

**Development support and contributions for beneficiaries: A case study of the
Agribusiness Development Agency, KwaZulu-Natal.**

Submitted by

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Presented in fulfilment of the requirements for the degree of Master of Agriculture

In the discipline of

Agricultural Extension and Rural Resource Management

School of Agriculture, Earth and Environmental Sciences

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Pietermaritzburg Campus

2017

ABSTRACT

The democratic government of South Africa has continuously funded agricultural policies and programs that aim to address the challenges of the past, and provided more opportunities for black farmers to participate in the economy of the country. However, there is little evidence available on whether or not government programs have been effective and relevant. Studies conducted have predominantly focused on the contribution of non-governmental organizations (NGOs) and faith-based organizations towards agricultural development and improving rural livelihoods. This study contributes to the limited available knowledge around the effectiveness and sustainability of government interventions.

The study analysis provides the ability to compare Agribusiness Development Agency (ADA) staff perceptions of ADA program effectiveness, with farmer-identified characteristics of what constitutes appropriate support for farmer development. Qualitative in its approach, a purposeful selection of ADA staff and beneficiary farmers from KwaZulu-Natal (KZN) were interviewed, using a structured questionnaire. Findings of the study revealed that support provided by the ADA is in agreement with what the farmers considered to be appropriate support for agricultural activity. In particular, support is more suitable for highly motivated individual farmers than it is for secondary cooperatives (two or more primary cooperatives who come together to access inputs and funding). However, where input provision and decision-making is controlled by implementing agents, it was revealed that farmers in this study are not becoming independent decision-makers. Moreover, development theory identifies this type of support as incapable of promoting sustainable rural development because it lacks the building of human capability.

DECLARATION

I, Wendy Geza, declare that:

- i. The research reported in this dissertation, unless where it is indicated otherwise, is my true original work;
- ii. This dissertation report has not been submitted to any other university or institution of higher learning for any degree or examination;
- iii. The dissertation contains no other person's data, graphs, tables, pictures or any type of information unless specifically acknowledged as being sourced from other persons;
- iv. Where other persons' written sources are used their words have been paraphrased, but the general information attributed to them has been referenced; where their exact words have been used, their writing has been placed inside quotation marks and referenced;
- v. The dissertation does not contain text, tables, graphs or any other information copied and pasted from the internet, unless correctly acknowledged and the source detailed in-text and in the references section.



Masters Candidate

23 March 2018

Date

As the candidate's supervisor I have approved this dissertation for submission



Dr Karen Caister

23 March 2018

Date

Acknowledgements

Conducting this research has been an emotional journey full of excitement, challenges and learning experiences. In no particular order, I am most grateful to the following people, whose contribution has made this research a success:

1. To the Lord Almighty, thank you for listening to my prayers, for answering and holding my hand throughout this journey.
2. Ndibulele koMawawa nase Makhweshubeni my family. Thank you for your continuous support and encouraging words. Mama no bhuti Luyanda, enkosi kakhulu for never putting pressure on me to be great and loving me just the way I am. You have made me believe that I am enough and I can accomplish anything.
3. To Dr Karen Caister, thank you for being my on-campus mother when I needed it the most, for guidance, support and constant encouragement. Without you, I would have not even been able to do my Honours.
4. I am most grateful to the UKZN graduate development programme for funding my postgraduate studies and giving me the opportunity to enhance my knowledge.
5. Thank you to the Agribusiness Development Agency for allowing me to conduct research and giving me access to their beneficiaries. A special thank you to Dr T. Mkhabela, Rechi Dlamini and the entire cluster 1 team, Xolani Qwabe and Mandla Hlela, for your support throughout my data collection stage.
6. To the research participants, thank you for taking your time to share your knowledge, experiences and insights with me.
7. To Andile Siphesihle Ngcobo, thank you for your assistance, support and allowing me to bounce off ideas until the end.

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Abbreviations /Acronyms

ADA	Agribusiness Development Agency
APAP	Agricultural Policy Action Plan
BFAP	Bureau for Food and Agricultural Policy
CAADP	Comprehensive Africa Agriculture Development Programme
CASP	Comprehensive Agricultural Support Programme
COGTA	Department of Corporate Governance and Traditional Affairs
DAFF	Department of Agriculture, Forestry and Fisheries
DARD	Department of Agriculture and Rural Development
DFID	Department for International Development
EDTEA	Department of Economic Development, Tourism and Environmental Affairs
IGDP	Integrated Growth and Development Policy
KZN	KwaZulu-Natal
KZN DARD	KwaZulu-Natal Provincial Department of Agriculture and Rural Development
NDP	National Development Plan
PM&E	Planning, Monitoring and Evaluation
PGD	Provincial Growth and Development
SA	South Africa
SCM	Supply Chain Management

Definition of concepts as used by the ADA

Agro-processing: refers to the transformation of commodities from agriculture, forestry and fisheries. This transformation can occur through primary or secondary activities. The primary operation includes the activities which slightly change the commodity from its original state, preceding storage, marketing or further processing. For example, crop drying, grading, cleaning and packaging. Secondary processing completely transforms the physical state of the commodity from its original state. This entails increasing the nutritional and marketing value of the commodity. For example, the conversion of groundnuts into peanut butter, pressing oil out of vegetable seeds and processing milk into cheese (ADA, 2015).

Beneficiaries: a beneficiary is person who receives an advantage or benefit from something in the form of profits, assets or other benefits. In this study, the term beneficiary refers to farmers who receive support or assistance from the ADA.

Conditional grant: refers to the type of grant the ADA receives from the KZN DARD and COGTA. These grants come with a list of projects that the ADA is expected to fund or support. This list consists of projects from the departments and some projects submitted by ADA that the department has approved.

Commercial farmer: refers to a farmer who produces agricultural products for the market and they are generally registered for value-added tax (VAT) and income tax (Stats SA, 2010).

Smallholder farmer: Definitions and classifications for farmers are often argued. Literature describes smallholder farmers as farmers who may use traditional production techniques and usually lack institutional capacity and support (Louw, 2013). Within the language of ADA, the smallholder farmer specifically refers to black farmers who are usually from the homeland areas, own small farms and lack institutional capacity and support.

CHAPTER 1: INTRODUCTION

As a strategy to address inequalities caused by the apartheid era in South Africa (SA), the government has continuously invested funding into agriculture policy with programs that aim to address the challenges of the past by providing more opportunities for black farmers to participate in the economy of the country (World Bank, 2011). In SA examples include Comprehensive Agricultural Support Programme (CASAP), Land reform programme, Integrated Growth and Development Policy (IGDP) and international partnerships such as Comprehensive Africa Agriculture Development Programme (CAADP) (Badiane, Benin, & Makombe, 2016). A brief overview of these programmes is provided in table 1.1.

Table 1.1: Explanation of programmes

Programme	Role
Comprehensive Agricultural Support Programme (CASAP)	This programme aims to improve the provision of support services and encourage agricultural development. It targets beneficiaries of land and agrarian reforms (Department of Agriculture , 2004).
Land reform programme	This programme addresses land issues and caters for restitution, redistribution and land tenure (Department of Land Affairs , 1997).
Integrated Growth and Development Policy (IGDP)	This policy was developed as a growth and development strategy, which promotes an integrated implementation framework incorporating the agriculture, forestry and fisheries sectors. It supports unison amongst the sectors in addressing issues and national priorities (DAFF, 2012).
Comprehensive Africa Agriculture Development (CAAD)	This programme is a policy framework for agriculture-led development. Its vision is to take advantage of the contribution of agriculture in Africa, in order to promote economic growth and sustainable agricultural development, thereby assisting in eliminating hunger, poverty and food insecurity (NEPAD, 2002).

Budgetary allocations to the agricultural sector have also increased remarkably over the last fifteen years. For example, during the 2000/01 financial year, the budget allocation for water, agriculture and forestry amounted to 6.1 billion ZAR, 19 billion in the 2011/12 financial year, 23.4 billion in the 2013/14 financial year, and for the 2017/18 financial year, 26.5 billion has been allocated (National Treasury , 2000; National Treasury , 2011; National Treasury , 2013; National Treasury , 2017). This trend has also been observed in other African countries. The average

country expenditure for Agriculture in Africa also increased from 128.55 million US dollars from 1995–2003 to 186.4 million US dollars from 2003–2008, and to 219.62 million US dollars from 2008–2014 (Badiane *et.al*, 2016). However, the distribution and use of these resources is such that few farmers benefit and the overall impact is small (Aliber & Hall, 2012).

The Department of Planning, Monitoring and Evaluation (DPME), Ministry of Planning, Monitoring and Evaluation, in SA exists to provide assistance, guidance and encourage the effective planning, monitoring and evaluation of government programs intended to improve the living conditions in society. The DPME fulfils this role through monitoring the execution of plans, assessing the links between departmental strategic plans, annual performance plans, medium and long term plans and keeping performance records of individual departments in all levels of government (World Bank, 2011; Department of Planning monitoring and evaluation, 2015). Its focus is mainly directed towards ensuring that government departments and entities use correct frameworks and procedures when planning and reporting on performance.

In spite of the increase in the level of public agriculture expenditure in African countries over the years, government attempts to support farmers have generally been costly, yet ineffective. In South Africa, challenges include the insufficient capacity to successfully organize and implement development initiatives at various sectors of departments, duplication of services and lack of coordination between government departments and municipalities with similar mandates (Department of Planning Monitoring and Evaluation , 2014). According to the World Bank (2011) and Badiane *et.al* (2016), there is also little knowledge that exists about which programs are effective and which ones are not. This may be because the results on the progress of these programs are often overdue, inadequate and are not used to improve performance. This makes it difficult for departments to understand what the problem is, why it exists and what can be done to solve it. Ultimately, the direction diverges from paying attention to the quality and sustainability of interventions, to establishing new programs and sub-departments as a response to failed programs, rather than learning from experience and feeding that experience into better decision-making and planning. Monitoring of investments made in agriculture is crucial and valuable in providing information about the current performance, trends and required action in order to enhance performance. It also ensures that the public sector continues to remain responsive to the needs, interests and requirements of society.

The Agribusiness Development Agency (ADA) is a special purpose vehicle which provides support to beneficiaries of the South African Land reform introduced in the National Development Plan (NDP). The ADA is funded by the Department of Agriculture and Rural Development

(DARD). Therefore, represents an investment in public sector funds. This research looks at the outcomes of the ADA program as perceived by beneficiaries in KwaZulu-Natal (KZN).

1.1. Aim of the study

The aim of the study is to understand how the ADA as a government agency provides support to beneficiaries.

1.2. Research question

What contribution does the ADA provide for livelihoods in uMzinyathi, UThukela, EThekweni and Amajuba districts, KwaZulu-Natal?

1.3. Research sub-questions

1.3.1. What is the perceived outcome of the support provided by the ADA to their beneficiaries, from the perspective of the beneficiaries and ADA?

1.3.2. What effect does the strategy used by ADA, when providing support and implementing activities, have on the outcome of the support?

1.3.3. What kind of support do the beneficiaries consider to be suitable for their circumstances?

1.4. Significance of the study

A study investigating the contribution of the ADA and the outcome of their activities in terms of improving farmer livelihoods and promoting sustainable agriculture has never been done before. This study makes a contribution towards the limited knowledge available on the success of government agricultural development initiatives aimed at reducing poverty, improving farmer livelihoods and promoting sustainable agriculture. In particular, it provides the ADA with information useful for evaluating their own priorities as enablers of sustainable rural development.

1.5. Delimitations of the study

Due to the nature of the study, a qualitative approach was more suitable than a quantitative one. Qualitative research allows for insight into the ideas, perceptions and experiences of people, which is what the research intended to investigate. Although many sectors can be understood as contributors to agricultural support for farmers, this investigation was particularly motivated by the contribution of the ADA as a representative of a government supported special purpose vehicle. The gate-keeping function of the ADA required that I accompany their projects and monitoring staff when accessing the beneficiaries. The University of KwaZulu-Natal required masters to be

completed in one year. This necessitated that time for field work be restricted. An opportunistic access to ADA beneficiaries, according to the project visitation schedule and purposeful choice of key or representatives for the population of project recipients, was adopted to accommodate both requirements. A further restriction required by the ADA was that the research did not quantify financial returns for farmers from project interventions. The researcher could therefore not ask for information on the level of income, education and profits made from the farming business, as it was considered sensitive and could cause unintended negative impacts, particularly in co-operatives. Furthermore, there is limited information available of the effectiveness or contribution of government special purpose vehicles in promoting sustainable agriculture and improving farmer livelihoods. As a result of these limitations the study is not generalizable and can only be considered as insight from a small in-depth investigation. The theory around participatory development is contentious. This study does seek to engage with the debate but relies on development as a relationship between sustainable livelihoods (DFID, 2000) and asset-based development (Kretzmann & McKnight, 1993).

1.6. Understanding the ADA and the Political context within which it operates

1.6.1 *Agriculture and rural development*

Agriculture plays a significant role in many developing countries in the Southern African region, particularly when it comes to the creation of employment opportunities and supporting livelihoods for rural dwellers. Approximately 70% of rural people in Africa rely on Agriculture to support their livelihoods (Chambo, 2009; Francis, 2012; Dethier & Effenberger, 2012). It is common for agriculture to be at the forefront of development agendas in Africa, particularly in developing countries where it is an important contributor to economic growth and development and it has linkages to various industries through the provision of raw materials. In SA the National Development Plan (NDP) intends to decrease inequality and eradicate poverty, through building capacity, developing an inclusive economy and promoting partnerships throughout the public sector. The role of agriculture in this regard is to support rural economies by providing employment opportunities, enhancing food security and allowing rural people to actively participate in economic activities of the country (National Planning Commission, 2009). In order to achieve this, the government aims to expand irrigated agriculture, transform communal areas with under-utilized land, introduce land reform projects for commercial production, and provide assistance to the commercial agricultural sector and new entrant farmers. Moreover, employment opportunities in agriculture will be created throughout the product value chains (National Planning Commission, 2009). Since the introduction of the NDP in 2011, approximately 50 000 jobs have been created in the Agricultural sector. However, although the NDP communicates clear goals for unlocking

the potential and growth of the agricultural sector, growth is happening more slowly than anticipated. This is mainly due to factors such as slow growth in the export markets, decreasing productivity in industries, unsuccessful and duplicated services provided by government departments, policy uncertainty and slow progress growth in land turnover and the success of the land reform programme (BFAP , 2016).

Other policies which support the vision of the NDP include the Agricultural Policy Action Plan (APAP) (2014), Department of Agriculture, Forestry and Fisheries' (DAFF) Strategic Plan and the Provincial Growth and Development (PGD) Strategies. The Department of Agriculture, Forestry and Fisheries' role in agricultural development in SA is to create policies and programs that are inclusive and innovative. The programs are intended to create employment opportunities in the sector, enhance food security, economic growth and transformation (DAFF, 2015). Alternatively, DARD exists to ensure that there is constant improvement of sustainable rural livelihoods. This is achieved through organizing integrated rural development services, and promoting vibrant sustainable development nationally (DARD, 2015).

The ADA is an entity of the KwaZulu-Natal Provincial Department of Agriculture and Rural Development (KZN DARD), established as the "Special Purpose Vehicle". Established in 2009, the ADA was formerly under the provincial Department of Economic Development, Tourism and Environmental Affairs (EDTEA) and then moved to DARD in 2013. It is funded entirely by DARD through the equitable share¹ for their operations and through the Comprehensive Agricultural Support Programme (CASAP) for their projects. The ADA's role is to provide assistance to entrant black commercial farmers who are the beneficiaries of the land reform program and those who have acquired land on an individual basis. Its mandate is based on enabling the development of a robust agribusiness industry in Kwazulu-Natal (KZN) that is dynamic, inclusive, economical and sustainable. It ensures this through collaborating with individuals, communities, the private sector and other public sector organizations (ADA, 2015). According to ADA (2015), in its sixth year of existence it has achieved some success in working with DARD to provide assistance and rehabilitate distressed farmers from land reform projects. The 2016/17 financial year marked the first year of the implementation of the organization's new strategic plan. The ADA's mandate has changed from providing assistance to farmers in commercial agriculture, to focusing on providing support to farmers in the agro-processing sector and industrial crops. The role it plays has the

¹ The National Treasury makes transfers to provincial and local government through equitable shares and conditional grants. The value of equitable share allocations is determined using a formula, which factors developmental and demographic factors (National Treasury , 2015).

potential to contribute positively towards rural development and eliminating poverty in KZN (ADA, 2015).

Positive growth in agriculture is vital for fruitful transformation of the sector, which can occur with continuous investments from both the private and public sectors (BFAP , 2016). The land reform program has not been very successful in South Africa. However, the program itself is important for addressing dualism in the sector and to safeguard a constant growing agriculture and rural economy. It is important for government to put in place important enabling frameworks which support new farmers and land reform beneficiaries (BFAP , 2016). The majority of the policies and programs in South Africa which are intended to promote rural development through agricultural initiatives are built around a cooperative strategy. This strategy is perceived as a vehicle to encourage communities in rural areas to participate in the economy of the country. The majority of the projects that the ADA supports are managed by cooperatives.

1.6.2 Cooperation as a strategy

The Cooperative Development Policy of South Africa was formulated as a response to the lack of feasible and sustainable economic enterprises in the country. Launched in 2004, the cooperative strategy was designed as a framework that would enhance job creation, income generation, and resource mobilization and would promote broad-based economic empowerment in South Africa (DTI, 2004). Cooperatives can be formed in any sector of the economy. Cropp and Zeuli (2004) and Ruete (2014), define cooperatives as user-owned and user-controlled businesses that allocate profits based on operations. Users of cooperatives are united through joint partnerships and returns are dispersed equally.

If successfully implemented, the cooperative policy in South Africa was anticipated to improve the competitiveness of the cooperative sector, inspire people who abide by the principle of self-reliance to work together and register cooperatives under the Cooperatives Act (No 14 of 2005) (RSA, 2005). The underlying principles of cooperatives, as outlined in the strategy, include self-responsibility, democracy, equality, unity, openness and trust (DTI, 2004; Theron, 2010; Twalo, 2012). Government provides support for cooperatives through designing programs that ensure that cooperatives have access to markets, government and private sector contracts and through providing incentives to grow the sector (Ruete, 2014). In South Africa, 25% of registered cooperatives belong to the agricultural sector, followed by the services sector at 17% and the multipurpose sector which constitutes 14% (DTI, 2012). In agriculture, because cooperatives are created from farmers coming together, it comes with many advantages for them. Through cooperatives, farmers are able to negotiate for better contract terms and prices, create a network

of support for their members, retain control of the cooperative, increase access to resources, markets, and opportunities for innovation, finance and ensure effective use of resources (FAO, 2013). The advantages of cooperatives for the government is the enablement of a clearer understanding of needs for groups in specific geographical areas and business types, which allows the formation of responsive policies. In fact, cooperatives have the power to improve the relationship between farmers and government. This has been observed in countries such as Denmark, El Salvador, India, Kenya, Malawi, United States and Zambia (Chambo, 2009; FAO, 2013; Lerman, 2013; Ruete, 2014).

However, cooperatives also have their own share of shortcomings. They require a significant level of participation from their members, adequate management skills, technical knowledge and organizational skills. The success of the cooperative is dependent on the management of the cooperative, including its ability to understand laws, plan and coordinate its activities to make economic sense (Dorward, Kydd, Morrison, Stockbridge, & Poole, 2003; Chambo, 2009; IFAD, 2016; Ruete, 2014). According to Lerman (2013), cooperatives formulated from the ground up by community initiatives have a better chance to succeed than those created through government programs. This is because government tends to interfere within the internal matters of the cooperative, leaving less room for farmers to be involved in the decision-making (Ruete, 2014). Therefore, government should limit its participation to creating a suitable environment for cooperatives to achieve their objectives. Areas of assistance should be limited to human resource development, information, research and management consultancy, accounting, laws and taxation (Theron, 2010). These community-initiative cooperatives are usually a group of people who share particular interests and values and have shared perspectives. Whereas, cooperatives created by government consist of people who live in one geographical area, who might not share any common interests and neither are they motivated to act on the same matters. Then, when these diverse people become a cooperative, it becomes a challenge to control the same business.

As there is no agency in SA designed specifically to provide support to cooperatives on a centred and continuous basis, the survival rate of registered cooperatives is 12%. These cooperatives fail mainly due to lack of mentorship, lack of coordinated target support, neglect from government sectors and corresponding enterprise development agencies. Moreover, some cooperatives are not formed on a sincere basis. They tend to be established primarily to access funding. In addition, government and agencies influence the formation of cooperatives, so they do not emerge naturally. At a later stage, this is likely to create conflict in the cooperative when it comes to the management of finances, and usage and ownership of assets, all of which leads to decreased cooperation amongst members (DTI, 2012; Mbohwa & Thaba, 2015).

According to the Department of Trade and Industry (2012), in SA at national level there are less than fifty officials supporting cooperatives, amongst their other responsibilities, at provincial level above sixty officials, and less than a hundred at local government level. At the latter level most officials lack knowledge and understanding of the cooperative strategy. All in all, the SA government has less than 300 officials who are responsible for developing and supporting cooperatives. Kenya, on the other hand, has an entire ministry dedicated to cooperatives, with more than 4 000 officials supporting these in various regions of Kenya. Bangladesh has a similar support setup (Theron, 2010; Mbohwa & Thaba, 2015).

Conclusion

Although cooperatives have an important role and contribution to the economic growth, employment creation and poverty reduction, the success of cooperatives in SA is limited. Most cooperatives are a result of government programmes and policies which negatively affects the functioning of a cooperative. When it comes to providing support, priority should be given to cooperatives formulated by the community, as they have a better chance to succeed. For cooperatives formulated by the government, a mechanism has to be developed to ensure that all members are sincere in their interests, they are motivated to act on the same matters, their strengths and weaknesses complement each other and they possess basic training on cooperative governance, prior to forming a cooperative.

