert the goals and purposes.

Advocacy and Livelihood and Economic Development (LED) are associated with the problem of being single people in each organisation that have to serve different departments and projects of World Vision Lesotho. This problem is usually solved by re-scheduling, or by seeking assistance from other organisations that offer similar expertise. The Elizabeth Glaser Paediatric AIDS Foundation is associated with the challenge of sitting down and planning together, which seems to be a problem- there is no time, and the schedules differ.

The challenges associated with working in partnership with World Vision Taiwan include long processes involved in working with this organisation. According to Respondent 4, “*they have high standards and are very demanding compared to other donors*”, and therefore leading to work over load. There was no challenge identified with working with Popular Services International (PSI).

ORGANISATION	BENEFITS	CHALLENGES
Ministry of Health and Social Welfare	<ul style="list-style-type: none"> • Technical support; • They own the projects at the end of fifteen years; • These two organisations complement 	<ul style="list-style-type: none"> • ‘Red tape’ or protocols involved in government; • There is a clash in schedules; • Lack of urgency; • Delays in food donations affect peoples’ lives
Ministry of Agriculture and Food Security	<ul style="list-style-type: none"> • Reduced work load; • Accountability; • Good quality of work; • Sustainable projects; • Information dissemination 	<ul style="list-style-type: none"> • Policies in place which do not allow for effective partnership; • Government employees who expect to be paid by World Vision Lesotho
Ministry of Social Development	<ul style="list-style-type: none"> • Rich skills and expertise 	<ul style="list-style-type: none"> • Lack of a sense of urgency
Ministry of Local Government and Chieftainship	<ul style="list-style-type: none"> • Community Development 	<ul style="list-style-type: none"> • Individuals tend to focus on satisfying their own political agendas
World Food Program (WFP)	<ul style="list-style-type: none"> • Leads to successful 	<ul style="list-style-type: none"> • Lack of donations

	projects due to funding.	
Popular Services International (PSI)	<ul style="list-style-type: none"> • information dissemination on issues related to HIV/AIDS; • Provides communities with prevention methods, like the distribution of free condoms 	
CARE and Catholic Relief Services (CRS)	<ul style="list-style-type: none"> • Concerted efforts, and therefore leading to saving resources. 	<ul style="list-style-type: none"> • Long chains involved with decision making; • Competition that exists between the three organisations, which leads to conflict
World Vision Taiwan	<ul style="list-style-type: none"> • Funding leads to poverty alleviation in funded communities, improved standards of health and education, as well as improved food security 	<ul style="list-style-type: none"> • Long processes; • High standards
Advocacy	<ul style="list-style-type: none"> • Easily accessible in terms of premises 	<ul style="list-style-type: none"> • Single person serving many departments
Livelihood and Economic Development (LED)	<ul style="list-style-type: none"> • Easily accessible in terms of premises 	<ul style="list-style-type: none"> • Single person serving many departments
Elizabeth Glaser Paediatric AIDS Foundation (EGPAF)	<ul style="list-style-type: none"> • Wide impact of the projects. 	<ul style="list-style-type: none"> • Sitting down and planning together, which seems to be a

		problem; <ul style="list-style-type: none"> • Schedules differ.
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Figure 8. Table of Benefits and Challenges

In conclusion to the above section, it can be deduced that government organisations are mostly associated with lack of priority and urgency. According to Respondent 3, “*Mmusong ha ho tatoe*”, which directly means “in government, there is no hurry”. However, the responses concerning the importance of working with these organisations, both government ministries and NGO’s scored an average of 4.3. In other words, although there are challenges involved in working in a network, the respondents found networking very important.

4.10 Conclusion

The aim of this section was to discuss the responses from the interviews in order to explore the relationship World Vision Lesotho has with its network partners as well how their joint efforts lead to reduced poverty. As mentioned in the previous chapter, this study employs a Social Network Analysis. Although World Vision uses three types of collaboration, namely networks, coalitions and partnerships, which have been discussed briefly in this study, the collaboration formed by World Vision Lesotho and the organisations discussed in this study can be seen a network involving some qualities from the three different types of collaboration. In other words, there are characteristics of each type of collaboration used in the network which World Vision Lesotho and its network partners are involved in. These characteristics include information sharing, planned and coordinated activities and shared projects to enhance sustainability of projects.