1.7. Organization of the rest of the study

In Chapter 2 is a literature review. It presents a brief overview of key concepts and theories that are centred on agricultural interventions intended to promote rural development and an analysis of relationships that exist between these theories. In order to understand and provide insight on what is expected from government agencies such as the ADA, a theoretical perception on the contribution of government agencies as facilitators for community development is also presented. A description of the research sample and where research was conducted is outlined in Chapter 3. An explanation of the approach used to conduct this qualitative study, the recruitment of research participants, the data collection tools used, the ethical considerations adhered to and the study limitations are defined in Chapter 4. Chapter 5 entails the presentation of the research findings. Chapter 6 discusses these findings as per research questions and in relation to a similar study conducted for a doctoral research dissertation. Chapter 7 concludes the study, restating its purpose, the research methodology adopted, and the key research findings and, finally, gives recommendations for policy and better practice.

CHAPTER 2: LITERATURE REVIEW

This chapter serves to construct a brief overview of key concepts and theories in literature centred on agricultural interventions, intended to promote participatory rural development in developing countries. Key concepts such as community, development and sustainability are discussed as an attempt to provide a background on the various perspectives of development theories used in participatory rural development. Furthermore, the theoretical perspectives of development approaches such as the Four Generations of Development, Asset-Based Community Development and Sustainable Livelihoods are explored. An attempt is made to analyse the relationships that exist amongst these notions in an effort to provide reasoning for the selected principles which are regarded as essential for agricultural development initiatives aimed at improving farmer livelihoods and promoting sustainable agriculture.

Additionally, the theoretical perception on the contribution of government agencies as facilitators for community development is presented, as a basis for providing insight into what is expected from government agencies such as the ADA. A synopsis of the main findings of this review will be used in an attempt to create a framework, which will, in turn, be used to assess the contribution and effectiveness of the ADA's programs towards improving farmer livelihoods and promoting sustainable agriculture. The review covers the following topic sections: participatory development, the concept of community, the concept of development, community development, sustainable development, approaches to development, relationships between the approaches and the theoretical perceptions on the contribution of government agencies as facilitators of development and the conclusion.

2.1 Participatory development

The theoretical base of participatory development is that it is people-centred. In other words, it is owned by the people, directed by them and exists for them. It is a process that enables people to learn, share ideas and analyse their situations in order to plan better for the future. This process is realised through the encouragement of community participation and learning by doing (Ison & Webber, 1994; De Beer & Swanepoel, 2006). The participatory approach to agricultural-based rural development materialised due to the unsuccessful attempts to transfer inappropriate research technologies to rural communities. The application of participatory development, therefore, becomes essential in rural development, as it promotes the involvement of the community from the beginning, taking into account their needs and perceptions (Chambers, 2005; Worth, 2006).

2.2 The concept of community

According to Chavis and McMillan (1986), the term community has four elements which embody its meaning. These elements are membership, influence, integration and fulfilment of needs and, lastly, shared emotional connection. MacQueen, *et al.* (2001) define a community as a collection of individuals with various characteristics who are connected socially, through shared perspectives and are actively involved in joint action in a physical or local setting.

Social relationships which are defined by territory rather than interests are “communities of place”, whereas, social relationships defined by a group of people who share commonalities in hobbies or interests are “communities of interests” (Phillips & Pittman, 2009; Robinson & Green, 2011). The concept of community, therefore, is associated with assumptions around a set of values and norms. The most common definition of a community is a group of people living in the same distinct area sharing the same basic values, organizations and interests (Brieger, 2006; Phillips & Pittman, 2009; Waweru, 2015). These assumptions tend to overlook various divisions such as race, gender and class in a locality, which could yield different values and interests (Robinson & Green, 2011). Although the use of the community concept does not necessarily claim that residents share the same values and adhere to the same norms, it does presume, that there are issues which are common to many people who reside in a certain area; but this does not mean that all residents will act on some of these common issues, or more importantly, act in the same way. A single person can, in fact, belong to multiple communities, based on where they live, on their interests and their culture. However, for the purpose of understanding the involvement of public entities in development, in this research it is understood that a community is established when people in a particular area are equipped to act on locally-oriented collective interests (Robinson & Green, 2011; Waweru, 2015). Although people can be considered a community based on their physical location, development initiatives identify a group of people brought together and equip them to act around a shared common goal.

2.3 The concept of development

Development can be defined as a process that causes change. In a society or social economic system, this can be a process that brings about improvement in the system or parts of the system (Bellù, 2011). These improvements can be observed in social, political, economic, infrastructural and physical conditions in a community (Waweru, 2015). Yet, the meaning of development as a concept can differ. From an economic perspective, development means an increase in the Gross Domestic Product (GDP) (SAYEN, 2007); but the humanist definition of development, is about increasing the choices people have in order for them to live the lives they value (Alkire, 2010). Thus, development can be seen as a theoretical concept that yields good change or as an

application of policies and agendas. What is critical is for one to understand development in the context of those who are meant to benefit from development interventions (Davids, Theron, & Maphunye, 2009; Kutor, 2014). According to Kutor (2014), development should be regarded as a multidimensional process which contains key changes in social structures, institutions, promotes economic growth and decreases inequality and poverty. As it is a process that brings about transformation Stiglitz (1998), emphasizes the importance of having a clear vision of the transformation, and not just of a blueprint development strategy.

Development agencies themselves have theories which are rooted in a development concept. These theories provide a guideline for their actions to the underlying causes of underdevelopment. The theory also provides a foundation for their strategies and choices of intervention. It enables organizations to have an understanding of the complexities that exist in a community, including social and economic changes (Korten, 1987; Korten, 1990; Phillips & Pittman, 2009; Kutor, 2014). Without theory, the assumptions which form the foundation of an organization's interventions are not clear. Those not guided by a theory are simply scattering their resources as a response to an immediate need or symptom. There would be no basis for experience-based learning and the organization will not be able to measure the impact of their interventions (Korten, 1990).

Various handbooks, textbooks, and other edited and authored books are available for community development workers to assist in the planning of community development, community action learning and research. Some examples are listed in table 2.1. These materials contain various guidelines, concepts and approaches used in community development, which include how to identify problems and solutions, encourage participation, analyse community livelihoods, identify stakeholders; tools used in participatory development, organizational development and building community capacity. These handbooks provide assistance and guide community development workers to use tools and techniques which are appropriate, based on the development theories adopted by the organizations they work for.

Stiglitz (1998) argues that a development strategy is a living document. The development process itself is too complex and contains many uncertainties for one to have a complete map of how things will look or work in the future. However, the development strategy document should make provisions for how it will be created, reviewed and adopted. In agreement with this, De Beer and Swanepoel (2006), state that development is a learning process which calls for adaptive administration of development on all levels. They believe it is crucial that this process creates structures for itself within which to operate and that these structures should be the outcome of the process and develop from the process, and not be generated based on a prior accepted model.

Ife (1995) refers to prior accepted models as a ‘cook book’ approach, where development workers are given a set of clear, sequential instructions on how to conduct community development work. The challenge with using the cook book approach is that it is structured as a manual, which then assumes that everything is a linear process. These manuals also represent flawless processes and do not take into account that every community is unique and so is every community development worker. Like a self-help book, a particular method may have worked well for the author, but may not work for the reader. Yet, it is incorrect to say that books, manuals and contextual models have no worth. They are helpful for some people. There is value in learning how others have done things and how they account for things which were ineffective for their circumstances. The danger arises from assuming that their method is the representation of an exact way to conduct something (Eade, 2003).

Table 2.1: Example of community development handbooks

Author	Title
Roberts, H. (1979)	Community development: learning and action. Buffalo, Toronto: University of Toronto Press.
Frank, F. & Smith, A. (2000)	The community development handbook: A tool to build community capacity. Canada: Minister of Public Works and Government Services.
FAO. (2001)	Field Level Handbook. Food and Agricultural Organization http://www.fao.org/docrep/012/ak214e/ak214e00.pdf (accessed: 06/04/17).
Haines, A. (2009)	An Introduction To Community Development (pp. 38-47). Park Square, Milton Park: Routledge.
Phillips R. & Pittman R. (2009)	An introduction to community development. Madison Ave, New York: Routledge
Ife, J. (2013)	Community development in an uncertain world: Vision, analysis and practice. New York: Cambridge University Press
Green, G. & Haines, A. (2015)	Asset Building and Community Development. SAGE Publications

2.4 Community development

Where there is a collection of local people around a common purpose, development implies the need to equip these people to act collectively in order to bring about change or transformation. This process should be grounded in theory and driven by a strategy in order to produce a particular outcome. The driver of the agenda determines the nature of the outcome. Community development can then be defined as a process or an outcome (Robinson & Green, 2011). As a process, it is a technique of implementing change. It enables people to collectively identify their

needs, resources, share knowledge and ideas, while also increasing their capacity to work together and strengthen the community or existing leadership and institutions (De Beer & Swanepoel, 2006; Motherway, 2006; The Community Development Alliance Scotland, 2008; Waweru, 2015). It is a social learning process which includes people in activities created to enhance their quality of life and enhance their human dignity. As an outcome, community development is the desired end result of change or action of improvement (Phillips & Pittman, 2009; Robinson & Green, 2011).

There are several dimensions of community development which are important for addressing human needs. In order to appropriately address rural development, for example, factors found within the local environment and their interactions and dependencies must be understood. These factors or dimensions have political, cultural, environmental, social, economic and psychological aspects (De Beer & Swanepoel, 2006; Davids, Theron, & Maphunye, 2009; Waweru, 2015). They influence development processes and they are also influenced by development processes happening within their boundaries. For instance, the relationships formed in the community from mutual trust and understanding, shared values, beliefs and knowledge form the social aspect of a community (De Beer & Swanepoel, 2006). The social aspect consists of various institutions where people interact with each other and form relationships. The structure of these organizations and their interactions with one another create the social environment where community development materializes (Kutor, 2014). The knowledge shared by these groups plays a role in coordinating social and economic activities in a community. It encourages collaboration and forms a network of engagement, support and participation. This social environment of a community is a vital resource in the creation of well-being (Dayaratne, Somaratne, & Wickramasuriya, 2011).

In conclusion, when community development is used as a technique to implement change, a clear understanding of the local environment is essential. It provides a background on the beliefs, cultures and norms of a society, which distinguish the types of communities that pre-exist in a society. Furthermore, the consideration of various interactions amongst pre-existing groups and organizations plays a role in the coordination of social and economic activities. This factor has an effect on the type of people or groups who participate in development interventions, how they participate and how much responsibility they are willing to take. Consequently, the community development strategy, as a living document, must be revised based on the dimensions that exist in a community in order for development to be sustainable.

2.5 Approaches to development

Various theories exist in the community development arena which is grounded in different perceptions and approaches to development. The perceptions of development theories form the foundation of development strategies and shape the direction of development interventions. Some of the most commonly used theories in participatory development are Korten's (1987) four generations of development theory; McKnight and Kretzmann's (1993) Asset-based Community Development; and the Sustainable Livelihoods Framework developed by the Department of International Development (DFID)(2000).

2.5.1 Korten's four generations of development

Korten (1990) has identified four generations of strategic orientations that have been used by non-governmental organizations (NGO) in development. These strategic orientations are supported by different development theory perspectives.

Generation one: Relief and welfare

This generation consists of NGOs which have delivered goods and services to people in cases where there is a shortage or natural disaster. These efforts exist to provide relief and immediate assistance to people. It is mostly categorized as humanitarian assistance and is a strategy normally used by faith-based organizations (Korten, 1987; Serrano, 1989). For instance, in some cases, the involvement of Christian faith-based organizations in development, comes from the religious belief that as people of God, Christians must do good things for people who are less privileged than themselves, including the poor and helpless (de Gruchy, 2003).

The most recognized international NGOs who provide relief assistance are Save The Children, Oxfam, the African Capacity-Building Foundation and Doctors Without Borders (COMSATS, 2007). South Africa has some of its own prominent NGOs involved in relief assistance abroad. These organizations particularly focus on human rights, peace, disaster relief and social and economic development. They include Khulisa Social Solutions, mothers2mothers, Mvula Trust, Ubuntu Education Fund and Gift of the Givers.

Generation two: Small-scale, self-reliant local development

Non-governmental organizations (NGOs) in this generation direct their efforts and resources towards increasing the capacity of people to take action and solve their own problems. They promote self-reliance and sustainability, with the intention of development benefits to continue beyond the project life cycle, an important element in community development strategies (Korten,

1987; Serrano, 1989). There is usually a collaboration which is formed between the community and the NGO to create an environment for joint decision-making and implementation.

The underlying belief of the self-help concept is that community residents have the potential for enhancing the quality of life in their own communities (Robinson & Green, 2011). To achieve this goal, the NGO then assumes the role of a facilitator in mobilization. It organizes community efforts, processes and assists in helping to identify potential resources that will improve the capacity of communities to take advantage of their opportunities. The community development workers exist only to empower people to fulfil their own needs, without actively taking part. Their primary role is to create an environment that will enable people to progress without imposing anything on them (De Beer & Swanepoel, 2006). International examples are the African Development Foundation, Canadian International Development Agency (CIDA) and the Food and Agriculture Organization of the United Nations. Examples in South Africa are the Southern African AIDS Trust, Community Development Resource Association, Desmond Tutu Peace Centre and Greater Good Group (COMSATS, 2007). Organizations that have institutional learning will respond to new knowledge and shift towards societal needs, new knowledge and understanding.

Generation three: Sustainable systems development

Organizations who advocate for change in specific policies and institutions globally, nationally and locally are part of the third generation. The sustainability of self-reliant development efforts can be improved if they are connected to a supportive national system. Because of the hostility and lack of support that tends to be associated with most of these systems, NGOs in this generation advocate of change in how these systems operate. They act as catalysts, working with national agencies to assist with changing policies, or the establishment of new institutions providing essential services, and to improve the control that local people have over resources. The ability to change these systems is dependent on how NGOs incorporates building the capacity of people to make demands on the system, while also establishing associations with those in power to support changes that make the system more responsive to people (Korten, 1987; Serrano, 1989). Occasionally, the advocacy role is essential, but care should be taken when this role is adopted. Ife (1995) recommends that development workers should empower the people to represent their own interests and change systems. Some examples operating in South Africa include Southern Africa Trust, Lawyers for Human Rights, Action Aid, The World Health Organization and The World Bank (COMSATS, 2007).

Generation four: Social movements and global change

There is a power that arises when people come together to form a movement about a particular issue or are driven by a specific vision. This is particularly evident in the impact caused by people's movements on issues such as the environment, violence, human rights and peace. These movements are motivated by visions of a better world and not by finances or institutional agendas and they belong to the fourth generation. The power that lies within social movements has the ability to influence institutional change, development and changes in policy. NGO's operating in this generation strengthen independent and decentralized initiatives in support of a local vision. They provide support to volunteers who are drivers of social movements. The services provided by these NGO's combine and uplift self-managing networks that the NGO have no control over. The efficiency of these movements' relies in working with a well-articulated vision (Korten, 1990).

2.5.2 Kretzmann and McKnight's Asset-based Community Development

In the past, the approach used by community development workers has focused on what the community needs, examined problems and weaknesses that a community has. The Asset-Based Community Development (ABCD) approach relies the importance of regarding community assets in order to recognise the strengths and resources the community has, which can be used to improve the quality of life. These resources can be individual, organizational and institutional (Phillips & Pittman, 2009; Robinson & Green, 2011). The ABCD approach promotes the use of processes that increase community control, while also enhancing problem-solving capacity within the community. It promotes a more sustainable approach to development through focusing on the community strengths and assets (Kretzmann & McKnight, 1993). Community assets can be in many forms of capital, such as physical (roads, buildings, infrastructure, and natural resources within a community); human (skills, talents, and knowledge of community members); social (social relationships within a community); financial (access to credit markets and other sources of funds); and political (Kretzmann & McKnight, 1993; Haines, 2009). When using this asset-based approach, community participation is very critical in all aspects of the process.

2.5.3 The Department for International Development's (DFID) Sustainable Livelihoods Framework

The Sustainable Livelihood Framework is a tool developed by DFID (2000), to aid in gaining insight into the livelihoods of the poor. This includes understanding the various elements that make up a livelihood, factors affecting these elements and the interactions between these factors and elements. The framework is particularly useful in the planning of new development interventions, identifying entry points to support livelihoods and in the evaluation of the

contribution to sustainable livelihoods made by existing interventions. It offers a holistic perspective on thinking about livelihoods and understanding the dynamics that influence livelihood strategies. In this respect, it is a representation of the systems thinking approach, which allows one to understand how things work together, boundaries and relationships that exist within a particular system, and the environment within which it operates (Beer & Leonard, 1994). In community development, the systems thinking approach is a useful thinking tool in planning, analysing and problem solving, but It also helps to provide insights on human behaviour within organizations and societies as a whole (Checkland, 2000; Jackson, 2003). In other words, it stresses the importance of including people as the main actors in both the identification of essential elements of their livelihoods and the implementation of interventions, where appropriate (Krantz, 2001; Kappel, Michelle, & Pedersen, 2010).

Elements of a livelihood consist of what is necessary to make a living, such as capabilities and assets. It becomes sustainable when it is able to cope and recover from shocks and vulnerabilities, while maintaining or enhancing its capabilities and assets. Moreover, it also provides opportunities to sustain the livelihoods of future generations without destabilizing the natural resource base. The asset pentagon, which is the backbone of the framework, is represented by five types of capital or assets. These are human, social, natural, physical and financial capital. The framework is based on the principle that people require various assets, which they combine in order to obtain the livelihood outcomes they desire (Krantz, 2001). The institutions, legislation and structures that shape livelihoods both at household and international level, define the kind of access to capital or assets, the nature of the exchange relationships between assets and the yields of livelihood strategies (DFID, 2000). Thus, the framework highlights the importance of understanding the various elements that determine how people live their lives. This is important not only in the design of development initiatives, but also in understanding how to monitor the outcomes of development strategies.

The sustainable livelihoods approach has been applied in many development interventions, in research and in the formulation of policy. Practical examples include research by Allison and Horemans (2006), titled "Putting the principles of the Sustainable Livelihoods Approach into fisheries development policy and practice"; Ashley *et al.* (1999), titled "Sustainable Livelihoods in Practice: Early Applications of Concepts in Rural Areas"; Turton (2000) in "The Sustainable Livelihoods Approach and Programme Development in Cambodia" and de Satge` (2002), Learning about livelihoods: insights from South Africa."

2.5.4 Relationship between different development approaches

The strategic direction of a theory determines the principles which guide development interventions. This also influences the outcome of the intervention itself. For instance, the principles of a strategic orientation based on providing assistance and relief will differ from one that intends to increase the capacity of the beneficiaries. Similarly, it will also differ from a strategic intervention intended to promote asset-based community development or sustainable livelihoods. Understanding the strategic orientation used by an organization working in the rural development arena makes it easier to measure their contribution, the outcomes of their activities and the sustainability of their impacts. One cannot measure the contribution made by a development organization providing relief assistance, with the same criteria as one promoting learning and capacity building, as these interventions are addressing different development needs.

Although various development theories are constructed from different perspectives, as shown in the table 2.2, they each have a role to play in development. However, their outcomes may then differ, based on the principles of each approach. Often, community development can be achieved through using more than one approach or adjusting the approach to suit the environment. Understanding the perspective of the approach used by an organization working in development makes it easier to assess the impact of their activities.

Table 2.2: Perspective of different development approaches

Concept	Perspective	Importance for community development	Principles
Generation one: Relief and welfare	Efforts exist to provide relief and immediate assistance to people. It is mostly categorized as humanitarian assistance.	Does not bring sustainable development but is essential in situations of natural disasters.	1. Immediate assistance based on a perceived need
Generation two: Small-scale, self-reliant local development	Community residents have the potential to enhance the quality of life in their communities.	Make direct efforts and provide resources towards increasing the capacity of the people to take action and solve their own problems.	1. Self-reliance 2. Sustainability 3. Capacity building 4. Participation 5. Learning
Generation three: Sustainable systems development	The sustainability of self-reliant development efforts can be improved if they are connected to a supportive national system. These are organizations that advocate for change in specific policies and institutions globally, nationally and locally.	The sustainability of self-reliant development efforts can be improved if they are connected to a supportive national system. Because of the hostility and lack of support that tends to be associated with most of these systems, NGOs in this generation advocate of change in how these systems operate.	1. Top-down approach ² 2. Capacity building
Generation four: Social movements and global change	There is power that arises when people come together to form a movement about a particular issue or driven by a specific vision.	Social movements have the ability to influence institutional change, development and changes in policy.	1. Participation 2. Empowerment
Sustainable Livelihoods Framework	Understands various elements that make up a livelihood, factors affecting these elements and the interactions between these factors and elements such as human capital, social capital, natural capital, physical capital and financial capital	Useful in the planning of new development interventions, identifying entry points to support livelihoods and the evaluation of the contribution to sustainable livelihoods made by existing interventions. It also helps people understand the dynamics of their own livelihoods, in terms of sustainability and vulnerability.	1. Community participation 2. Sustainability 3. Empowerment
Asset-based Community Development	Shifts the focus from a needs based approach to community development, to focussing on existing community assets. This recognises the strengths and resources the community has, which can be used to improve the quality of life.	Promotes the use of processes that increase community ownership control, while also enhancing problem solving capacity within the community.	1. Sustainability 2. Capacity building 3. Empowerment 4. Community participation

² This approach is based on the idea that people at the “top” or authorities are the decision makers and regarded as most relevant when it comes to producing desired effects. It assumes that community members are not knowledgeable about what is good for them. Thus, those at the top plan and make decisions for them (Sabran, 2016).

In this research it is understood that a community is established when people in a particular area are equipped to act on locally-oriented collective interests. The role of development initiatives is to then equip communities to act upon shared common goals and promote joint action, which might have not occurred before. The change as result of this process is development. Community development therefore, brings change in various aspects politically, culturally, environmentally, socially, economically and psychologically. The changes that occur within these aspects and how they strengthen each other has an impact on sustainability. The concept of participatory development highlights the importance of people centred development initiatives. Through this process, people are able to learn and share ideas which enable them to gain control and plan better for the future. Moreover, there is some level of learning and capacity building that occurs.

The different development approaches outlined in table 2.2 have different perspectives, which are uniquely important for community development. They come from a perspective of humanitarian assistance, enhancing people`s potential to improve their own lives, advocating for changes in systems and developing new institutions to respond to people`s needs, supporting social movements to influence global change, understanding people`s livelihoods and shifting the focus from a needs based approach to ABCD. These different approaches are driven by principles, which are important for community development. These principles form the foundation and guide to sustainable development for example, self-reliance, participation, empowerment, learning and capacity building.

2.6 The principles of community development

Community development, as a process, is guided by a set of principles and fundamentals which define what good community development is (Phillips & Pittman, 2009; Robinson & Green, 2011; Waweru, 2015). These principles are not a recipe, but provide flexible guidelines for authentic community development and are useful as a basis for measuring the contribution of community development initiatives. They are: participation, empowerment, ownership, learning and capacity building.

Participation

The World Bank (1996) defines participation as a process whereby stakeholders collectively influence and share control over development initiatives, decision-making and resources. Participation does not refer to the temporary involvement of people under limited conditions. True participation comes from involving people in various aspects of the project from planning, implementing and evaluation and also recognising them as part of the decision-making process

(De Beer & Swanepoel, 2006; Ife, 1995 ; Davids, Theron, & Maphunye, 2009). Participating in a project is not about making people simply feel they are part of the project, but it is about recognising that is their right to participate and be involved in matters that have an impact on their future. For example, a study conducted in Nigeria (Dimelu, Salua, & Igbokwe, 2013); assessing the performance of faith-based, grass root non-governmental organizations in rural development, found that the high level of participation by the beneficiaries in the activities conducted by the organization had positive impacts. These impacts included improvements in literacy levels, health and sanitation. The study also concluded by highlighting the importance of actively involving participants in all stages of development programs, as a way to improve benefits. In other words, participation is meaningful when it is accompanied by empowerment (CIDA, 1996). Furthermore, people from disadvantaged backgrounds should not be viewed as cheap labour or volunteers in intervention, but should be viewed as being capable of more. Some of the positive benefits for the community of participation in development are that it can promote sustainable development, self-reliance, capacity building and empowerment, and ensure equity (Davids, Theron, & Maphunye, 2009; Waweru, 2015). However, participation comes with many constraints and challenges. It is time consuming, costly, causes disagreements, and there are increased risks of the project being drafted based on promoting particular interests or groups. Moreover, participatory activities can be viewed as including only an exclusive part of the population (Davids, Theron, & Maphunye, 2009). For example, in development initiatives the inclusion of a large number of people from a particular social group or institution in a community, can have an effect on the level of participation from other community members, who are not part of that social group or institution.

Empowerment

All approaches to development are rooted in power. It is most important to understand what kind of power comes with each approach, who it belongs to, who does not have the power and whether or not the power exists to assist or hinder development (Eade, 2003).

When people are mobilized to perform a particular activity and taught the necessary skills that go hand in hand with the activity, they are not empowered. Empowerment comes not only from allowing people to make decisions, but from continuously providing assistance by giving them the essential information, resources, opportunities and skills to make their own informed decisions (Ife, 1995 ; De Beer & Swanepoel, 2006; Waweru, 2015). This process improves their ability to take charge of their own future, participate in life and influence in their community. In this context, power means “power to” and “power within” not “power over” (Davids, Theron, & Maphunye,

2009). However, in order for a contribution to be made towards change, attention has to be given to power relations and dynamics within which development interventions operate, and these power relations have to be acknowledged and addressed.

Ownership

Development agencies often assume ownership of projects and interventions in the beginning stages and only transfer it to the beneficiaries once they feel that they “are ready”. If the projects belong to the beneficiaries, all other role players should exist only to support and assist the owners in carrying out their responsibilities (Ife, 1995 ; De Beer & Swanepoel, 2006). Community development agencies should encourage and support community control and ownership by assisting people with the required resources, skills and knowledge to assume such responsibility.

Learning and capacity building

According to the Canadian International Development Agency (CIDA) 1996), Morgan (1998) and United Nations Development Programme (UNDP) (1998), capacity building is a process whereby individuals and communities gain and maintain strength to set and accomplish their own development objectives over time. Capacity, in itself, describes the process of planning and achieving something, whereas the means of getting there is the building or development of it. The process of capacity development should bring about a sustainable transformation. It is an investment in human capital and can be realized through identifying and strengthening the existing capacities (Adrien, Lusthaus, & Perstinger, 1999).

Individual capacity consists of knowledge, skills, values, health, attitude and awareness that an individual may have. It can be enhanced through the use of formal and non-formal education and training (Matachi, 2006). In the communal sense, capacity refers to the existence and the collection of certain capabilities within the community, or abilities to do specific things, which refers to the different skills and knowledge community members have (for example, building skills, planting skills and mechanical skills). These can have an influence on certain aspects of how the community functions (Chaskin, 1999). In this context of community capacity building, these capabilities are useful in promoting and sustaining the well-being of the community (Chaskin, 1999; Ahmad, et al., 2012). In agreement, Labonte and Laverack (2001), define community capacity building as an improvement in the community groups` ability to determine, obtain, investigate and act upon concerns which are important to its members.

In order to achieve transformation that is longer lasting, community development workers need to create learning opportunities for community members as often as possible, even if there may be quicker ways of achieving a particular objective (Waweru, 2015). Members are able to learn and build capacity by actively being involved in community activities, assuming new roles and responsibilities, observing others and reflecting on experiences (CDF, 2008). Promoting learning in community development is an informative process which makes use of methods, programs and services that cater for the development of knowledge, skills, confidence and building capacity for continuous learning, experimentation, innovation and continuous services to the community (Baylen & Zhu, 2005).

Conclusion

For community development initiatives to be sustainable, they must be guided by a set of principles which ensure that the change as a result of development lasts longer than the project cycle. These principles acknowledge community members as important role players in the decision-making process, they make provision for equipping community members with necessary resources to make decisions as owners of the project and create an environment that promotes learning and capacity building.

2.7 Theoretical perception on the contribution of government agencies as facilitators of development

Governments contribute a system of institutions that provide regulations, services and define protection and boundaries of contracts concerning scarce resources. Public entities come in various forms with different levels of independence. There are those who generate their own revenue, they operate in the market and make decisions based on business principles. The policies and strategies for these commercial institutions should be aligned with those of government and are commonly referred to as government development enterprises³ (Fedman & Kogler, 2008). Examples in SA include Transnet, Telkom South Africa Limited and Eskom (Davids, Theron, & Maphunye, 2009). Public entities that do not belong within these criteria are usually established as extensions of a department with the mandate to fulfil a particular economic or social responsibility of government. These entities tend to rely more on the state for funding, unlike government business enterprises. Consequently, this makes them have less independence and more accountability to government. Examples in KZN include ADA and Ezemvelo KwaZulu-

³ Additional information about the role of ADA as a public entity is available in Appendix 2.2.1: Memo. This is based on conversations with the ADA employees and their understanding of ADA's contribution.

Natal Wildlife (Department of Public Services & Administration; National Treasury, 2002; National Treasury , 2015).

2.8 Framework for analysis

From this chapter, the importance of agriculture as a vehicle to achieving economic growth and development has been recognised. Particularly with the sector being an important contributor to supporting livelihoods for many rural dwellers. It was also discussed that various agricultural policies and programmes have been developed with the intention of creating employment opportunities, enhancing food security, economic growth and transformation. Moreover, majority of these programmes are built around the cooperative strategy, as it is viewed as a tool to encourage participation by rural communities in the economy of the country. ADA`s role in this regard is to develop a robust agriculture industry in KZN that is inclusive, economical and sustainable. The discussion around the cooperative strategy, highlighting key advantages and disadvantages provided a background, as majority of the projects that the ADA supports are managed by cooperatives.

Being developed was proposed as a processes that causes good or positive change in a system or parts of a system. Thus, it was understood that where there is a collection of local people around a common purpose, development implies the need to equip these people to act collectively in order to bring about good change or transformation. Therefore, the outcome and/ or the process itself is community development. Approaches used in rural development were also discussed. These approaches vary in perspective, principles and their importance for community development. They are rooted in strategic theories which guide their development interventions and influence the outcome. From table 2.2 it was established that some of the principles which are important for community development are: participation, empowerment, learning and capacity building. These principles will therefore be used as a guideline to assess the contribution and effectiveness of the ADA`s programs towards improving farmer livelihoods and promoting sustainable agriculture, as shown in table 2.3 below.

Table 2.3: Framework for analysis

Concept/ principles	Area of analysis	Importance for community development
Co-operative strategy	1. How are the co-operatives formulated? 2. Are there any implications based on how these cooperatives were formulated?)	Opportunities for innovation, increased access to resources, network of support and improves chances of the government developing responsive policies.
Participation	1. Are the projects people-centred? 2. Are they owned, directed and controlled by the beneficiaries? 3. Are the beneficiaries involved in decision-making? 4. Do beneficiaries fully participate in the processes?	Promotes sustainable development, self-reliance, capacity building and empowerment.
Empowerment	Are the beneficiaries being empowered?	Improves the ability of people to take charge of their own future, participate in life and influence in their community.
Ownership	1. Who owns the projects? 2. Who has the control over project activities?	
Learning and capacity building	1. Is the capacity of beneficiaries being improved? 2. Are opportunities of learning being provided? 3. Are beneficiaries able to identify, plan and act upon their own objectives?	People are able to learn, assume new roles and responsibilities, observe others and reflect on experiences.

2.9 Conclusion

Based on the reviewed literature, it can be said that the principles that guide the community development process are shaped by the underlying concepts of a theory an organization uses. Although various development theories exist which promote different strategic orientations, it is the guiding principles that assist in understanding the role of various stakeholders involved in development interventions. These principles guide the process of community development as a transformation by promoting participation, empowerment, ownership, learning, sustainability and capacity building. They can also be used as a guideline in assessing the contribution of development initiatives, promoting sustainability and measuring improvements in livelihoods. Development organizations must be holistic in their thinking, problem solving and planning and

implement activities in a way which promotes a community of people who take action, a community of learning and sharing of ideas, which improves the capacity of its members.

These guiding principles create a positive environment for a more sustainable transformation to occur through stimulating other activities, which lead to the setting of and realization of goals that promote further development. Communities are not lacking in awareness, but there is a certain kind of awareness that comes from the process of community development. This kind of awareness enables people to be aware of themselves in relation to their environment, their needs and the resources available to them. It enables people to see themselves as beings that are able and capable of changing their environment.

CHAPTER 3: CONTEXT FROM WHICH THE RESPONDENTS WERE DRAWN

In this chapter, the context of where the research was conducted is given, including a brief description of the research sample. This study was conducted in various districts of KwaZulu-Natal based on the location of the ADA beneficiaries (see Figure 3.1). The beneficiaries who participated were from Ethekwini, Amajuba, Uthukela and Mzinyathi district municipalities (see table 3.1).

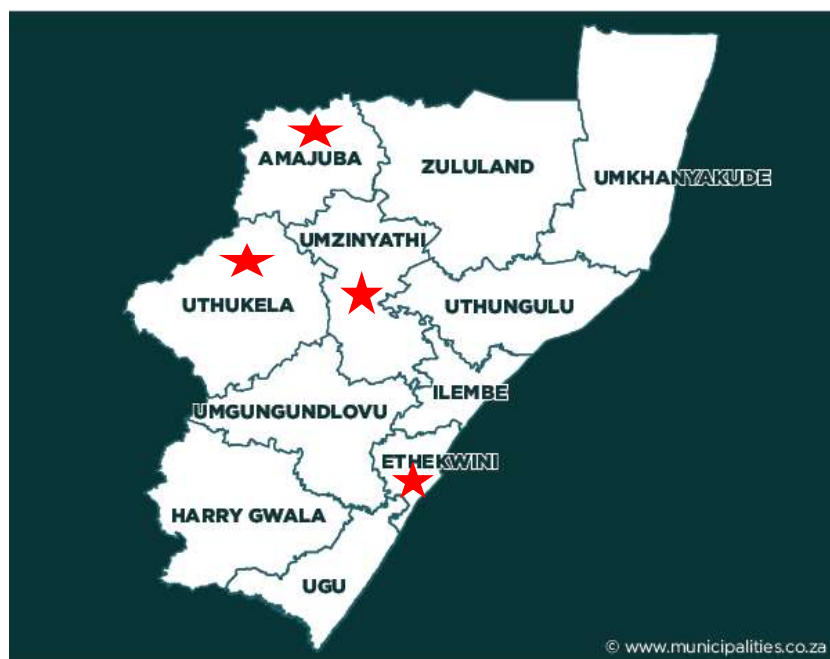


Figure 3.1: Map of KwaZulu-Natal district municipalities (adapted from www.municipalities.co.za). Red star highlights municipalities where the study was conducted.

After the province of Gauteng, KZN is the second largest province in South Africa and contributes 16% to the country's gross domestic product. The agricultural industry in KZN contributes (25%) towards the national agricultural economy. The agricultural sector in KZN comprises of an extensive amount of subsistence agriculture. Although there are government programmes with the aim of unlocking agricultural potential, commercial farming still remains a challenge in the province. In the province, the sector encompasses a variety of crops, horticulture, forestry as well as animal husbandry (KZN Provincial government, 2017). The unemployment rate is estimated at 23.9%. The population in KZN is approximately 11 074 800 (5 287 732 males and 5 787 051 females), as at mid-year 2017. The province makes up 19.6% of the total population of the country. The estimated life expectancy for males in the province is 58 years and for females, 64 years (KZN Treasury, 2017; Stats SA, 2017)

Table 3.1: Project details of study population (information still had not been confirmed by ADA for the columns highlighted in yellow)

Project Name	Local municipality	District municipality	Categories of farmers (smallholder/commercial)	Project description	Services Received from ADA	number of years receiving support from ADA	Size of land (ha)	Beneficiaries			
								Total	Male	Female	Youth
Mthethwa Processing	Hillcrest	EThekweni	Commercial	Agro-processing of Fruit and Vegetables	Purchasing of a processing factory, refrigerated vehicles, mobile trailer, attending conferences and training (including transport and accommodation during events).	2	300 square metres	2	0	2	2
Umkhumbana Dairy Farm	Newcastle	Amajuba	Smallholder	Dairy production	Provision of animal feed (Hired contractor planting pastures for grazing, sorghum & maize for silage production). The contractor also fertilizes the pastures monthly.	2	1104 ha	64	Records unavailable		4
Siyaphambili Tannery	uMnambithi	UThukela	Smallholder	Agro-processing-hides and skins	*information could not be confirmed	3	0.2 ha	11	6	5	1
Ma Ande Investments Dairy Farm	Kokstad	Greater Kokstad	Commercial	Dairy production	Purchasing of cows for the dairy, refrigerated truck, agricultural equipment & implements, access to markets, provision of diesel and fertilizer.	2	842 ha	21	15	6	11
MAG Thompson Farm	eMadlangeni	Amajuba	Commercial	Beef production	Received Knowledge on animal husbandry and a tractor.	1	560 ha	1	1	0	0
Muden	Umvoti Municipality	UMzinyathi	Smallholder	Vegetable primary production	*Information could not be confirmed	3	64.7 ha	18	6	12	0

The total area of land in KZN is estimated at 9 148 100 hectares, 71% of which is arable land and 13.1% is potentially arable. The total area of grazing land is estimated at 5 329 640 hectares, with 1 377 900 hectares used for nature conservation and 465 688 hectares used for forestry (Department of Agriculture, Forestry and Fisheries, 2016). About 29% of households in KZN are engaged in agriculture, with 41.9% in animal production, 30.3% involved with vegetable production and 27.5% in poultry production (Stats SA, 2011).

The majority of the participants in this study belonged to cooperatives and only two were below the age of 35. Most were from rural areas, with the exception of the members of Mthethwa Processing who were from the location areas of Ethekewini, and members of Umkhumbana dairy farm, who were labour tenants. Although the researcher could not collect information about the educational level of the participants, the majority of them were illiterate and it was assumed that some of them had never attended school, particularly those who were older than 49.

In this chapter, the demographical information of KwaZulu-Natal is given, including population estimates and size of arable and non-arable land in the province. There is a brief description of the research sample in Table 3.1, which includes the names of the participating ADA projects, the location of the project, categories of the farmers and number of beneficiaries per project.

CHAPTER 4: RESEARCH METHODOLOGY

In this chapter, the research approach and design used to conduct the study is explained. This includes a description of the selected approach used, its fit for purpose, the various tools used to collect data, the sampling approach used to recruit research participants and how the research results were analysed. A description of the study limitations encountered during data collection is also given.

This research sought to investigate the contribution of agricultural support provided by ADA to their beneficiaries. The questions asked were to determine the perceived outcome of the support provided by the ADA, from the perspective of their beneficiaries and the ADA; the effect of the strategy used by the ADA, when providing support and implementing activities, on the outcome of the support; and to define what kind of support beneficiaries consider to be suitable for rural development. The relationship between the beneficiaries' perceived outcome of the support provided by the ADA and their perception of appropriate rural development support is best seen through the perceptions of the people involved, which are the beneficiaries and the ADA.

4.1 Research approach

The research conducted adopted a qualitative approach. Mason (2002) describes qualitative research as a systematic engagement with important social phenomenon in a way that matters. What he means by this is, the inquiry into the variety and magnitudes of practices, life experiences, behaviour, relationships and institutions that make up how society relates. As a methodology, qualitative research enables a holistic understanding of the dynamics and diversity of the human experience generated through social processes (Williams, 2007; Barbour, 2014).

The study sample in Qualitative research typically requires a smaller sample size than quantitative research (Flick, 2007; Bailey, Hennink, & Hutter, 2011). Study participants are recruited using two phases. A suitable study population first has to be identified, and then followed by an appropriate recruitment strategy.

The purposive sampling method was used here as a strategy for selecting and recruiting participants. It is a non-random sampling technique, where the researcher decides what needs to be known and sets out to find people who can, and are willing to, provide the information by virtue of knowledge or experience. The idea behind purposive sampling is to concentrate on people with particular characteristics who will better be able to assist with the relevant research (Flick, 2007). An example can be seen from Lentswane (2013), in his research for a doctoral dissertation, the

“Impact of Development Funding on Community Development: A Case of the National Development Agency in Makhuduthamaga Municipality in the Limpopo Province”, in which he made use of the purposive sampling strategy to recruit research participants. For this study, the researcher used judgement to handpick relevant officials from the National Development Agency, beneficiaries of the agency’s projects, and other key stakeholders such as the municipality officials. The selection of participants was based on their display of knowledge and experience.

Tools

Data collection tools differ in composition, design, use and suitability and different types can be used for collecting different kinds of information. The researcher, then, has to identify suitable tools to collect the kind of information required (Pandey & Pandey, 2015). The types of tools used to collect data for this research were questionnaires and structured interviews.

The use of these two tools is common amongst researchers who are investigating the contribution made by organizations in improving rural livelihoods. For example, Chitongo (2013) in his research investigating “The Contribution of NGOs to Rural Development: The Case of Catholic Relief Services Protecting Vulnerable Livelihoods Program in Zimbabwe”, made use of questionnaires, and structured and semi-structured interviews to collect data. He also used the purposive sampling strategy as a tool to target crucial participants for his research. Similarly, Nalere *et.al* (2015), also adopted the use of structured questionnaires, focus group discussions and interviews in their research, investigating “The contribution of rural institutions to rural development: Study of smallholder farmer groups and NGOs in Uganda”.

Mason (2002), defines a questionnaire as an organized set of questions which are given to a group of people from which information is required. It is designed to enable users to fill in answers for themselves. This tool is particularly useful when collecting information from sources who are extensively scattered, as it allows the collection of information without physically meeting the respondents (Pandey & Pandey, 2015). Questionnaires can be open-ended, closed-ended or a combination of both. They can be distributed by mail or self-administered. Open-ended questionnaires produce text or qualitative information, whereas close-ended questionnaires yield quantitative or numerical data (Zohrabi, 2013). The beneficiaries of the ADA’s projects are scattered around the KZN province and staff from the ADA had a high degree of literacy, therefore, questionnaires were used to collect information.

An interview is an intimate discussion between an interviewer and interviewee, which can be structured or unstructured and can be done personally or telephonically (Barbour, 2014). A

structured interview consists of a list of premeditated questions, whereas an unstructured interview does not follow a strict form (Zohrabi, 2013). According to Mason (2002), interviews assume that the research participants' knowledge and views are significant, coherent and can have a meaningful effect on the outcome of the phenomenon being studied. It is useful in collecting data that is expressive and contains various topics, as it encourages participants to share their viewpoints, beliefs and experiences.

4.2 Research design

4.2.1 *Data collection process*

Pilot study

During the research process, a pilot study is usually conducted in order to assess if the data collection tools are producing what is required. This concerns the quality and depth of information generated (Cresswell, 2009). In this study, the two research questionnaires were piloted using a sample of the intended respondents. one for ADA beneficiaries appendix 1.3 and the other for ADA staff appendix 1.4. This sample was inclusive of a group five beneficiaries from the ADA's Ubumbano farmer's cooperative /KZN Chicory, and three ADA staff members who are involved in implementing projects. The pilot study revealed that some questions in the questionnaires were asked repeatedly, and the answers were the same throughout. It also showed that some of the questions did not concentrate on the aspects that the researcher was interested in. Adjustments were made to the structure and number of questions in the questionnaires accordingly.