From this section, the importance of networking was evident, not just with government ministries but also other NGOs, where the average when it comes to the importance of networking was 4.3 out of 5 for both Government and NGOs. It was also seen that the challenges and benefits associated with both NGO and government organisations are experienced differently, with government ministries associated with challenges like lack of urgency and NGOs associated with problems like competition among the NGOs.

CHAPTER FIVE

CONCLUSION

The main aim of this study was to explore poverty reduction strategies used by World Vision Lesotho and its network partners. World Vision Lesotho is an international NGO, that partners with both public and other civil society organisations, local and international. The purpose of this Chapter is to reflect on the literature on mainly networks and poverty reduction. Some of the issues this chapter focuses on include the conclusion based on the research questions, findings, challenges identified, and recommendations as well as a conclusion.

Based on the first research question concerning strategies used by World Vision Lesotho to reduce poverty in Lesotho, it was deduced from the interview responses and documents from World Vision Lesotho that this organisation primarily uses community projects to drive development, which eventually leads to improved lives, and thus reduces poverty. Furthermore, networks and partnerships with other organisations were found to play an important role in the poverty reduction efforts. For example, some of the respondents identified the importance of networking as leading to wider impact of projects.

Eleven organisations were identified and discussed in this study as some of the organisations that work with World Vision Lesotho to affect their goals. These organisations consisted of both public and private organisations, local and international. The eleven organisations identified and discussed in this study however, are not necessarily the only organisations that network with World Vision Lesotho, but are those chosen by the respondents. From the eleven organisations, four were government ministries, while seven were part of civil society organisations.

Although World Vision Lesotho's primary partners are the communities they work with, other partners are organisations usually identified by communities at hand as well as by World Vision Lesotho staff during stakeholder analysis. Stakeholder analysis occurs annually when activities are planned for the year.

World Vision has its own definition of networks, which are defined as a type of collaboration used for

“sharing information on activities and learning together on child well-being priorities. They are the simplest type of collaboration. They are good for activities that require little commitment or trust. Good dialogue on child well-being priorities creates common vision. A typical child well-being network will build on existing work and allow sharing of ideas, updates and even members between different working groups or partnerships. Networks can have many members” (de Villiers, Anderson and Symes, 2013:15).

In other words, networks are generally seen as involving multiple actors and information exchange. It can therefore be deduced that this organisation is part of a network consisting of the organisations discussed in this paper as well as others that have not been discussed, which share the same objectives.

Policy networks have been defined by Benson (in Carlsson 2000), as clusters of organisations connected together by resource dependencies and distinguished from other clusters by breaks in the structure of resource dependencies. The issue of resources, according to the interviews, is one of the major reasons World Vision Lesotho is involved in networks. From the interviews, it was deduced that there was a flow of resources into and from World Vision Lesotho and its partners. Furthermore, it was seen from the Analysis chapter that the relationship World Vision Lesotho has with its private partners is generally a ‘bring and share’ relationship, whereby each partner brings to the table what they have at the time, for example seeds, fertilizers and transport. Unlike the private partners, the main resources from the government ministries are expertise in a form of training to specific communities.

The benefits World Vision Lesotho gets from the network have been discussed in more details in the previous chapter. However, some of the benefits identified were shared resources, which in turn lead to saved resources, shared responsibilities, sustained projects, as well as successful projects due to funding from some partners. The flow of resources in this network seems to be different from the discussion of resource dependence and power issues discussed in the previous chapters. There seems to be a preference of sharing resources equally rather than one organisation seeking power over others through resources. However, there seems to be interdependency due to the sharing of resources.