Sample selection and initiation of data collection

The target group for this research consisted of 35 participants. This group was a combination of 21 commercial farmers/ beneficiaries from various projects who receive support from the ADA. The remaining 14 respondents were employees of the organization who are involved within various aspects of the projects such as planning, implementing, managing, monitoring and evaluation. These employees displayed a set of expertise and experience which would add value in understanding the nature and scope of agricultural support provided by the organization to commercial farmers. However, during the data collection stage the researcher identified a pattern that was emerging from the responses of the beneficiaries. Qualitative research defines this as saturation and allows for discontinuation of further confirmation (Kumar, 2011). The final selected participant group included 12 beneficiaries and 16 ADA employees in the research sample. Staff from the ADA had a high degree of literacy and therefore, questionnaires were used to collect information. A request was sent to the preselected staff members to participate in the research.

Once they agreed, questionnaires were emailed to them. Upon receiving the completed questionnaires from these staff members, a face to face follow-up confirmation interview with five staff members was arranged, based on their availability and convenience. This was used as a tool for confirming understanding of questionnaire responses. Follow up interviews were arranged with staff members who the researcher felt needed to provide more insight and clarity, on responses given in the questionnaire on individual perceptions and experiences. These were concerned with the effectiveness of the organization's strategy, individual experiences from working with the project beneficiaries, and the overall perceptions of the impact of ADA's activities on the beneficiaries and their communities.

The projects where information was collected during the data collection period of the research were those which the ADA was visiting as per their normal schedule. These projects were from various district municipalities within the KZN province such as Ethekewini, Mzinyathi, Uthukela, Greater Kokstad and Amajuba. The researcher accompanied the project section staff and the planning, monitoring and evaluation unit of the organization during project visits. From there, the researcher was introduced to the farmers and the purpose of the research was explained. The questionnaires and consent letters were given to the project beneficiaries by the researcher to fill out. The researcher assisted any illiterate beneficiaries in filling out the questionnaires. The questionnaires were used as tool to understand the kind of support the beneficiaries had thus far received from ADA, their experiences and the influence that the ADA's activities had on the beneficiaries, their livelihoods and communities. The semi-structured interviews assisted in adding depth and clarity to the responses of questions in the questionnaire, and gaining additional insights and perspectives on what beneficiaries consider to be suitable when it comes to rural development support. The additional insights that emerged from five beneficiaries during the interviews were recorded at the back of each respondent's questionnaire (Appendix 3, Table 3.2.5).

4.2.2 Data capturing and analysis procedure

The process of bringing order, structure and meaning to the mass of collected data is known as data analysis (Akbayrak, 2000). In qualitative research, data analysis involves making sense of the research participants' perceptions and opinions of situations, and finding corresponding patterns, themes, relationships, and categories in accordance with the research aims (Bailey, Hennink, & Hutter, 2011), which may also involve coding. Pandey and Pandey (2015) refer to codes as names or labels allocated to particular units of related meaning recognized within the data. In this research, data was analysed using the process outlined in the figure below.

After data collection, the raw data drawn verbatim from the questionnaire responses of the beneficiaries and staff were recorded on two separate data sheets, using the Microsoft Excel program. The themes of the research questions were coded (Appendix 2, Table 2.1 and Appendix 3, Table 3.1) and data was recorded on the spreadsheets based on these themes. Themes were given structure by the questionnaire, for example: support provided by the organization, impact of services provided by the ADA to the beneficiaries and their communities, strategy used by the ADA when providing support and implementing projects and support beneficiaries consider to be appropriate in rural development. Whereas, the data derived from the semi-structured interviews was grouped as additional insight information, supporting data was collected under various themes. These insights were recorded separately at the bottom of each spreadsheet. Data which related to the research questions was examined for commonalities, differences and patterns (Appendix 2 and Appendix 3). The coded data was analysed further and developed into graphical representations of the study results. During the analysis, emergent themes also developed. These themes were categorized based on results of various components of agricultural support provided to the beneficiaries by the ADA, which was based on how the ADA classifies the support. They are: knowledge and information services, agribusiness market infrastructure services, Agribusiness facilitation services provided and supply of production inputs and assets to farmers. Other emergent themes developed from the stakeholder analysis. Data was analysed further to determine the interests and influence of various stakeholders identified.

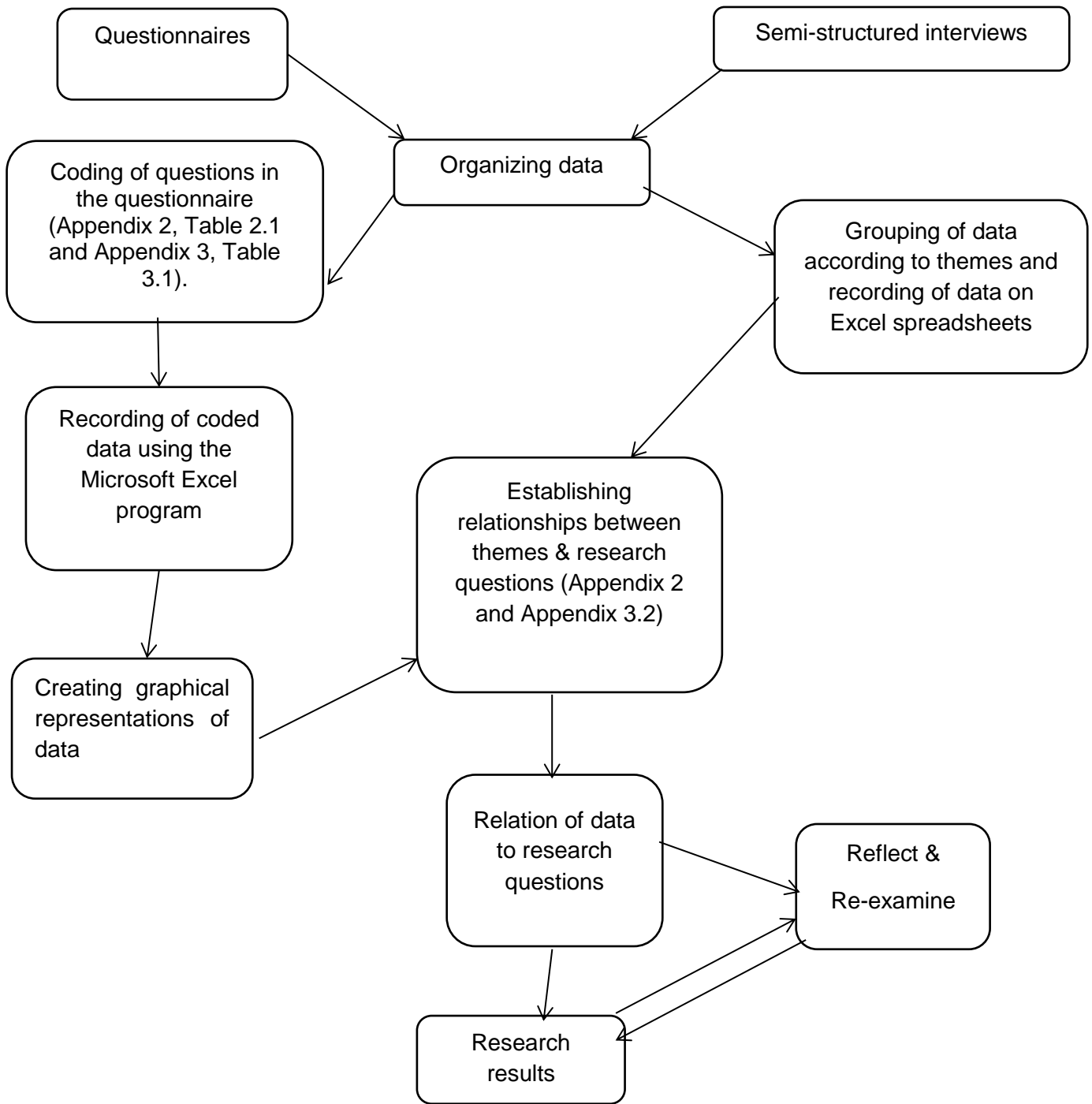


Figure 4.1: Process followed in data analysis

4.3 Limitations on the method

During the data collection period, the researcher emailed the questionnaires to the ADA staff. Despite the researcher continuously sending reminders to the staff to complete the questionnaire, the response was low. Three staff members informed the researcher that they did not wish to be part of the study, while others did not respond at all. In an effort to confirm understanding of the responses provided by staff in the questionnaire, the researcher experienced challenges with two staff members who did not want to be clear on what they really meant. This limited the level of detail and clarity in information received, which the researcher feels could have added more depth and clarity to the research results.

The main limitation of the study was time. This limited the number of beneficiaries that the researcher could visit during the data collection period and the time spent with each beneficiary/cooperative. The researcher could not visit the projects in the northern districts in areas such as Nkandla, Mkhambathini and uPhongolo during the data collection period. As the majority of the beneficiaries in some projects were illiterate, the researcher could not email the questionnaires. In total 28 questionnaires were completed (12 beneficiaries and 16 ADA staff members) and 5 interviews were conducted with staff members. From the questionnaires completed by the beneficiaries, 8 were conducted through an interview structured by the questionnaire to cater for illiteracy amongst beneficiaries. On paper, the ADA had 27 projects for the 2017/18 financial year. Practically there were 16 projects, 10 of these projects were operational and had received support and the remaining 6 were new projects where feasibility studies were being conducted. The research was conducted on 6 operational projects, see table 3.1.

4.4 Ethical considerations

Research ethics exist to ensure that researchers prioritise the needs, well-being and concerns of people they study. For research to be considered ethical, it must be conducted in a manner which shows respect to participants and minimizes risk psychologically and socially, through ensuring that research being conducted does not cause any harm to the participants (Flick, 2007; Hennink, 2007).

Permission to conduct research within the organization and to gain access to project beneficiaries, was obtained from the gatekeepers, which in this research were the ADA authorities (Appendix 1.6). Bailey *et.al* (2011), define gatekeepers as persons who have a prominent and acknowledged role within local communities. They are knowledgeable about the characteristics of community

members and are influential in encouraging participation in a study. In some instances, gatekeepers can be local service providers, religious and political leaders or other kinds of organizations who can give access to the local community. Seeking permission from gatekeepers to conduct research within a particular setting, is considered as a sign of respect to local protocol and the social hierarchy (Appendix 1.5).

Additionally, informed consent letters were also given to the selected participants to obtain their permission to be part of the research. According to Mason (2002) and Barbour (2014), an informed consent is a mechanism that confirms that people realise what it entails to participate in a research study. It enables people to make conscious decisions whether to participate or not in a study. An informed consent is an essential tool for ensuring respect for people during the study. Consent letters were made available both in English and isiZulu (Appendix 1.1 and Appendix 1.2). These letters made potential participants aware that they have a choice to participate in the research or not. In cases where the participants were illiterate, the contents of the consent letter were read to them by the researcher. Participants were also informed that they are at liberty to withdraw from participating in the research, if they so desired. The letter also made participants aware that their involvement was purely for academic purposes, and no financial benefits were involved.

Participants were asked not to write their names on the questionnaires, only on the consent forms. The consent forms and questionnaires were collected separately, to ensure that the identities of the participants remained anonymous. During the data analysis stage the research participants were given codes to further protect their identities. The beneficiaries were given codes starting with the letter F and a numerical which represents the sequence of the interviews (F1 to F12). For example, F11 represents the 11th beneficiary that was interviewed. The staff were given codes using letters only (A to J). The six additional staff members were given alphabetical codes which begin with the number one (1A to 1F). These participants were key informants who were not directly involved in projects. Participants A to J were staff from the project management sections.

4.5 Reliability and validity

The accuracy and trustworthiness of research findings is referred to as validity. For a study to be considered as valid, it must determine what truly exists. Moreover, a valid tool should also be able to truly quantify what it is meant to (Joppe, 2000; Shenton, 2004). Research is considered reliable when a research method is able to produce constant results (Golafshani, 2003).

The use of more than one data source, investigator or method is known as triangulation. It ensures that the personal prejudices of the researcher are avoided, while also overcoming the limitations of using one method in a study (Patton, 2001). This also helps to increase the validity of the study. According to Shenton (2004), in qualitative research, triangulation can involve using a combination of different methods such as focus groups and individual interviews. Although they are both susceptible to similar shortcomings, supporting data from interviews can help to bring depth, clarity and understanding to the results of the focus group discussion (Joppe, 2000).

For this study, the researcher used triangulation as a mechanism to ensure validity and confirmation of research results. Information was collected using different data collection tools. Information was collected from the staff of the ADA using questionnaires and follow up interviews. Information was collected from beneficiaries using questionnaires and semi-structured interviews. Triangulation was used to provide insight into the effectiveness of the program, because it explored world views of both suppliers and receivers. In addition the information was drawn from as wide a range of districts as limitations would allow to add depth to insight. Verifying information was made possible by the repetition of themes in questions 1 and 9 on the ADA staff questionnaire (Appendix 1.4) with questions 6,8,9 and 10 for the beneficiaries (Appendix 1.3).

CHAPTER 5: PRESENTATION OF FINDINGS

In this chapter, the findings of the study conducted will be presented as per the research sub-questions concerning the perceived outcome of the support provided by the ADA to their beneficiaries (from both the perspectives of the beneficiaries and the ADA), the effect of the strategy used by the ADA in the provision of support and implementation of activities on the outcome of the support, and the perception of the beneficiaries on the kind of support suitable for rural development. As stated in the previous chapter under section 4.2.2., only the analysis of information which aligned with the research questions during the coding and organizing process, is presented here. The full data set is available in the various appendices, as labeled.

Data which was related to the research questions was examined for commonalities, differences and patterns. Two relationships between the ADA and the beneficiaries are presented. First is the comparison of services provided by the organization with services received by the beneficiaries, and second is the perceived outcome of services provided by the organization to their beneficiaries and their communities. This comparison is explored in the perspectives of the ADA staff and beneficiaries. Perceptions of project challenges from the ADA staff were identified. An analysis of stakeholders' roles, interests and influence and how this affects the impact of the projects is given. The beneficiaries' perceptions of suitable support in rural development has also been presented.

This study was conducted to investigate the contribution of agricultural support provided by ADA to their beneficiaries, investigating whether the kind of support provided by the organization contributes towards promoting sustainable agricultural development and improving farmer livelihoods. The findings of the study are set out in the ensuing sub-sections.

In order to determine the perceived outcomes of the support provided by the ADA to their beneficiaries, from the perspectives of both the beneficiaries and ADA, the results of the interviews and questionnaires from staff and the beneficiaries were used for two purposes. The first purpose was to identify the kind of support provided by the organization to their beneficiaries. The second purpose was to then determine the perceived outcome of the support from both perspectives (staff and beneficiaries). The results from the interviews and questionnaires from the beneficiaries and staff, were organized into two separate Excel worksheet tables. Appendix 2 is a spreadsheet of the verbatim responses of the staff questionnaire, including the additional insights emerging during the follow up interviews. Appendix 3 is a spreadsheet of the verbatim responses from the beneficiaries and the additional insights given.

5.1 Support provided by the organization to their beneficiaries

In Table 5.1, a comparison between realities in the responses from staff on the core activities of ADA (Appendix 2, Table 2.2), and the responses from the beneficiaries (Appendix 3, Table 3.2.1) on the type of support they had received from ADA are presented. The support identified by participants was organized into four categories. These were based on the various components of beneficiary support identified by the ADA as their priority functions in their strategy.

Table 5.1: Comparison of services provided by the organization and services received by the beneficiaries

Knowledge and information services provided as reported by ADA staff (Appendix 2, Table 2.2)	Knowledge and information services received by beneficiaries (Appendix 3, Table 3.2.1)
<ol style="list-style-type: none"> 1. Keeping the beneficiaries up to date with new developments to enhance farming operations 2. Assisting with strategic plan development for farmers' capacity building through trainings 3. Communication of important information to farmers about new developments in agriculture and legislature 	<ol style="list-style-type: none"> 1. Received training and knowledge on animal husbandry, herd selecting, breeding and branding 2. Mentorship for primary production 3. Attended conferences and trainings
Supply of production inputs and assets to farmers	Production inputs and assets received by beneficiaries
<ol style="list-style-type: none"> 1. Provision of production inputs 	<ol style="list-style-type: none"> 1. Provision of animal feed, bull calves (figure 5.1) 2. Contractor hired to plant and fertilize grazing pastures (figure 5.2 and 5.3) 3. Provision of farming equipment and implements for planting (figure 5.5) 4. Financial assistance 5. Provision of diesel and fertilizer
Agribusiness facilitation services provided by ADA	Agribusiness facilitation services received by beneficiaries
<ol style="list-style-type: none"> 1. Resource utilization management 2. Technical support to ensure legislative compliance 3. Logistical support 	<ol style="list-style-type: none"> 1. Refrigerated vehicles and mobile trailer (figure 5.6)
Agribusiness market infrastructure services provided by ADA	Agribusiness market infrastructure services received by beneficiaries
<ol style="list-style-type: none"> 1. Infrastructure development 2. Technical support to ensure optimal design and construction of infrastructure 3. Assisting farmers in agro-processing and meeting market compliance standards 	<ol style="list-style-type: none"> 1. Acquired a processing building for the co-op (figure 5.8 and 5.9) 2. Acquired a processing factory (figure 5.4) 3. Access to markets (figure 5.7)

5.1.1 Knowledge and information services

This category consists of activities that the organization is involved in, which promote the dissemination of knowledge and business leadership development amongst the beneficiaries.

The responses reflect that the ADA does this through keeping the beneficiaries informed with the latest developments in agriculture and legislature, assisting farmers with strategic planning and building farmer capacity through various trainings. The beneficiary responses also indicate that the beneficiaries had received mentorship, attended various trainings and conferences related to their farming operations such as, training and knowledge on animal husbandry, herd selecting, breeding, branding and Making Markets Matter conference.

5.1.2 Supply of production inputs and assets to farmers

The responses from Appendix 2, Table 2.2 indicate that the ADA ensures that beneficiaries have easy access to a complete set of inputs, which are essential for the types of crops grown or livestock kept. This can therefore be classified as the supply of production inputs and assets to farmers. The responses from beneficiaries indicate that they had received various production inputs and assets, such as breeding stock (figure 5.1), animal feed (figure 5.2 and figure 5.3), diesel, fertilizer, financial assistance and farming equipment and implements.



Figure 5.1: A picture of breeding bull calves received by one of the beneficiaries (MAG Thompson Farm) from the ADA (Picture supplied by ADA 20/09/17)



Figure 5.2: Condition of the veld on Mkhumbana dairy farm before ADA interventions (planting of pastures) (Picture supplied by ADA 20/09/17)



Figure 5.3: Pastures planted for the Mkhumbana dairy farm by the ADA (Picture supplied by ADA 20/09/17)



Figure 5.4: A processing unit received by Ma Ande Investments dairy farm (beneficiary) from the ADA (Picture supplied by ADA 20/09/17)



Figure 5.5: A tractor received by one of the beneficiaries from the ADA (Picture supplied by ADA 20/09/17)

5.1.3 Agribusiness facilitation services

The ADA acts as a facilitator of agribusiness services through resource utilization management, technical support to ensure legislative compliance and logistical support. The responses revealed that one project had received this service through the provision of logistical support in the form of a refrigerated vehicle and a mobile trailer, as shown in figure 5.6 below.



Figure 5.6: A mobile refrigerated vehicle acquired by the project Frutee Belliez through the assistance of ADA (Picture supplied by ADA 20/09/17)



Figure 5.7: Products that Frutee Belliez (beneficiary of ADA) are now able to produce for industry compliance standards through the assistance of ADA (Picture supplied by ADA 20/09/17)

5.1.4 Agribusiness market infrastructure services

The responses from the staff suggest that ADA provides assistance in ensuring the development of appropriate agribusiness systems and infrastructure. This is achieved through investing in the development of infrastructure, technical support and assisting farmers to meet agro-processing market compliance standards. The responses from beneficiaries revealed that they had received these services through acquiring processing buildings and factories and access to markets, as shown in the figures below.



Figure 5.8: A processing factory acquired by one of the ADA beneficiaries processing KZN Chicory (Ubumbano Farmer's Cooperative) (Pictures taken by the researcher on 21/02/17)



Figure 5.9: A processing building acquired by the Ubumbano Farmer`s Cooperative through the assistance of ADA (Picture taken by the researcher on 21/02/2017)

Through dealings with the employees, and their responses when asked about the gaps they had identified in the organization`s strategy (Appendix 2, Table 2.6.3), It was found that they are mostly concerned about the way in which the funding structure of the organization is set up. For instance, two employees` (participant code E and I in Appendix 2, Table 2.6.3) responses highlighted that the funding structure is limiting and does not cover other project needs. These needs may include exposure to the agricultural environment and basic education, which poses challenges in acquiring funding for some farmers.

5.2 The perceived outcome of services provided by the organization on the beneficiaries and their communities

In this section, the responses from the questionnaire from staff and the beneficiaries were used to determine patterns that identified the perceptions of ADA support. From the perspective of staff, support provided by the ADA caused four main impacts whereas, from the perception of beneficiaries the support provided by the ADA had six main impacts.

5.2.1 Staff responses to overall impact

The most recurring impacts of their efforts, as reported by ADA staff, were: job creation, improved well-being, nutrition and standard of living, increased production capacity and productivity and skills development (Appendix 2, Table 2.3 and Table 2.4). Referring to the figure below, 11 staff members who participated in the research, reported that the support provided by the organization had positive impacts on the lives of beneficiaries and their communities. Eleven experienced an increase in job creation, ten saw an improvement in well-

being, nutrition and standard of living, and two experienced increased production capacity and productivity, with some projects being able to provide raw materials for further business ventures and securing more markets. Three reported experiencing skills development, including beneficiaries passing on the skills they had learned to other people in the community.

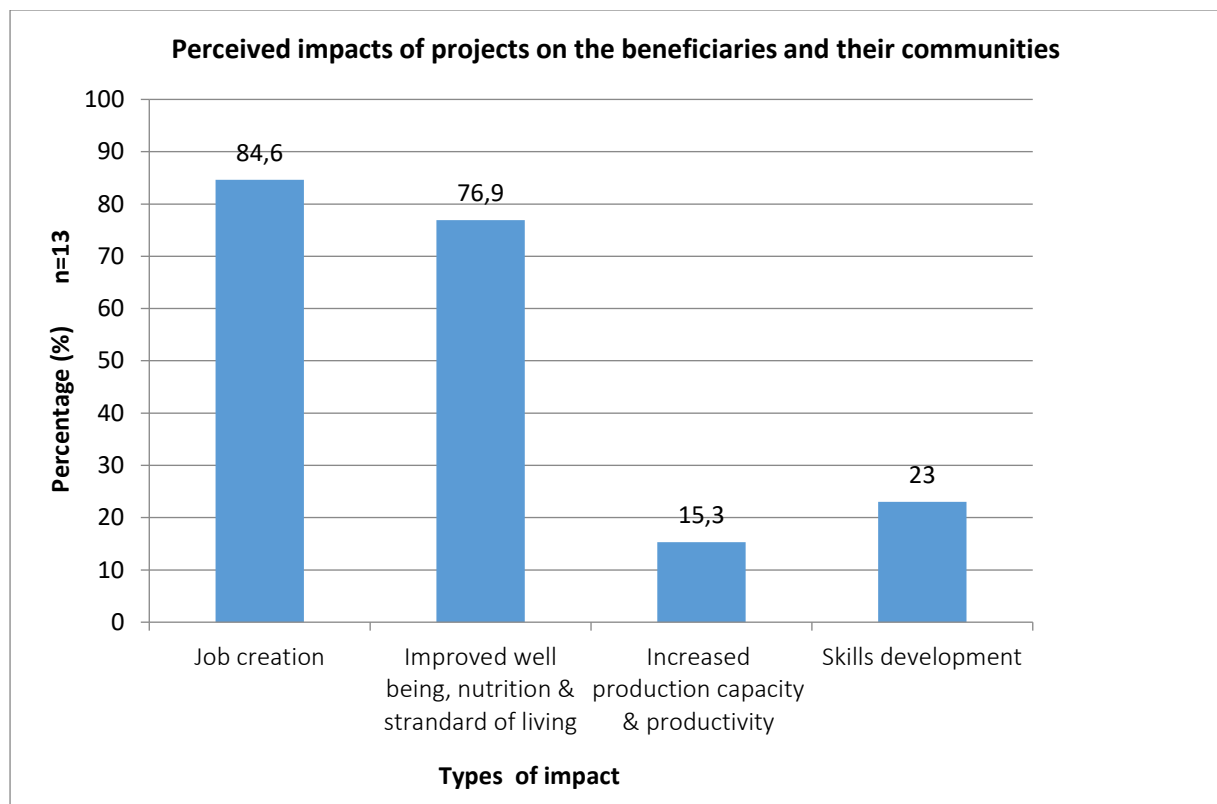


Figure 5.10: Staff perceptions of project impacts on the beneficiaries and their communities (Appendix 2, Table 2.4)

5.2.2 Beneficiary responses to overall impact

The responses from the beneficiaries were categorised into broader groups, based on what were described as changes that had occurred since receiving support from the ADA. These groups were (Appendix 3, Table 3.3.3, Table 3.2.3 and Table 3.2.4),

- I. Improvement in production levels and cash flow
- II. Improvement in product quality
- III. Increased production efficiency
- IV. Increased confidence and hopeful about the future
- V. Improvement in knowledge and skills
- VI. More informed about business operations

Beneficiaries who had received assistance from the ADA experienced changes in their business operations and in themselves. As illustrated in Figure 5.11 below, 67% of the farmers saw improvements in their production levels and cash flow and 42% saw improvements in product quality and increased production efficiency. The changes farmers experienced outside

the business were improvement in knowledge, skills and being more informed about business operations (25%), with about 58% of farmers feeling an increase in confidence and being hopeful about the future.

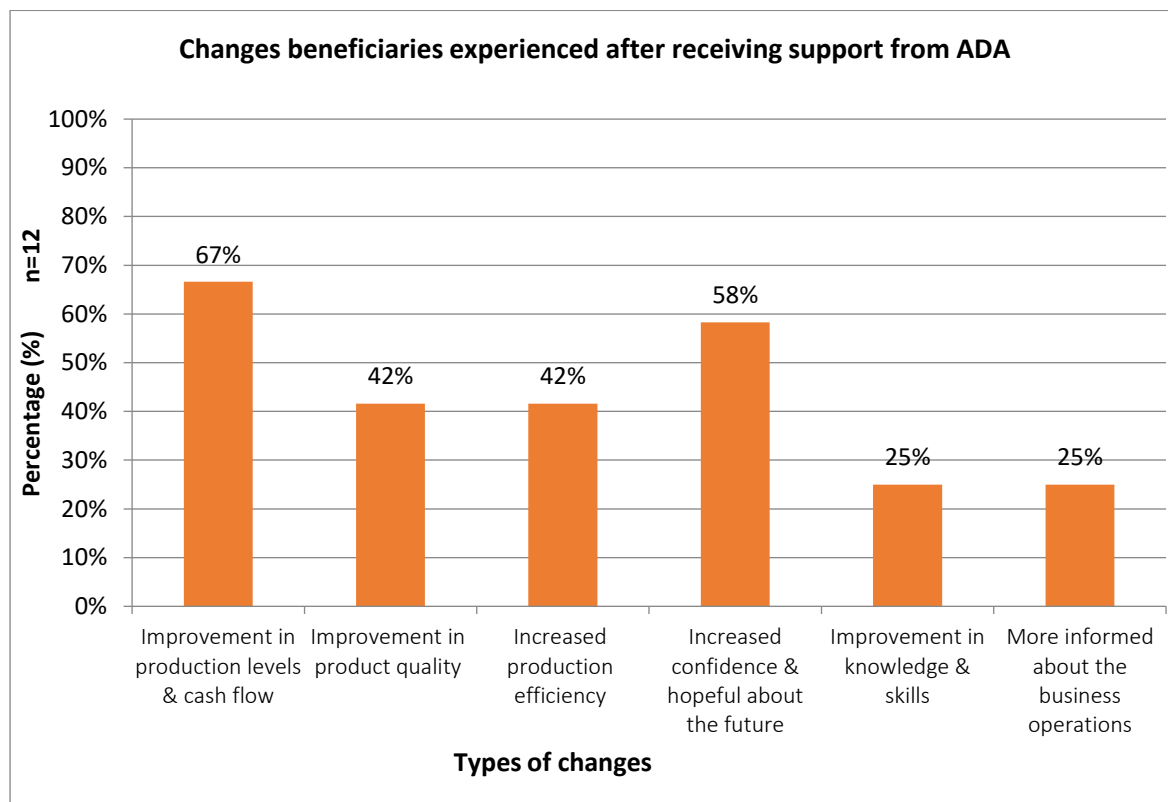


Figure 5.11: Changes beneficiaries experienced after receiving support from the ADA (Appendix 3, Table 3.2.4)

5.3 Identification of challenges as a comparative perspective

When asked about the challenges the ADA staff faced in projects (see Appendix 2, Table 2.4), the responses indicated that 53.8% of challenges arise from social dynamics, particularly from projects with a large number of beneficiaries. In decreasing order of occurrence, other challenges were noted: A lack of information on business management; illiteracy of beneficiaries; lengthy of acquiring funding; Beneficiaries do not know how to create business plans and funding proposals; There is negligence from service providers who fail to meet contractual obligations. In addition, staff experienced challenges due to negligence by beneficiaries, for example misappropriation of funds or assets provided by the organization, which lead to delays and complications. Other challenges which emerged from staff responses were due to the way in which the organization is set up. These include legislative processes to be followed, the way in which the organization is funded and the effect that the political landscape has on the organizations` activities.

The ADA is a government entity requiring processes and legislative requirements to be followed. These requirements tend to slow the organization's response to the needs of the

farmers, which affects the overall impact on farmers and their communities. Through interaction with the employees, it was also understood that the organization also receives conditional grants from strategic partners or other government departments (see Appendix 2, Table 2.6.1). These grants are accompanied by a list of projects that the organization is expected to fund. Thus, although it might already have a prior list of potential projects to fund (either from walk-ins or submitted proposals), the projects that accompany the conditional grant take priority. Occasionally, these projects are failed land reform projects or distressed farmers who have acquired a significant amount of debt. The organization then spends a significant amount of time and resources assisting these farmers and rehabilitating farms. This has impacts on the number of walk-ins⁴ or submitted business proposals that the organization can assist. Moreover, the political landscape also affects the manner in which the organization operates. This could be anything from unexpected cabinet reshuffles to changes in government strategic goals (Appendix 2, Table 2.6.1).

Through engagements with the beneficiaries who were cooperative members, it was found that they preferred to be individual farmers. This was because in a cooperative structure, the drawbacks are that members expect financial returns before the start of business operations, training can only be attended by a portion of the cooperative, and not everyone is clear on the goals, objectives or values of the cooperative, which can result in conflict and delays. One beneficiary felt that the ADA funding structure was more suitable for individual farmers than cooperatives. Individual farmers are more likely to have a clear understanding of what type of assistance they require, what their business objectives are and have a sounder and easier to manage business model (Appendix 3, Table 3.2.5). According to the beneficiaries, the decision to be an individual farmer rather than a cooperative depends on the funding structure of an organization. It was found that some farmers were individual owners who had approached the government for funding in order to expand their businesses. However, individuals were told to form a cooperative before the funding could be approved. After forming these cooperatives, these farmers were then referred to the ADA for assistance. Although they were now a cooperative, these farmers still operated the business as individuals and the other cooperative members were not involved in decision-making, nor did they understand the core business operations of the cooperative. Some of these cooperatives are mostly secondary, consisting of more than two primary cooperatives. A primary co-operative consists of an independent association of people who voluntarily unite to satisfy their common economic, social and cultural needs and objectives through an enterprise that is collectively owned and

⁴ Within the organization, walk-ins are persons who visit the offices of the ADA seeking agricultural support or assistance. But people are referred to as self-initiated farmers if they already had an operational business prior to receiving assistance from the ADA.

democratically controlled. Thus, a secondary co-operative is formed by two or more primary co-operatives for the purpose of serving its members, accessing funds or services.

5.4 Strategy used when providing support and implementing projects

In this section, the responses from the questionnaires completed by the staff, were used to develop the graphical flow of the process followed by ADA when providing support and implementing activities. The responses were also used to further understand the various role-players during the project cycle (Appendix 2, Table 2.5, Table 2.6.1 and Appendix 2.6.2). When asked to explain the processes of designing project activities and the project implementation, it was found that the kind of approach used by the organization does not promote optimal participation of beneficiaries. In the figure below (Figure 5.12), blue represents the stages where the farmers participate, green represents stages where farmers are not involved in decision-making or implementing the outcomes of that process. Pink represents the stages where farmers are physically present, with little or no contribution towards decision-making or taking charge of the process.

5.4.1 Role players in project cycle

The diagram illustrated above (Figure 5.12) indicates that the participation of the beneficiaries (indicated by blue) in the ADA project cycle is limited. What is meant by participation is where there is any participation, beneficiaries do not have any decision-making powers or control over processes. Although they are the most important stakeholders, beneficiaries have the least influence on the various phases of the project cycle such as planning, implementation, monitoring and evaluation. They only assist in drafting the implementation plan and are involved in a consultative process if there are any changes in the scope. When it comes to monitoring and evaluation, the Planning, Monitoring and Evaluation (PM&E) unit monitors the progress of projects, using a monitoring questionnaire and semi-structured interviews. In this process, beneficiaries are not actively taking on roles or building the capacity to monitor and evaluate their own projects.

In this model role players such as the agricultural engineers and commodity specialists have a higher influence on decision-making. They possess special knowledge, skills and expertise in their respective fields, which the beneficiary does not have. The ADA therefore, perceives them as valuable and slightly important role players in the decision-making process, as compared to the beneficiaries. What is not fully understood is that farmers have expert knowledge about their own farming capabilities and environments. This inequality can leave beneficiaries vulnerable to being exploited and influenced, as they may regard other stakeholders as experts. This can also create an environment where beneficiaries are afraid to ask questions and suggest alternative ways of doing things or lack confidence to speak out when they identify ineffective plans and systems being applied.

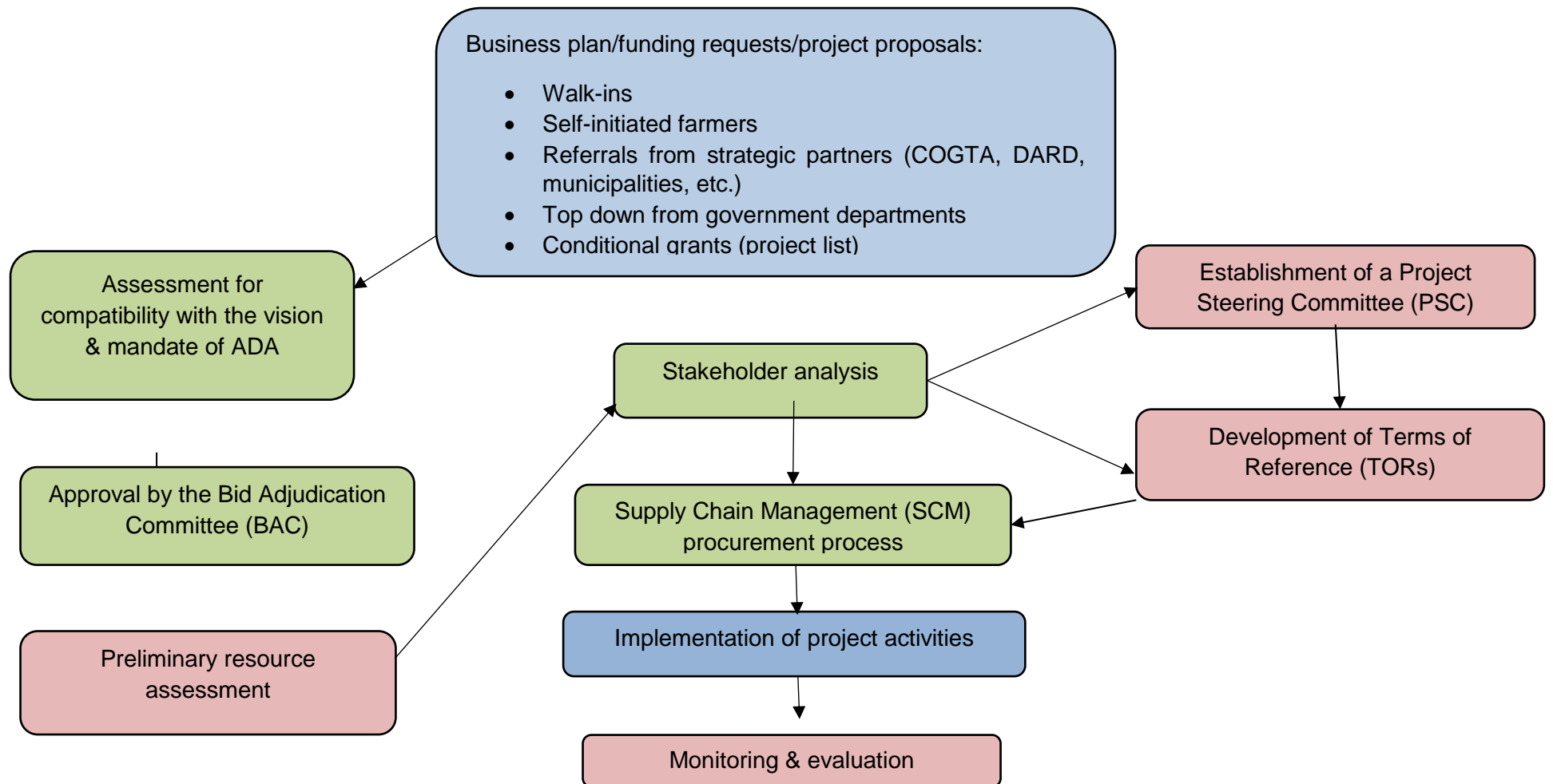


Figure 5.12: Approach used by the Agribusiness Development Agency when designing and implementing projects (Appendix 2, Table 2.5, Table 2.6.1 and Appendix 2.6.2)

5.4.2 *Stakeholder analysis*

The responses from the questionnaires completed by staff (Appendix 2, Table 2.5), when asked about the role players in the project implementation process, showed that there are various role players who are involved in the project design and implementation phases. The role played by these stakeholders was analysed further, using a stakeholder influence and interest table, as shown below (and Appendix 2, Table 2.7) in the tables adapted from the World Health Organization (2005). The influence of the stakeholders was assessed based on the power and control they have in the project implementation process. This includes their power in the types of decisions made, their role in facilitating implementation, their relationships with other stakeholders and their ability to persuade other stakeholders to make decisions following a particular path of action (see Table 5.2 below). The importance of the stakeholders was assessed based on priority given in satisfying the stakeholders' needs and interests through the project (see Table 5.3 below).

The results of the stakeholder analysis of the project implementation cycle show that the project manager is very influential. This is because project managers have control over how the allocated project budget is spent, draft the implementation plan, negotiate with other stakeholders, facilitate stakeholder engagement and conduct the project preliminary assessment. This role in this process makes them an essential stakeholder. Although the project managers' main interest is the success of the project, they also have the power to promote their desired farming systems, technology and techniques that might not be suitable for the project.

The Supply Chain (SCM) unit has a significant influence in the process and is considerably important in decision-making. It controls and manages the acquisition of strategic resources which are used to achieve project objectives. The SCM unit expects that the project will effectively use the requested good and services to meet project objectives. However, this unit also has the power to select service providers for other reasons, not based on their ability to effectively carry out the task. This, then, ultimately affects the quality of products and services used in the entire project.

The results also illustrate that another stakeholder has a significant influence and is equally important: the PM&E unit. This unit monitors and evaluates project implementation. It also has decision-making powers, in that it can suggest improvement plans and remedial measures throughout the implementation process. This is to ensure that the probability of success in projects is improved. However, the PM&E unit has the power to only focus on the positive aspects of the project when conducting assessments and compiling reports. Furthermore, the project plan only

stipulates the monitoring and evaluation of data collection not project performance. This incoherency can disturb the overall effectiveness and sustainability of projects.

Strategic partners have substantial influence. This is through their links with other stakeholders and their authority of leadership in government, which has the potential to influence how the project functions in practice (refer to Table 5.2). Strategic partners have the power to promote strategies that may not be suitable or ideal for the farmer, for instance, ownership type and type of commodity produced (refer to Appendix 2, Table 2.7). This, too, can have an influence on the overall effectiveness and sustainability of the project.

Table 5.2: Stakeholder interest (adapted from **(World Health Organization, 2005)** (Appendix 2, Table 2.8)

	Interests (as per previous table)	Influence	Importance
A. Project officer/manager	Project to succeed (optimum production levels and sustainability).	5	4
B. Project beneficiary/farmer	Project to succeed (optimum production levels and sustainability) and have a positive influence on livelihoods	1	5
C. Agricultural engineer	Development of infrastructure that is of good quality & well maintained	3	3
D. Supply Chain Management unit (SCM)	Effective use of the requested goods and services to meet project objectives	4	4
E. Planning, Monitoring & Evaluation unit (PM&E)	Project success, sustainability and positive impact in the community	4	4
F. Commodity specialist/representative	Comply with industry requirements, optimum production levels, with products of good quality	4	4
G. Other government department/strategic partner	Project success, sustainability and create employment opportunities	4	4

Influence

U=Unknown, 1=Little/no influence, 2=some influence, 3=Moderate influence, 4=Significant influence, 5=Very influential

Importance U=Unknown, 1=Little/no influence, 2=some influence, 3=Moderate influence, 4=Significant influence, 5=Very influential

Table 5.3: Assessment of stakeholder influence (adapted from **(World Health Organization, 2005)** (Appendix 2, Table 2.7)

Stakeholder	Influence/ function
Project officer/manager	Negotiates with other stakeholders, facilitates the engagement of stakeholders, controls the budget, drafts the project implementation plan and conducts the project preliminary assessment
Beneficiary/farmer	Assists in drafting the implementation plan, involvement in a consultative process if there are any changes in scope
Agricultural engineer	Possesses special knowledge and skills in infrastructure development, assists in conducting the project preliminary assessment
Supply Chain Manager	Controls and manages the acquisition of strategic resources
Planning, Monitoring & Evaluation unit	Monitors and evaluates project implementation, suggests improvements plans and remedial measures to be taken in time in order to enhance the probability of success in projects
Commodity specialist	Possesses special knowledge and expertise of specific commodities
Other government departments/ strategic partners	Informal influence through links with other stakeholders and authority of leadership in government

5.5 The kind of support beneficiaries consider to be suitable for their circumstances

In order to determine the beneficiaries' perspectives on the type of support suitable for their circumstances, the responses from the questionnaire about their perception of legitimate development support were grouped (Appendix 3, Table 3.2.6). The responses were further categorized based on the reoccurrence of terms. These were then calculated based on the number of occurrences (see Appendix 3, Table 3.2.7) in order to generate a graphical representation of the data, as shown in Figure 4 below.

When it came to the farmers' perception of legitimate development support, the research results revealed that the most common element amongst the farmers was training on business management and provision of implements and farming equipment (58.3%). As illustrated in Figure 4 below, 33.3% of the farmers felt that access and understanding of markets was important, followed by support and mentorship at 25%, infrastructure development at 16.6%, connection with a network of farmers in the same industry and alternative business structures aside from cooperatives at 8.3%.