Although there were more challenges identified than benefits, the responses emphasise the importance of networking. Furthermore, based on a five-point likert scale of the importance of networking with both private and public organisations, the average was 4.3 out of 5 for both public and private organisations. Since the government ministries scored the same average as the private that consisted of seven organisations, it can therefore be suggested that World Vision Lesotho staff find the importance of working with the Government slightly higher than working with other NGOs. As mentioned by Respondent 3 “we need the Government to give us a green light, we cannot work on our own agenda that is not in line with the government’s objectives”. The findings of this study suggest the importance of networking for World Vision Lesotho, since the average is more than four out of five. Furthermore, the relations among the network partners seems to be less complex mainly because the different partners have monthly meetings and meet elsewhere rather than their own planned meetings, for example the District Health Management Team (DTHM), as mentioned by Respondent 1, whereby all stakeholders involved in health-related issues meet in different districts.

As mentioned in Chapter Two, Hearn (2001:44) states that civil society organisations are expected to work in partnership with participatory and accountable governments in order to ensure participatory and sustainable development. It was seen from this study that World Vision Lesotho promotes participation by making communities the primary partner, and also ensures the sustainability of its development initiatives by working in partnership with government ministries.

When it comes to the management of this network, it can be concluded that there is no single manager given or elected to manage the network, rather, the organisation that requires assistance from other organisations takes initiatives to ensure that coordination takes place. However, in some cases, managers from different organisations take the responsibility of managing the network, in cases where they have interests at stake, or where they are directly part of the activities.

The challenges identified by respondents concerning this network have been discussed in the previous chapter. However, the challenges identified in this study include a focussed limitation, as mentioned in the previous chapter, as a result of the selected organisations identified and discussed by the respondents. Furthermore, this study faces a limitation of generalisation, based on the views and responses of the 5 out of 215 permanent staff members employed at World Vision Lesotho. Therefore, this study gives a general view of the nature of relationship World Vision Lesotho has based on the sample in this study as well as the organisations chosen for discussion by the sample.

Some of the challenges the researcher came across was lack of written documents concerning World Vision Lesotho's projects as well as written information that shows an organised network. The researcher's recommendation therefore, is for World Vision Lesotho to frequently write and publish documents on community development within the 15 years of implementation as part of monitoring the projects. Furthermore, although it has been seen from the Literature Review chapter that networks form for different reasons, it is suggested that World Vision Lesotho has a written document, updated as often as needed, on its network partners, their strategies and objectives as well as information pertaining to reasons for networking with these organisations.

This study has paid attention to civil society, poverty as well as networks. The relationship World Vision Lesotho has, as a civil society organisation, with its network partners in the process of reducing poverty in Lesotho. Some of the issues uncovered include the manner in which resources are shared in this network, as well as the importance of networking. The challenges and benefits of this structure in relation to World Vision Lesotho were also explored.

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APPENDIX A

Interview Questions:

SPECIFIC QUESTIONS

NAME OF ORGANISATION/PEOPLE:

1. Which organisations are in partnership with WVL?
2. When was this partnership formed?(date)
3. Why was this partnership formed?
4. How was it formed?
5. What is the nature of the relationship between WVL and its partners in terms of resources? That is what resources does WVL gain **from** this partnership/organisation? What resources does this partnership provide **for** WVL.
6. Is this relationship formal **F** or informal **I**
7. How often does WVL have contact with this organisation?
8. In what situations does this contact occur?
9. When working with GoL ministries, do you work with the same person?
10. How important is this partnership to WVL on a scale from 1 to 5?
11. What specifically does this organisation do for WVL?
12. What are the benefits of working with this organisation?
13. What are the challenges of working with this organisation?

GENERAL QUESTIONS

1. Why does WVL network?
2. What strategies does WVL use to identify partners? That is, how does this usually happen?
3. How does WVL manage, in terms of communication, these partnerships?
4. What are the strategies used by this network to alleviate poverty?
5. What are the benefits of being part of a network?
6. What are the challenges of being part of a network?