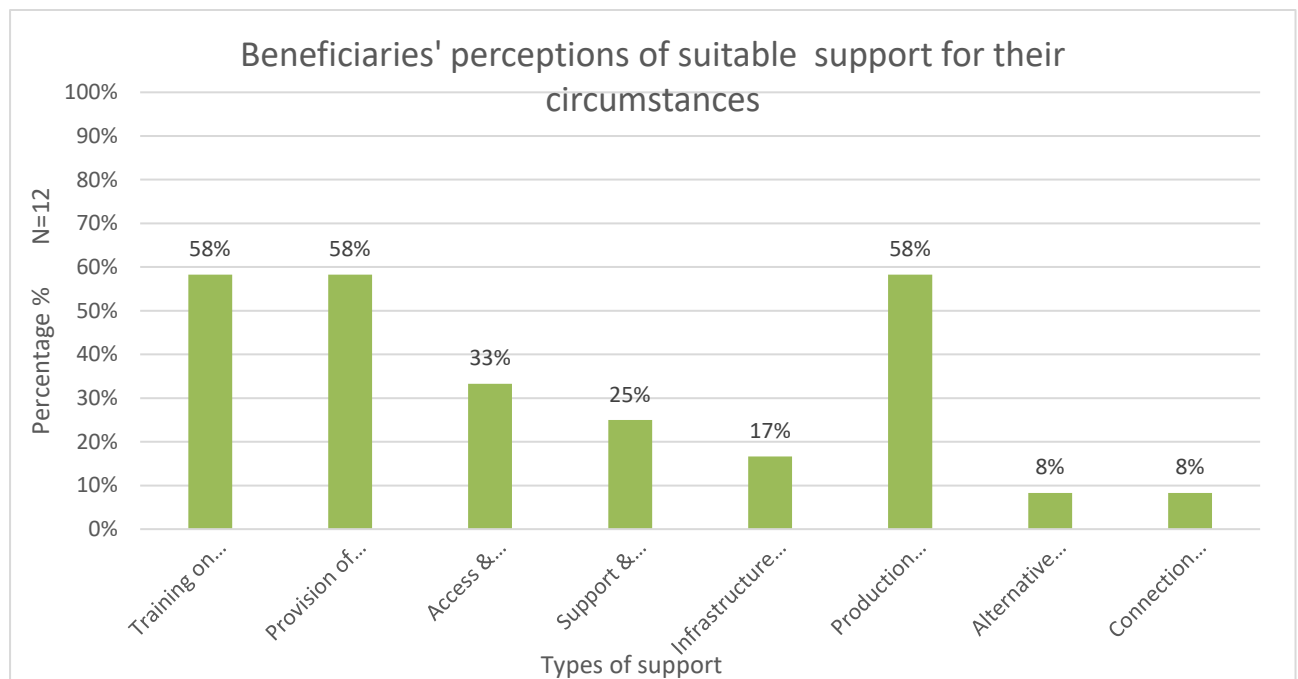


Figure 5.13: Beneficiaries' perceptions of suitable support for their circumstances (Appendix 3, Table 3.2.7)

From interaction with the farmers (Appendix 3, Table 3.2.5), it was found that they are most concerned with the way in which mentors are appointed for them. Most farmers who are land reform beneficiaries are being mentored by the previous farm owners on the farm which they now own as a cooperative. Some of these beneficiaries' families have worked on the farm for generations. They have an understanding of the previous owner's work ethic and management

style. However, when owners become mentors, there is a visible change in their work ethic and management strategies. For instance they ignore when farm operations are not occurring as they should. Beneficiaries say this puts them at a disadvantage and creates a volatile relationship between the cooperative and the mentor. It creates an unsuitable learning environment and affects the overall functioning of the business.

5.6 Comparison of beneficiaries' perceptions of suitable support with staff responses on support provided by ADA

Table 5.4 is a comparison of staff responses, when asked about the core activities of the section, with the beneficiaries' perception of suitable support for their circumstances. . The support services provided by the ADA are similar to what the farmers consider to be suitable for rural development. For instance, according the responses, ADA keeps the beneficiaries up to date with new developments to enhance farming operations, they assist beneficiaries with strategic plan development for farmers' capacity building through training and they communicate important information to farmers about new developments in agriculture and legislature.

Other elements farmers considered to be suitable were: access to and understanding of markets, support and mentorship, infrastructure development and production inputs. The responses from the staff also indicated that ADA supplies production inputs and assets to farmers, they assist farmers in meeting market compliance standards, provide logistical support, technical support to ensure legislative compliance, resource utilization management and infrastructure development—which also caters for technical support to ensure optimal design and construction of infrastructure. However, the responses from farmers also indicated the connection with a network of farmers in the same industry and alternative business structures, aside from coops, as being important in rural development.

Table 5.4: summary of perspectives

Support services provided by ADA based on responses given by staff (Chapter 5, Table 5.1)	Beneficiaries' perceptions of suitable support for their circumstances (Chapter 5, Figure 5.13)
<ol style="list-style-type: none"> 1. Keeping the beneficiaries up to date with new developments to enhance farming operations 2. Assisting with strategic plan development for farmers capacity building through training 3. Communication of important information to farmers about new developments in agriculture and legislature 4. Supply of production inputs and assets to farmers 5. Resource utilization management 6. Technical support to ensure legislative compliance 7. Logistical support 8. Infrastructure development 9. Technical support to ensure optimal design & construction of infrastructure 10. Assisting farmers in agro-processing and meeting market compliance standards 	<ol style="list-style-type: none"> 1. Training on business management 2. Provision of implements & farming equipment 3. Access and understanding of markets 4. Support & mentorship 5. Infrastructure development 6. Production inputs & working capital 7. Connection with a network of farmers in the same industry 8. Alternative business structure aside from cooperatives

5.7 Conclusion

This chapter presented the findings of the study conducted, which investigated the perceived outcome of agricultural support efforts provided by the ADA targeting beneficiaries and their communities in KZN. The study found that the agricultural support services provided by ADA to their beneficiaries can be classified into four groups: knowledge and information services; supply of production inputs and assets to farmers; agribusiness facilitation services; and agribusiness market infrastructure services. The findings showed that farmers who had received assistance from ADA experienced changes in themselves and their business operations. These changes included improvements in their production levels and cash flow, improvements in product quality and increased production efficiency. The changes farmers experienced outside the business were improvement in knowledge, skills and being more informed about business operations, an increase in confidence and being hopeful about the future.

The perceived changes to the beneficiaries and their communities from the perception of the ADA staff were job creation, improved well-being, nutrition and standard of living, increased production capacity and productivity and skills development.

The study also explored the possible challenges experienced during the project cycle that may affect the overall outcome of the support provided to beneficiaries and their communities. It was found that the challenges experienced in projects by the staff come from social dynamics, particularly from projects with a large number of beneficiaries, lack of information on business management and illiteracy of beneficiaries. It was also found that the strategy used by the organization to provide support and implement activities does not allow for maximum participation from the beneficiaries.

The findings also revealed that the beneficiaries considered training on business management, provision of implements and farming equipment, access to and understanding of markets, support and mentorship, infrastructure development, connection with a network of farmers in the same industry and alternative business structures, aside from cooperatives, to be the most suitable support for rural development.

CHAPTER 6: DISCUSSION OF FINDINGS

This chapter entails the discussion of the study results presented in the previous chapter, on the perceived outcome of the agricultural support efforts provided by the ADA targeting beneficiaries and their communities in KZN. Results will be discussed based on the findings of the research questions, their implications on the approaches to development and the principles of community development outlined in table 2.3. The findings on the perceptions of beneficiaries, when it comes to what they consider to be suitable agricultural support for their circumstances will also be discussed.

6.1 ADA`s approach to development

The strategy used by the organization when providing support is not entirely grounded on the principles of ABCD or sustainable livelihoods. Their approach does not focus on the various ways in which they can use community strengths and assets to bring about development. It also does not assess the various elements that are required to make a living and how these interact. They mainly assess what the farmers have, what they lack and put plans into place to provide or acquire what the farmer or farm is missing. Thus, referring to Korten`s four generations of development, the ADA appears to be using the strategies used by generation one NGOs. Their support provides beneficiaries with what they are missing. Aside from the training programmes provided by the ADA to their beneficiaries, there is little effort directed towards increasing the ability of beneficiaries to take action and solve their own problems. This also negatively affects the level of participation in the project by the beneficiaries—they are on the receiving end of services. The service providers identify the suitable infrastructure required on the farm, the project management team, in consultation with the beneficiary, identify the type of training required and the SCM procures the necessary products and services.

Co-operative strategy

The findings indicate that some of the projects handed over to the ADA by strategic partners not only have cash flow difficulties, but the way in which they are structured creates challenges. These projects include cooperatives that were formed by the government, through merging primary cooperatives to form secondary cooperatives, or combining one individual farmer with an already existing group of farmers to form a cooperative. Literature highlights the downside of cooperatives created by the government. These projects tend to breed conflict and create challenges in management, participation, communication and governance. This also negatively affects the sustainability of the project. Whereas, Individual farmers are more likely to have a clear understanding of what type of assistance Furthermore, this may be an

underlying reason why the majority of the farmers who participated in the study felt that the support provided by the ADA is more suitable for individual farmers than cooperatives.

For example, the results of a study conducted by Nchabeleng (2016), which assessed the impact of the Department of Agriculture Farm Together Programme on development and growth of selected co-operatives in Capricorn District Municipality in Limpopo, found that some cooperatives are formed for the wrong reasons. This included cooperatives which were formed on days leading up to particular training. The findings of the study highlight the importance of revising the cooperative selection criteria for benefits in programs to ensure that resources are spent on the correct cause. Moreover, adaptations have to be made to accommodate other types of ownership structures aside from cooperatives, to increase the sustainability rate of development impacts.

Participation and ownership

The findings also indicate that the strategy used by the organization to provide support and implement activities does not allow for maximum participation from the beneficiaries. For example, the findings indicate that during the entire project management phase, the beneficiaries are only involved in assisting to conduct the preliminary resource assessment and drafting of the project implementation plan. They are only consulted on occasions where there are any changes in the scope. They are not involved during the process of appointing service providers, mentors or implementing agents. During the monitoring and evaluation phases, beneficiaries are interviewed about their experiences and challenges. They are involved as participants, but are not participating in carrying out the implementation or evaluation task. Whereas, literature stresses the importance of understanding that participation is about recognising that people have the right to be involved and make decisions on matters affecting their future.

Moreover, the role of the beneficiaries in the project cycle is limited. This is in terms of participation, decision-making powers and overall influence on the project activities. This then limits the type of learning, engagement and empowerment that can occur during the process. Hence, it becomes challenging for the beneficiaries to fully take ownership of the project. Literature highlights how development organizations take control of interventions and only transfer ownership when they feel that the beneficiaries are ready, which is similar to what the ADA does. The ADA controls and manages the entire process for the beneficiaries until the end of the project, when ownership is then transferred to the beneficiaries. Ultimately, this affects the sustainability of the project itself.

Learning, capacity building and empowerment

Regarding capacity building, learning and empowerment, the ADA only addresses this element through the provision of training. Beneficiaries are involved in the planning of project implementation, but the strategy used by the organization does little to strengthen their ability to identify, analyse and act upon their own objectives. For instance, the research results show

that some beneficiaries are unable to create business plans and funding proposals. When the ADA intervenes to assist, the beneficiary will be consulted in drafting those components, but their capacity is not enhanced for them to be able to carry out the task independently. However, the findings also indicated that ADA does contribute towards empowering beneficiaries through keeping them up-to-date with the latest agricultural innovations and technologies. This contributes towards equipping beneficiaries to make informed decisions.

6.2 The kind of support beneficiaries consider to be appropriate in rural development

The research findings revealed that the kind of support beneficiaries consider to be suitable for rural development is training on business management, provision of implements and farming equipment, access to and understanding of markets, support and mentorship, infrastructure development, a connection with a network of farmers in the same industry and alternative business structures aside from cooperatives. The support that the organization provides to farmers aligns well with these requirements. This includes provision of implements and equipment, infrastructure development, production inputs, access to markets, and support and mentorship. However, the ADA needs to direct more effort towards ensuring that the beneficiaries have better access to training on understanding of business management and how markets work. Alternative business structures, aside from cooperatives, are also needed, and some guidance is required towards building networks of farmers in the same industry which would assist in promoting the sharing of knowledge and ideas.

An example of a programme useful in ensuring that farmers understand business management can be found from the results of a study conducted by Nchabeleng (2016). The study found that the participants of the Department of Agriculture's Farm Together Programme had perceived it to be relevant. The program, created to understand cooperatives and how they function, revealed that farmers found it very useful and were thankful for an opportunity to obtain the necessary skills to run their cooperatives.

6.3 Conclusion

The chapter highlighted that the perceived outcome of the support services provided by the ADA to their beneficiaries had positive impacts, from both the perceptions of the staff and the beneficiaries. These outcomes were noticeable in the business operations, the influence they had in the communities of the beneficiaries and the changes the beneficiaries saw within themselves. It was noted that the support provided by the organization embodies some principles of community development, such as the principle of human orientation and empowerment, which are important for the growth and development of the beneficiaries. Furthermore, the chapter highlighted the weaknesses within the strategy used by the ADA and how these have an impact on the overall outcome of the support. It was also stressed that the

strategy used by the ADA could improve in order to increase beneficiary participation, capacity building, learning and ownership. Although the strategy used by the ADA could be improved, the support provided by the ADA corresponds to what the beneficiaries consider to be suitable for their circumstances. This includes provision of implements and equipment, access to markets, support and mentorship, infrastructure development and provision of production inputs.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

From the perceptions of ADA staff and the beneficiaries, the support provided by the ADA has positive impacts. These impacts can be seen in the lives of the beneficiaries, their farming operations and their communities. However, the strategy used by the organization when providing support and implementing activities, limits the participation of the beneficiaries. Therefore, affecting the development in capacity for beneficiaries to be able to identify, plan and act upon their own objectives. The organization`s strategy of providing support is grounded on a needs basis, rather than identifying existing assets and building upon them. Thus, making the kind of support that beneficiaries consider to be suitable for their circumstances, aligned with the support that ADA provides.

It is important for government organizations, not only non-governmental organizations working in development, to promote participation and other principles of authentic community development in order for their efforts to be more sustainable. The results of the study suggest the importance of using strategies and approaches to rural development, which recognize that community residents have the potential and assets required to enhance the quality of life in their own communities. This ensures that the knowledge and resources that communities have are taken into account during the planning of these interventions.

The study therefore recommends the following:

- Provision should be made for acquiring funding sources to address project needs currently excluded by the existing funding mechanism. This can be done through forming partnerships with other government departments, the private sector or other investors, in order to acquire more resources to assist more people.
- More effort needs to be made to cater for the illiteracy challenges in government interventions targeting rural development.
- In the planning of government interventions, provision should be made for a funding structure that caters for both individual and cooperatives farmers. Cooperative members need to be informed about governance, business management and finance control mechanisms. The effectiveness of combining primary cooperatives into secondary cooperatives for funding purposes should be revised.
- There is a need for implementing a proper exit strategy for the ADA` projects. Provision should be made for acquiring funding sources to address project needs currently excluded by the existing funding mechanism. This can be done through forming partnerships with

other government departments, the private sector or other investors, in order to acquire more resources to assist more people.

- The ADA has to consider operating independently from the government in order to realize its vision. Alternatively, the legislative requirements and other government processes could be removed or revised to allow the organization to respond better and have greater impact.
- More effort is required to make the beneficiaries active and engaged members of a project cycle in government interventions. An environment has to be created to allow all role players to actively engage with each other, share information and experiences to increase the effectiveness and sustainability of a project.
- In the land reform projects, there is a need to revise the mentor appointment strategy. The appointment of mentors from private organizations and farmer associations should be considered.

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APPENDICES

Appendix 1: *Data collection tools used in the study*

Appendix 1 is a set of data collection tools used in conducting this study. This includes the consent letter that was given to the research participants, which was made available in IsiZulu and English, two separate questionnaires used to collect information from the ADA staff and beneficiaries, the gatekeeper letter and ethical approval letter.

Appendix 1.1: Consent letter (English version)

Agricultural Extension and Rural Resource Management
College of Agriculture, Science and Engineering
University of KwaZulu-Natal,
Pietermaritzburg Campus,

Dear Participant

INFORMED CONSENT LETTER

My name is Wendy Geza. I am an Agricultural Extension and Rural Resource Management Masters candidate studying at the University of KwaZulu-Natal, Pietermaritzburg campus.

I am undertaking a study that seeks to investigate the contribution of agricultural support provided by the Agribusiness Development Agency (ADA) to commercial farmers in KwaZulu-Natal, investigating whether the kind of support provided by the organization contributes towards promoting sustainable agricultural development and improving farmer livelihoods.

In order to collect this information, I am interested in asking you some questions.

Please note that:

- Your confidentiality is guaranteed and you will remain anonymous when presenting research results.
- The interview may last for about 15 to 30 minutes and may be split, depending on your preference.
- Any information given by you cannot be used against you, and the collected data will be used for purposes of this research only.
- Data will be stored in secure storage at the university and destroyed after 5 years.

- You have a choice to participate, not participate, or stop participating in the research. You will not be penalized for taking such an action.
- Your involvement is purely for academic purposes, and there are no financial benefits involved.

If you have any questions, concerns or suggestions about the study, I can be contacted at 0793482861 or 213501917@stu.ukzn.ac.za. You may also contact my supervisor, Dr Karen Caister, at caister@ukzn.ac.za or 033 260 5121, who is located at the School of Agriculture, Science and Engineering, office S7, New Forestry Building, Agriculture Campus University of KwaZulu-Natal, Pietermaritzburg. You may also contact the Research Office through P. Mohun HSSREC Research Office at 031 260 4557 or mohunp@ukzn.ac.za

By signing below, you confirm that you have understood the contents of this document and the nature of the research project, and that you consent to participate in the research project. You also declare that you understand you are at liberty to withdraw from the project at any time, should you so desire.

.....

(Name of participant)

.....

(Signature of participant)

.....

(Date signed)

Appendix 1.2: Translated consent letter (IsiZulu version)

UMnyango weZokululeka nokuThuthukiswa kweziNdawo zaseMakhaya

Kwikolishi lwezolimo, ososayensi kanye no njinyela

iNyuvesi yakwaZulu-Natal,

UMgungundlovu

Mhlonipheki

Incwadi yolwazi oluyimvume

Igama lami ngingu Nkosazana Wendy Geza. Ngifunda eNyuvesi Yakwa Zulu-Natali (UKZN), ophikweni oluse Mgungundlovu (Pietermaritzburg), ngenza izifundo zami zemfundo ephakeme, ngaphansi koMnyango weZokululeka nokuThuthukiswa kweziNdawo zaseMakhaya.

Ngenza ucwaningo olunzulu ngezinhlelo zokuxhasa nokulekelela abalimi abasezingeni eliphezulu esifundazweni sakwa Zulu Natal, olunikezwa inhlangano kahulumeni u-Agribusiness Development Agency (ADA). Ngiphenya ngokuthi, kungabe uhlobo lokulekelelwa kwabalimi olutholakala kulenhlangano luyakugqugquzela yini ukulima okusimeme kanye nokwenza ngcono izimpilo zabalimi.

Ukuze ngikwazi ukuqoqa lolulwazi, ngingathanda ukukubuzwa imibuzo embalwa.

Ngicela uqaphele lokhu:

- Imibono yakho izogcinwa iyimfihlo ngokuqinisekisiwe, negama lakho ngeke laziswe esidlangalaleni lapho kwethulwa imiphumela yalolucwaningo
- Lenhlokhono, ingase ithathe imizuzu engaba ngama-15 kuya kuma-30 kanti futhi ingahlukaniseka ngendlela ongafisa ngayo.
- Noma yiluphi ulwazi olunikezile kulenhlobo khono, angeke lusetshenziswe ukumelana nawe, futhi lonke ulwazi oluqoqiwe luzosetshenziswa ngenhloso yalolucwaningo kuphela.
- Usomqulu walolulwazi uzogcinwa endaweni evivikelekile yeNyuvesi. Kuyothi emva kweminyaka emiHlanu (5), bese iyalahlwa.
- Unelungelo lokukhetha ukuthi ungathanda ukubamba iqhaza kulolucwaningo noma ungalibambi nhlobo. Uma uthanda ungakhetha ukulumisa lolucwaningo
- Ngeke ujeziswe ngesinqumo osithathile
- Ukuzibandakanya kwakho kulolucwaningo kwenziwe ngenhloso yezemfundo kuphela, kanti futhi ayikho inzuzo ngakwezezimali eyotholakala.

Uma unemibuzo, ukukhathaza noma iziphakamiso mayelana nalolucwaningo, ungakwazi ukuxhumana nami kuyi nombolo ethi: 0793482861 noma 213501917@stu.ukzn.ac.za.

Ungaxhumana futhi nomphathi wami, uDokotela Karen Caister osehhovisini elikhulu leze Sayensi nobuNjiniyela, caister@ukzn.ac.za / 033 260 5121, ehhovisi S7, "New Forestry Building", uMnyango weZolimo, ophikweni lweNyuvesi yakwa Zulu-Natali oluse Mgungundlovu (Pietermaritzburg) Agriculture Campus, University of KwaZulu-Natal, Pietermaritzburg.

Ngokusayina lana ngezansi, uyaqinisekisa ukuthi ukuqonda kahle okuqokethwe yilosomqulu, ubunjalo balolucwaningo kanti futhi uyavuma ukuba iqhaza kulolucwaningo. Uyavuma futhi

uyakuqonda ukuthi unelungelo lokuhoxa kulolucwaningo nanoma ngabe yisiphi isikhathi, uma ufisa ukwenze njalo

.....

(Igama)

(Sayina)

.....

(Usuku)

Appendix 1.3: Questionnaire used to collect data from the beneficiaries

Assessing the contribution of agricultural support provided by the Agribusiness Development Agency (ADA) on smallholder farmers in KwaZulu-Natal

Ukuhlola indima endlalwa ngabakwa Agribusiness Development Agency (ADA) ekusizeni abalimi esinfundazweni sakwaZulu-Natal

Questionnaire/imibuzo

1. How long have you been farming?

Sekunesikhathi esingakanani uwumlimi?

.....

2. What kind of agricultural activities are you involved in? (Please specify)

Ngabe oluphi uhlobo/umkhakha wozolimo ogxile kuwona? (Cela uchaze kabanzi)

.....

3. Why do you farm?

Kungani ulima/ esiphi isizathu esenza ube wumlimi?

.....

4. What are your goals/future plans for your farming activities?

Okuphi ofisa okukubona kwenzeka kulo msebenzi wakho wezolimo?

.....

5. How long have you been receiving assistance/ support from this organization?

Sewunesikhathi esingakanani usebenzisana naba kwa-ADA?

.....

6. What kind of assistance have they provided for you?

Oluphi uhlobo losizo osuluthole kwabakwa ADA?

.....

7. How did you initially get this assistance?

Wahlangana kanjani, noma wezwa kanjani ngabakwa ADA ukuze uthole lolu sizo?

.....

8. Are there any changes which you have seen in your farming operations since you have been working with ADA?

Ngabe lukhona yini utshintso olubonayo kwindlela osowenza ngayo izinto/ noma osowusebenza ngayo njengoba sowaqala ukusebenzisana nabakwa ADA?

.....

9. Are there any changes which you have seen in yourself and the way you do things since you have been working with ADA?

Ngabe lukhona yini utshintso olubona kuwena nendlela osowenza ngayo izinto njengoba ususebenzisana nabakwa ADA?

.....

10. Have you learned, accomplished or gained anything from the support provided by ADA? And how have you incorporated this into your farming operations?

Ngabe kukhona yini osokufundile noma okunqobile ngenxa yosizo oluthola kwabakwa ADA? Ngabe lokhu okufundile kusiza kanjani uma wenza umsebenzi wakho wozolimo?

.....

11. How is the assistance that you receive from the organization related or different from your future goals/plans in farming? (As stated above.)

Kungabe kukhona yini ukuxhumana phakathi kwosizo oluthola kwa-ADA nesifiso zakho ozichaze ngaphambilini, mayelana nezinto ofisa ukuzibona zenzeka kulo msebenzi wakho wezolimo?

.....

12. What activities done by ADA have made the most contribution to your farming operations and why? Are there any activities which have made the least contribution?

Okuphi emisebenzini eyenziwa ngabakwa ADA ongathi kunomthelela omkhulu emsebenzini wakho wozolimo? Kungani usho kanjalo? Kukhona okunomthelela omcane? Kungani usho kanjalo?

.....

13. What kind of support do you think smallholder farmers need in order to become successful commercial farmers? (Please specify.)

Ngokucabanga kwakho, ngabe oluphi uhlobo lo sizo olufanele ukunikwezwa abalimi abasafufusa, ukuthi baqhubeke bambili baze babe abalimi abaqavile/abavelele?

.....

14. In your opinion, are the activities conducted by ADA suitable for the local setting?

Ngokubona kwakho, ngabe le misebenzi eyenziwa ngabakwa ADA ihlangene yini nezinto ezenzeka emphakathini wangakini noma iyaphikisana?

.....

*The end. Thank you for your contribution

*Sekuphelile, ngiyabonga kakhulu ngosizo lwakho

Appendix 1.4: Questionnaire used to collect data from the ADA staff

Assessing the contribution of agricultural support provided by Agribusiness Development Agency (ADA) on commercial farmers in KwaZulu-Natal

Questionnaire

1. What are the core activities of your cluster?
.....
2. How are project activities/plans designed? (Please specify.)
.....
3. Do farmers play a role in designing or implementing the project activities/plans? (Please specify.)
.....
4. How are projects implemented?
.....
5. Who is involved in the implementation process?
.....
6. How is project progress measured?
.....
7. Is there a duration period for each project? If so, how is it determined?
.....
8. How is project sustainability ensured after ADA has left?
.....
9. In your experience, have the projects made an impact on the beneficiaries and their communities?
.....
10. Are there any challenges that you encounter when working with projects? How do you deal with them?
.....
11. In your opinion, is the current strategy used by the organization effective? What kind of changes or improvements would you make?
.....

The end. Thank you for your contribution

Appendix 1.5: Ethics Approval



28 March 2017

Miss Wendy Geza 213501917
School of Agricultural, Earth and Environmental Sciences
Pietermaritzburg Campus

Dear Miss Geza

Protocol Reference Number: HSS/0231/017M

Project Title: Assessing the contribution of agricultural support provided by Agribusiness Development Agency (ADA) for commercial farmers around KwaZulu-Natal

Full Approval – Expedited Application

In response to your application received 13 March 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shenuka Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

cc Supervisor: Dr Karen Calster
cc Academic Leader Research: Professor Onesimo Mutanga
cc School Administrator: Ms Marsha Manjoo

Humanities & Social Sciences Research Ethics Committee

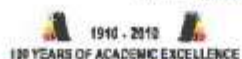
Dr Shenuka Singh (Chair)

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Website: www.ukzn.ac.za



Fourteen Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

Appendix 1.6: Gate Keeper's Letter



University of KwaZulu-Natal
College of Agriculture, Science and Engineering
Pietermaritzburg
09 March 2016

Dear sir/Madam

Letter of permission to conduct research at the Agribusiness Development Agency (ADA)

I, Dr. Thulasizwe Mkhabela, on behalf of the Agribusiness Development Agency, grant **Wendy Geza** (student number 213501917) permission to conduct the research titled, "Assessing the Contribution of Agricultural Support Provided by ADA for Commercial Farmers in KwaZulu-Natal", in the organization.

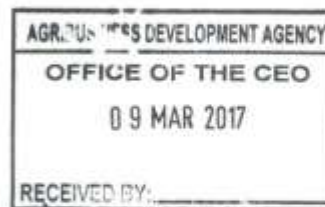
The student is granted permission to approach project beneficiaries from various projects who receive support from the Agribusiness Development Agency and employees of the organization in order to conduct research using questionnaires, semi-structured interviews and a focus group discussion in a manner that does not disrupt the organization's daily activities.

If there are any further questions, I can be contacted at MkhabelaT@ada-kzn.co.za or 033 347 8600.

Yours sincerely

X 

Dr. Thulasizwe Mkhabela
Acting Chief Executive Officer



Appendix 2: Analysis of data from staff responses

Appendix 2 is a set of raw data which was collected from the staff and digitized into an Excel spreadsheet and held by the researcher, and a copy placed with the research supervisor. It also includes analyses drawn from the raw data. Because the spreadsheet is too large, the information here is collated by themes. Themes were given structure by the questionnaire and other themes emerging during the research analysis.

Appendix 2.1: Code sheet used for staff responses by theme

The table below includes codes that were formulated from the staff questionnaire for the purposes of data analysis.

Table 2.1: Codes for staff questionnaire

Code sheet (Staff questionnaire)			
Question	Description/theme	Abbreviation	Data type
1	Role of the organization	R.O	Text
2	Core activities per cluster	core A	Text
3	⁵ Intended goal of project activities	Proj. G	Text
4	How the organization is financed	Fnds	Text
5	Role of funders in the organization's activities	R. fndrs	Text
6	Process of designing project activities	Proj. A	Text
7	Factors determining the duration of funding for projects	Proj. F	Text
8	Farmer's' role in designing project activities	Fmrs R	Text
9	Project Implementation process	Proj. Imp. Proc	Text
10	Role players in the project implementation process	Rp Proj.Imp	Text
11	Measurement of project progress	M Proj. Prg	Text
12	Impact of projects on the beneficiaries and their communities	Proj. I	Text
13	Project challenges	Proj. C	Y=1, N= 0 and text
14	Coping strategies for challenges	C. Strat	Text
15	Measures to ensure project sustainability	Proj. S	Text
16	Gaps in the organization's strategy	G. Strat	Text
17	Possible improvements in strategy	Impr. Strat	Text

⁵ The questions highlighted in yellow were not included in the questionnaire given to the project section staff. These were questions asked to additional key staff members from other units in an effort to gain clarity and to understand how the various components of ADA function.

Appendix 2.2: Themes of data generated from staff responses

The information in this table was drawn verbatim from the questionnaires. Because the spreadsheet is too large, the information here is collated by the theme “Core project activities”, which was given structure by the questionnaire. This describes what the project sections actually do from the perspective of the staff.

The support identified by participants was organized into four categories: knowledge and information services, supply of production inputs, agribusiness facilitation services and agribusiness market infrastructure services (Chapter 5, Table 5.1). These categories were based on the various components of beneficiary support identified by the ADA as their priority functions in their strategy.

Table 2.2: Responses from staff on core project activities theme

Participant code	Core project activities
A	Project implementation, stakeholder engagement and resource utilization management
B	Assisting farmers in agro-processing and meeting market compliance standards
C	Livestock
D	Equipping black emerging farmers in agro-processing and meeting market compliance standards
E	Infrastructure development, provision of inputs, technical support to ensure optimal design and construction of infrastructure, technical support to ensure legislative compliance, keeping the beneficiary up to date with new developments to enhance their operations and recently assisting with strategic development for businesses
F	No response
G	Budget allocation and financial planning, project initial assessment report, prepare project implementation plan, infrastructure development, provision of inputs, technical support, and ensuring legislative compliance and stakeholder engagement where necessary
H	Infrastructure development, provision of inputs, technical support, ensure legislative compliance and stakeholder engagement where necessary
I	Infrastructure development, provision of production inputs, technical support, logistical support, capacity building, assistance in legislative compliance and stakeholder engagement where necessary, communication of important information to farmers about new developments in agriculture and legislation
J	No response

The information from the table below was drawn verbatim from the questionnaire responses of the ADA staff. It is organized based on the themes “Impact of projects on the beneficiaries and their communities” and “Challenges faced in projects”. These themes were given structure by the questionnaire. From these responses, categories were created based on the reoccurrence of terms used by the staff. The most reoccurring terms from staff under the theme “Impact of projects” were: job creation, improved well-being, nutrition and standard of living, increased production capacity, and productivity and skills development. The most reoccurring terms under the project challenges theme were: social dynamics, lack of information on business management, illiteracy of beneficiaries and negligence from service providers. These categories were then used to produce the graphical representation of the data (Appendix 2, Table 2.4).

Table 2.3: Responses of perceived project impacts and challenges

Participant code	Impact of projects on the beneficiaries and their communities	Project challenges
A	Job creation, improved well-being in the community, increased production capacity & productivity	Social dynamics, lack of information on business management & insufficient budget
B	Job creation	Social dynamics
C	Job creation	No challenges as yet
D	No response	No response
E	Job creation, improved nutrition levels & standard of living, some projects provide raw materials for further business ventures	social dynamics
F	Job creation, reduced poverty levels, improved nutrition & standard of living	Negligence & misappropriation of funds by project beneficiaries
G	Job creation, reduced poverty levels, improved nutrition & standard of living	social dynamics
H	Job creation & improved standard of living, some projects provide raw materials for further business ventures & others secure more markets after ADA has intervened	Social dynamics, service providers who fail to meet contractual obligations & overcharge the organization on services that were not part of the scope

Participant code	Impact of projects on the beneficiaries and their communities	Project challenges
I	Job creation, improved standard of living and skills development, which empowers beneficiaries who then pass on their skills to other members of the community	Social conflict and illiteracy
J	Job creation and improved standard of living	Some beneficiaries are well connected to high profile politicians, others are high profile in nature e.g. Inkosi; this makes it difficult to deal with them, when things do not go accordingly in the project; they do not communicate with us nor do they consider our recommendations
61B	ADA interventions have led to possible improvement in the livelihoods of beneficiaries	No response
1E	Since its establishment in 2009, ADA has resuscitated 36 Land reform farms identified as fallen into distress, through the provision of on-off farm infrastructural support, technical support, training, capacity building & mentorship; In the 2014/15 financial year ADA assisted farmers who acquired land on an individual basis, 457 farmers were trained, 221.7 ha of irrigation infrastructure constructed, 950.88 ha of sugarcane planted, 310 ha vegetables planted, 42 farms supported, 20 projects assisted with infrastructure planning, 6 assisted with project management services and 4 beef farms participated in the ADA turnaround program; This has resulted in the creation of employment, more sustainable business enterprises (e.g. Bayonne dairy farm,	No response

⁶ The participant codes which are highlighted in yellow and begin with a number before an alphabet, represent responses from additional staff members from other units (1A-1F). These staff members were interviewed in an effort to gain clarity and to understand how the various components of ADA function.

Participant code	Impact of projects on the beneficiaries and their communities	Project challenges
	Empangisweni, Copperfield, Muden Out Growers etc.)	
1F	The ADA has played a significant role in ensuring that projects that are implemented have a positive impact on job creation and the lives of ordinary South Africans; However, I feel that there is still a lot of work ahead and more can be achieved with the right strategy and skills set. We have received feedback from beneficiaries that they prefer dealing with the ADA as opposed to other government departments. Some beneficiaries felt that their needs were attended much quicker at ADA. This points out to the positive impact on the ADA projects.	No response

Appendix 2.2.1: Memo

Notes from conversations with ADA employees.

Public entities that are facilitators of development carry the responsibility of guiding the government to be more objective in its operations and strategies. They are important stakeholders and contributors when it comes to supporting and promoting growth and development. A number of public entities provide highly essential structural elements such as infrastructure, which influence development patterns in cities and rural areas. They assist to ensure that quality services are delivered to citizens at efficient costs through the implementation of government and departmental policy. Their existence is intended to improve the access to government services, improve options or cater for special group interests. For instance, the ADA is an entity of DARD and their mandate is to support farmers who are in the agro processing sector, while DARD supports farmers who are involved in primary production. The ADA is an extension of services offered by DARD.

The table below is a representation of categories describing the impact of projects to the beneficiaries and their communities, from the perspective of staff based on the information presented in Table 2.3 above. The occurrence of these terms was then calculated, as shown below, in order to develop a graphical presentation of the responses.

Table 2.4: Data analysis of project impacts and challenges from the perspective of staff

Key: Yes=1, No=0 and *= no response								
Participant code	Perceived impact of projects on the beneficiaries and their communities				Project challenges			
	Job creation	Improved well-being & standard of living	Increased production capacity & productivity	Skills development	Social dynamics	Lack of information on business management & illiteracy	Negligence from beneficiaries	Negligence from service providers
A	1	1	1	0	1	1	0	0
B	1	0	0	0	1	0	0	0
C	1	0	0	0	0	0	0	0
D	*	*	*	*	*	*	*	*
E	1	1	0	0	1	0	0	0
F	1	1	0	0	0	0	1	0
G	1	1	0	0	1	0	0	0
H	1	1	0	1	1	0	0	1
I	1	1	0	1	1	1	0	0
J	1	1	0	0	1	0	0	0
1B	0	1	0	0	*	*	*	*
1E	1	1	1	1	*	*	*	1
1F	1	1	0	0	*	*	*	*
Total	11	10	2	3	7	2	1	2
Percentage (%)	84.6	76.9	15.3	23.0	53.8	15.3	7.6	15.3

The following table shows information drawn verbatim from the questionnaires. The responses from the questionnaires completed by the staff were used to develop the graphical flow of the process followed by ADA when providing support and implementing activities. These were responses under the themes: process of designing project activities, farmers' role in designing project activities and the project implementation process. The researcher used these responses, and related responses given by additional key staff members (see Table 2.6 below), to arrange the various activities in a sequence of five steps which describe the ADA project cycle (shown below Table 2.6). This information was further represented as a diagram in (Chapter 5, Figure 5.12). The responses given under the theme "Role players in the project implementation process" were further analysed to formulate a stakeholder analysis, as shown in Table 2.7 and Table 2.8 below.

Table 2.5: Raw data for project cycle and role of stakeholders

Participant code	Process of designing project activities	Farmers' role in designing project activities	Project implementation process	Role players in the project implementation process
A	Project conceptualization, project planning, resource assessment, stakeholder analysis, budgeting, monitoring and evaluation and project exiting	Drafting of business plan and exit planning	Supply chain procurement process	Project facilitator, beneficiaries, commodity organization representatives & other stakeholders
B	After the ⁷ Bid Adjudication Committee (BAC) has approved the project, implementation plans are drafted according to the needs & budget of the project.	Drafting of business plan	Drafting of project list at the beginning of the financial year, then clusters prepare project implementation plans	Project management staff & beneficiaries
C	The project activities are planned using the implementation plan (includes the phases of the project, time frames & deliverables).	Assist in drafting implementation plan	No response	Project management staff & beneficiaries

⁷ The Bid Adjudication Committee (BAC) includes the ADA Executive Committee. They are responsible for ensuring that the correct procedures have been followed in awarding tenders and all necessary bid documentation has been submitted.

Participant code	Process of designing project activities	Farmers' role in designing project activities	Project implementation process	Role players in the project implementation process
D	There are studies, business plans & government strategies/programs that inform project activities.	Not all the time; Farmers will participate in conducting feasibility studies & business plans (these are subject to government programs/strategies); Farmer participation is limited; The rate at which these programs are rolled out tends to exclude farmers or confuse them, leaving them unable to fully participate.	Projects are implemented through ADA and farmer agreements including agreements with commodity specialist/organizations.	Role players depend on the type of commodity & program; Project officer, other government departments (DARD, DRD&LR, COGTA & municipalities etc.); Farmer commodity groups (Cane growers, Citrus Growers Association, Red meat Organization etc.); commodity specialist (South African Sugar Association, illovo, Gledhow sugar company, etc.)
E	Funding request from beneficiary (assessed for its compatibility with the vision & mandate), followed by the preliminary assessment (assess the compatibility of the idea & available resources), then the implementation plan is developed	Assist in drafting implementation plan & consultative process, if there are any changes in scope/ challenges experienced during procurement	Upon securing funding, a consultative meeting is held with the beneficiary.	Project officer (compilation of specification); Project administrator (captures requisitions & provides specifications to the procurement unit); agricultural engineers (assessment of infrastructure, design & construction); social facilitator (resolution of conflict in projects with large number of beneficiaries)
F	No response	No response	Upon securing funding, a consultative meeting is held with the beneficiary, followed by the supply chain procurement process.	Project management staff, beneficiaries, service providers & extension officers (community engagement & oversees projects on behalf of ADA, expert knowledge and advice as they have more experience in the community)

Participant code	Process of designing project activities	Farmers' role in designing project activities	Project implementation process	Role players in the project implementation process
G	Project proposal, project planning, resource assessment, stakeholder analysis, budgeting, procurement process, monitoring and evaluation	Assist in drafting implementation plan & consultative process, if the any changes in scope, challenges experienced during procurement.	Project initiation, project planning, project execution, control and validation, closeout and evaluation.	Project management staff; supply chain management (acquisition of goods & services); Finance division (facilitation of invoices from appointed service providers & budget allocation); Monitoring & evaluation unit (monitoring & validation of project implementation plans); internal audit (identify risks pertaining to the project).
H	Funding request from beneficiary with the amount of money they require achieving objectives. Depending on the budget ADA approves (it may be smaller than what the beneficiary anticipated), the beneficiary is notified then there is an inception meeting (beneficiary, project manager & sometimes service provider) in order to prioritize what is possible within the budget.	Assist in drafting implementation plan & consultative process, if there are any changes in scope or challenges experienced during procurement	Upon securing funding, a consultative meeting is held with the beneficiary to draft the implementation plan, a project steering committee is established (Involves the farmer, project manager, mentor & service provider. Committee meets on a monthly basis to check the project progress) followed by the supply chain procurement process.	Project management staff, beneficiary, service provider & sometimes mentor. In other projects there may be other stakeholders from the department (e.g. DARD, COGTA & EDTEA).

Participant code	Process of designing project activities	Farmers' role in designing project activities	Project implementation process	Role players in the project implementation process
I	Funding request from beneficiary, preliminary assessment (to assess the current situation & available resources & needs of the business) and implementation plan	Assist in drafting implementation plan & consultative process, if there any changes in scope or challenges experienced during procurement	Upon securing funding, a consultative meeting is held with the beneficiary to draft the implementation plan, a project steering committee is established (Involves the farmer, project manager, mentor & service provider. Committee meets on a monthly basis to check the project progress.) Followed by the supply chain procurement process (must adhere to the Public Finance Management Act (PFMA)).	Project officer (compilation of specification for the requisition of goods & terms of reference for the requisition of services): project administrator (captures requisition & provides specifications to the procurement unit): agricultural engineers (conduct assessments of infrastructure, compile designs & supervise construction): social facilitator (resolution of conflict in projects with large number of beneficiaries)

Participant code	Process of designing project activities	Farmers' role in designing project activities	Project implementation process	Role players in the project implementation process
J	No response	Assist in drafting the implementation plan	<p>The organization receives project proposals through walk-ins, self-initiated farmers, referrals from other strategic partners (e.g. COGTA, DARD), municipalities & top down from other government departments. Upon securing funding, a consultative meeting is held with the beneficiary to draft the implementation plan & terms of reference (to assist with procurement process, where there is a need to hire a service provider), a project steering committee is established (Involves the farmer, project manager, mentor & service provider. Committee meets on a monthly basis to check the project progress) followed by the supply chain procurement process (must adhere to the Public Finance Management Act (PFMA)).</p>	<p>Project management staff, beneficiary, service provider & sometimes mentor. In other projects there may be other stakeholders from the department (e.g. DARD, COGTA & EDTEA).</p>

The information on the table below is raw data drawn from interviews with key staff informants, who are not part of the project sections. This was done in an effort to understand how other ADA sections function and their connection with the project section.

Table 2.6.1: Other interview data from key staff informants

OTHER INTERVIEW DATA			
Participant code	How is the organization funded?	Types of grants	Role of funders
1A	The organization receives grants from the KZN Provincial Department of Agriculture & Rural Development (KZN DARD). The organization also receives funds from the Department of Corporate Governance & Traditional Affairs (COGTA) which normally comes with a project list (mostly tribal/ Amakhosi projects).	Conditional grants: This grant comes with a list of projects that ADA is expected to fund or support. This list consists of projects from the department & projects submitted by ADA that the department has approved. Unconditional grants do not come with any terms & conditions. It is usually used to finance operational expenses.	The funders do not play a role in designing the activities and programs. They are normally invited to attend site visits, check project progress & implementation in order to report to their departments (as per their annual performance plans/ annual reports).
	What is the PM&E unit responsible for?	What key activities is PM&E unit responsible for in projects?	What criteria is used by PM&E unit when monitoring and evaluating projects?
1C	The PM&E unit coordinates its activities across the organization, sets the implementation standards and closely tracks the organizational performance, operations, and the realisation of the performance agreement	Monitoring and evaluating project implementation; the continuous analysis of projects results allows for remedial measures to be taken in time and this greatly enhances the probability of success for any project.	Relevance (the value of the intervention in relation to stakeholders' needs); Effectiveness (the extent to which the project has achieved satisfactory results in relation to its stated objectives); Efficiency (the extent to which the project used its resources economically to achieve its objectives); Impact (the wider social, economic and environmental

	<p>Planning: institutionalises planning across all activities of the Organisation Monitoring: designs and implements a monitoring framework to track delivery against ADA goals and objectives, including establishing baselines to gauge and support the performance of the program. Evaluation: analyses data collected under the monitoring framework for assessment of progress and areas for improvement, as well as the implementation of summative evaluations. Reporting: provides regularly synthesized and updated reports on the status of implementation against ADA goals and objectives.</p>		<p>effects on communities & nature); Sustainability (Will project beneficiaries continue/maintain project outputs or achievements beyond the funders departure?)</p>
What steps are involved in the supply chain procurement process?			
1D	<p>1. End user submits requisition into the SAGE⁸ system (done by personal assistants, administrators and anyone else who does not have approval authority); 2. Budget owner reviews the requisition to ensure that a proper need analysis was done (the goods are required, the requisition is per terms of reference/specification and funds are available); Budget owners are heads of sections and other managers who may be delegated from time to time; 3. Service provider is appointed in accordance to the Supply Chain Policy and relevant prescripts; 4. Order is issued by Supply Chain Management and approved in accordance to the delegation of authority.</p>		

⁸ SAGE is an internal system used by the ADA to electronically capture details and specifications for goods or services required.

The information below is the researcher's interpretation that represents the sequence of activities based on explanations given by respondents under the themes (information in Table 2.5 above): process of designing project activities, farmers' role in designing project activities, project implementation process and related responses from the additional insights in Table 2.6 above.

Appendix 2.6.2: ADA project cycle stages

Stage 1

1. Project concepts are informed by government strategies, programs or feasibility studies. These concepts are then structured and submitted to ADA in a form of business plans, funding requests or project proposals. The ADA receives these requests through various forms such as individuals or groups of people who walk into the organization seeking assistance, self-initiated farmers, referrals from strategic partners, top-down from other government departments or a list of projects which are accompanied by conditional grants. Strategic partners include COGTA, DARD and municipalities.
2. These requests are then assessed for their compatibility with the ADA's vision and mandate. If they correspond to the organization's strategic mandate, they are then submitted for approval to the Bid Adjudication Committee (BAC). (This committee includes the ADA Executive Committee. They are responsible for ensuring that the correct procedures have been followed in awarding tenders and all necessary bid documentation has been submitted.)

Stage 2

1. Once a project has been approved by the BAC and funding has been secured, the project officer carries out a preliminary resource assessment. This assessment identifies available resources, infrastructure on the farm and stakeholder analysis, where necessary.
2. The results of the assessment inform the project manager of the kind of infrastructure and other necessities required by the project, followed by an inception meeting.

Stage 3

1. During the inception meeting, the implementation plan, which includes phases of the project, timeframes and deliverables are drafted according to project needs, budget allocation, as well as prioritising what is possible within the budget.
2. This results in the formulation of the Terms of Reference (TOR) of the project. The TOR provides specifications and assists during the procurement process, if there is a need to hire service providers.

3. The inception meeting involves the beneficiary, project management team and sometimes includes agricultural engineers, a mentor, commodity specialists (e.g. Citrus Growers Association, Cane Growers Association, Red meat Organization etc.) or other stakeholders from the department, who also constitute the Project Steering Committee (PSC). The PSC meets on a monthly basis to monitor the progress of the project activities.

Stage 4

1. In order to begin the project implementation process, as per project implementation plan, a procurement process is followed. This process facilitates the acquisition of goods and services and is carried out by the SCM unit. It involves the submission of a requisition form by the end user into the SAGE system. This is usually carried out by administrators, personal assistants or anyone else who does not have approval authority.
2. The budget owner (head of sections/managers) then reviews the requisition to ensure that it is per the TORs of the project and that the goods or services are required. After the budget owner has approved it, the purchase requisition is submitted to SCM, who appoints service providers in accordance to their policies and relevant prescript.

Stage 5

1. Once the project has been implemented, there is continuous monitoring and evaluation conducted by the project team and the PM&E unit. The unit is responsible for coordinating PM&E activities across the organization and the design and implementation of a monitoring framework to track delivery against ADA goals and objectives, including establishing baselines in order to measure and maintain the performance of the projects within various programs.
2. The PM&E unit monitors the progress of projects using a monitoring questionnaire and semi-structured interviews with the project beneficiaries. This framework is used during regular project field visits, in order to monitor project implementation and identify areas for improvement. During the monitoring and evaluation visits, data is gathered on project relevance, effectiveness, efficiency and impact
3. As a measure to ensure project sustainability, the organization addresses human capacity constraints through training, provision of suitable infrastructure, constant follow up with farmers and provision of suitable contacts to the farmer. (From engagements with the employees of the organization, it was found that the organization currently does not have a proper exit strategy in place for its projects. Some projects have been funded since the establishment of the organization.)

The information from the table below was drawn verbatim from the questionnaire responses of the ADA staff. It is organized based on the themes “gaps in the organization`s strategy” and “possible improvements in strategy”. These themes were given structure by the questionnaire.

Table 2.6.3: Responses from staff on the gaps in the organization`s strategy

Participant code	Gaps in the organization`s strategy	Possible improvements in strategy
A	Strategy is not effective	Proper project exit strategy to be put in place, Projects to be fully funded as per business plan.
B	No gaps	No changes
C	Agribusiness mandate is limiting	Strategy that also caters for start-up projects that show high potential.
D	No response	No response
E	The funding is limiting & does not cover other project needs. Other needs may include; exposure to the agricultural environment, basic education etc. Hence, getting some farmers on the funding list becomes a challenge	Provision for acquisition of funding sources that address project needs, which are excluded by existing funding mechanism.
F	There is no exist plan in place for projects hence, some projects have been funded since the establishment of the organization.	Implementation of a proper exist plan.

Participant code	Gaps in the organization`s strategy	Possible improvements in strategy
G	There acquisition process seldom appoints service providers with irrelevant experience to the services needed. There is no clear communication strategy to distribute information & reports to external stakeholders.	Development of a clear communication strategy & distribution of information to external stakeholders. Upgrading of the acquisition process to ensure better quality service providers, with relevant experience.
H	The organization is a government entity, there are bureaucratic processes involved & legislative requirements, which tend to slow down the organization`s response. Some of these requirements are inflexible, which affects the overall impact on farmers & their communities.	The organization would respond better and have greater impacts on communities, if some of these legislation requirements are removed or revised.
I	The funding is limiting & does not cover other project needs. Other needs may include; exposure to the agricultural environment, basic education etc. Hence, getting some farmers on the funding list becomes a challenge.	Provision for acquisition of funding sources that address project needs, which are excluded by existing funding mechanism. There is a need for collaboration with other government departments, to address the needs of beneficiaries more effectively.
J	There is no exist plan in place for projects hence, some projects have been funded since the establishment of the organization.	Implementation of a proper exist plan.

Participant code	Gaps in the organization`s strategy	Possible improvements in strategy
1B	Current strategy is effective but could be improved.	The selection of high impact programmes that would create a conducive environment for agribusiness to thrive, rather than focussing on small individual projects.
1E	<p>(a) The current organogram of the organization lacks the relevant expertise linked to the strategic objective of the strategy.</p> <p>(B) The public sector must comply either PFMA for fairness & Transparency. This tends to pose a hindrance in achieving quick service delivery, based on timeframes for SCM processes.</p>	<p>(a) Strengthening training programmes for internal stakeholders in the project units & for the target market (more emphasis on women and youth as these groups have been marginalized for a long time.</p> <p>(b) Formation of strategic partnerships with the private sector in order to achieve radical transformation.</p> <p>(c) Prioritization of proper planning & monitoring of project implementation & budget spent on a regular basis to curb underspending.</p>
1F	The political landscape does affect the manner in which the Agency operates, with the Cabinet reshuffle that sometimes take place unexpectedly, the Agency will forever be going backwards in terms of its strategy as each MEC will always want thing done his or her way. Current the ADA structure/ set up ADA does not allow the Agency to operate freely as its strategy needs to be approved by the MEC.	The decision-making of the Agency would rest with the CEO and the Board, and I would allow the Agency to form partnerships with other funding institutions and investors which would allow more money to assist more people. The ADA needs to operate as a private company in order for its vision to be realized. Currently the Agency implements projects that are handed over by the Department of Agriculture. I feel that this is limiting the capabilities/potential of the ADA as we sometimes have to wait for the list of project from DARD.

The information in the table below is an analysis of the responses given by the ADA staff, under the theme “Role players in the project cycle”. There are various role players who were identified as being involved in the project design and implementation phases. This table specifies the stakeholders identified in the responses and their role in the project cycle. The role played by some of these stakeholders is analysed further in the following tables.

Table 2.7: Role players in project cycle

Player	Role
Project officer & manager	Compilation of specifications for the requisition of goods & terms of reference for the requisition of services
Project administrator	Capture of requisitions & provision of specifications to the procurement unit
Agricultural engineers	Assessment of infrastructure, design, construction and supervision of infrastructure development
Project Steering Committee	Checking the progress of the project activities on a monthly basis
Social facilitator	Resolution of conflict in projects with large numbers of beneficiaries
Extension officers	Community engagement & overseeing community projects on behalf of ADA; provision of expert knowledge and advice because of more experience in the community.
Supply Chain Management	Acquisition of goods & services
Finance Division	Budget allocation & facilitation of invoices from appointed service providers
Monitoring & evaluation unit	Monitoring & evaluation of project implementation plans
Internal audit	Identification of risks pertaining to the project
Beneficiary/ farmer	Assistance in drafting the implementation plan & consultative process, if there are any changes in scope
Commodity specialists/ organizations representatives	Provision of knowledge, advice, guidelines and compliance requirements for specific commodities
Other government departments/strategic partners	Attendance of project visits, checking project progress & implementation

The table 2.8 below represents an analysis conducted to examine the overall influence which various stakeholders might have throughout the project implementation process, and how this affects the overall outcome and effectiveness of the project. The stakeholders used in this analyses were selected based on the researcher's interpenetration of positions of power or authority over a project, and stakeholders' interests and resources which have the potential to affect the way in which the project will operate in practice. The selected stakeholders were project officers, beneficiaries, agricultural engineers, the Supply Chain Management unit, the Planning, Monitoring & Evaluation unit, commodity specialists and other government departments and strategic partners.

The interest of selected stakeholders in achieving project objectives was determined by using the following checklist adapted from World Health Organization(2005).

- a) What are the stakeholders' expectations of the project?
- b) What benefits are there likely to be for the stakeholder?
- c) What other interest does the stakeholder have which may conflict with the project?
- d) How does the stakeholder regard others in the list?

Table 2.8: Classification of stakeholder interests

Project officer	Beneficiary/farmer	Agricultural engineers	Supply Chain Management unit	Planning, Monitoring & Evaluation unit	Commodity specialists	Other government departments/ strategic partners
What are the stakeholders' expectations of the project?						
Project success (optimum production levels & sustainability)	Project success (optimum production levels & sustainability) and a positive influence on livelihoods	Development of infrastructure of good quality & good maintenance	effective use of the requested goods & services to meet project objectives	Project success, be sustainable & a positive impact in the community	compliance with industry requirements, optimum production levels, with products of good quality	Project success,, sustainability & employment opportunities created
What benefits are there likely to be for the stakeholder?						
Improved reputation in project management & addressing challenges of black emerging agribusiness entrepreneurs	Stable source of income & improvement in knowledge, skills & livelihood strategies	Improved reputation in service delivery, larger client base & improvement in profitability & creditability	Improved reputation in appointing good service delivery agents	Improved reputation in project success, sustainability & management skills	Improved reputation in complying with industry quality standard requirements	Improved reputation in service delivery & addressing skills & knowledge shortages in agriculture
What other interest does the stakeholder have which may conflict with the project?						
Promotion of preferred farming systems, technology & techniques that might not be suitable for the project	Desire to acquire resources provided by the services of the organization to resell them at a later stage	Promotion of alternative infrastructure designs which are more expensive & too complicated for the farmer	Selection of service providers for other reasons, not based on their ability to effectively carry out the task	Only focusing on the positive aspects of the project, when conducting assessments & compiling reports	Promotion of preferred farming systems, technology & techniques not suitable for the farmer or things outside the objectives of the project	Promotion of strategies that are not suitable or ideal for the farmer, in terms of ownership type, type of commodity produced etc.
How does the stakeholder regard others in the list?						
As role players in making the project a success	As experts in their respective fields	As consultants in assisting to develop suitable infrastructure	As providers of various goods, services & expertise required to make the project a success	As role players in making the project a success	As role players in making the project a success	As role players in the process of service delivery

Appendix 3: Analysis of data from beneficiary responses

Appendix 3 is a set of raw data which was collected from the beneficiaries and digitized into an Excel spreadsheet being held by the researcher and a copy placed with the research supervisor. It also includes analyses drawn from the raw data. Because the spreadsheet is too large, the information here is collated by themes, which were given structure by the questionnaire and themes which emerged during the research analysis.

Appendix 3.1: Codes used for beneficiary responses by theme

The table below includes codes that were formulated from the beneficiary/ farmer questionnaire for the purposes of data analysis.

Table 3.1: Codes for farmer questionnaire

Code sheet (farmers)			
Question	Description	Abbreviation	Data type
1	Number of years involved in farming	Yrs	Text
2	Type of farming activities	TFA	Text
3	Reasons for farming	RFF	Text
4	Future plans/goals for their farming activities	FP	Text
5	Number of years being assisted by the organization	Yrs A	Text
6	Initial encounter with the organization	IEO	Text
7	Support provided by the organization	Sprt R	Text
8	Changes in farming operations	C FO	Y=1, N= 0 and text
9	Changes within themselves	C F	Y=1, N= 0 and text
10	Reasons and accomplishments	LR	Y=1, N= 0 and text
11	Relationship between the support provided by the organization and future plans	R Sprt & FP	Y=1, N= 0 and text
12	Perceptions of legitimate development support	LDS	Text
13	Project activities with the most contribution	M Contr.	Text

Appendix 3.2: Themes of data generated from beneficiary responses

The information in the following tables was drawn verbatim from the beneficiary questionnaires. Because the spreadsheet is too large, the information here is collated by the theme “Support provided by the organization” which was given structure by the questionnaire. The support identified by participants was organized into four categories: knowledge and information services, supply of production inputs, agribusiness facilitation services and agribusiness market infrastructure services (Chapter 5, Table 5.1). These categories were based on the various components of beneficiary support identified by the ADA as their priority functions in their strategy.

Table 3.2.1: Responses of services received by the beneficiaries from the ADA

Participant code	Support provided by the organization
F1	Provision of animal feed. Hired a contractor to plant pastures for grazing, sorghum & maize for silage production. The contractor also fertilises the pastures monthly.
F2	Provision of animal feed. Hired a contractor to plant pastures for grazing, sorghum & maize for silage production. The contractor also fertilises the pastures monthly.
F3	Provision of animal feed and they pay for contractors who do work on the farm.
F4	Provision of farming equipment and implements for planting. Hired contractor.
F5	Received Knowledge on animal husbandry and a tractor.
F6	They bought us bull calves, animal feed, training on animal husbandry and are currently looking into getting us a tannery.
F7	They provided us with bull calves for breeding, animal feed and training on animal husbandry, herd selecting, breeding and branding.
F8	Mentorship for primary production, financial assistance and training.
F9	Mentorship for primary production, financial assistance, equipment and implements (roaster and tractor), training and purchasing of a processing building for the coop.
F10	Purchasing of a processing factory, refrigerated vehicles, mobile trailer, attending conferences and training (including transport and accommodation during events).
F11	Purchasing of a processing factory, refrigerated vehicles, mobile trailer, attending conferences and training (including transport and accommodation during events).
F12	Purchasing of cows for the dairy, refrigerated truck, agricultural equipment and implements, access to markets, provision of diesel and fertilizer.

The information in the table below was drawn verbatim from the questionnaire responses. It is organized based on the themes “Changes in farming operations” and “Changes within themselves”. These themes were also given structure by the questionnaire.

Table 3.2.2: Perceived impacts of support services from the beneficiaries’ perspectives

Participant code	Changes in farming operations	Changes within themselves (beneficiaries)
F1	The herd is in good condition, improved yield and quality of milk.	The changes we`ve seen give us hope for a better future. When ADA came our herd was dying due to drought.
F2	Yes	Yes
F3	Yes	The changes we`ve seen give us hope for a better future. When ADA came our herd was dying due to drought.
F4	Yes. They helped to pay for the electricity bill and we were able to continue with the operations. They also assisted us to plant grazing pastures.	The changes we`ve seen give us hope for a better future and confidence in our farming operations.
F5	The cash flow has improved and the livestock is in a better condition.	The assistance I received at ADA inspired me to keep doing bigger things in agriculture.
F6	Improvement in herd numbers and health of the herd.	More informed about beef production and the types of technologies available in the beef industry.
F7	Improvement in herd numbers, production and health of the herd.	No changes in myself, aside from the business.
F8	Farming operations are easier and more mechanised.	No response

Participant code	Changes in farming operations	Changes within themselves (beneficiaries)
F9	The farming equipment and implements provided by ADA enables us to carry out our farming operations more efficiently, and in a smaller fraction of time.	More hopeful about the future, and I feel that I will be more successful based on the way that things are going.
F10	Increased production levels and we now have a processing facility.	More informed about how to run an agro-processing business, exposure to courses and trainings, knowledge on compliance standards and mentorship support.
F11	Increased production levels and we now have a processing facility.	We are now more confident in our product.
F12	ADA has assisted us in overcoming the effects of drought, and also helped with loan repayments.	I feel more motivated.

In the table below, the raw data (from Table 3.2.2 above) extracted from individual responses was arranged under themes. The themes are the researchers interpretation of how the farmers perceived the support they were getting. Themes represent characteristics of changes resulting from ADA support and services.

Table 3.2.3: Classification of perceived changes from the beneficiaries

Improvement in production levels and cash flow	Improvement in product quality	Increased production efficiency	Increased confidence and hope about the future	Improvement in knowledge and skills	More informed about the business operations
<ul style="list-style-type: none"> ▪ They helped to pay for the electricity bill and we were able to continue with the operations. ▪ The cash flow has improved. ▪ Increased production levels and we now have a processing facility. ▪ Resources provided to us by ADA have allowed us to tap into a new market, we can deliver our products to clients and supply industry kitchens. 	<ul style="list-style-type: none"> ▪ The herd is in good condition, improved yield and quality of milk. ▪ The livestock is in a better condition. ▪ Improvement in herd numbers and health of the herd. ▪ Our animal herd has improved in terms of class, because of the bull calves we received from ADA. 	<ul style="list-style-type: none"> ▪ ADA assisted us with animal feed and we've now been able to grow our herd. ▪ Farming operations are easier and more mechanized. ▪ The farming equipment and implements provided by ADA enables us to carry out our farming operations more efficiently, and in a smaller fraction of time. 	<ul style="list-style-type: none"> ▪ The changes we've seen give up hope for a better future. When ADA came our herd was dying due to drought. ▪ The assistance I received at ADA inspired me to keep doing bigger things, in agriculture. ▪ More hopeful about the future, and I feel that I will be more successful based on the way that things are going. ▪ We are now more confident in our product. ▪ I feel more motivated. 	<ul style="list-style-type: none"> ▪ More informed about the types of technologies available in the beef industry. ▪ Improvement on knowledge of animal handling. ▪ Knowledge on compliance standards in processing and markets. 	<ul style="list-style-type: none"> ▪ They have taught valuable information about business management. ▪ More informed about beef production and the types of technologies available in the beef industry.

The information in the table below is a calculation of the occurrence of terms based on the emergent themes developed in the Table 3.2.3 above.

Table 3.2.4: Data analysis of project impacts from the perspective of the beneficiaries

Key: Yes=1, No=0 and *= no response						
Data code	C FO			C F		
Participant code	Improvement in production levels & cash flow	Improvement in product quality	Increased production efficiency	Increased confidence & hopeful about the future	Improvement in knowledge & skills	More informed about the business operations
F1	1	1	0	1	0	0
F2	*	*	*	*	*	*
F3	*	*	*	1	0	0
F4	1	0	1	1	1	1
F5	1	1	0	1	0	0
F6	1	1	0	0	1	1
F7	1	1	0	0	0	0
F8	0	0	1	*	*	*
F9	0	0	1	1	0	0
F10	1	0	1	0	1	1
F11	1	0	1	1	0	0
F12	1	1	0	1	0	0
Total	8	5	5	7	3	3
Percentage (%)	66.6	41.6	41.6	58.3	25	25

The information on the table below has been recorded verbatim from the additional insights given by beneficiaries during the interviews. Based on explanations of answers provided in the questionnaire, beneficiaries gave additional perceptions on certain aspects which were noted on the back on each questionnaire.

Table 3.2.5: Additional interview information and insights from beneficiaries

Other interview data and insights	
F1	The cooperative structure is ineffective and money is the root of most problems. Cooperative members and beneficiaries expect financial returns way before the operations have started. Cooperative members need to be taught proper finance control mechanisms. Previous farm owners (who have sold their farms to the government) should not be allowed to mentor beneficiaries who have been bought those farms, by the government. It creates a lot of tension and the mentor will never teach the beneficiaries the essential things in order to run a farm. He/she will watch them run it into the ground instead.
F5	The ADA funding structure is not suitable for cooperatives. It is better suited for individual farmers, who have an idea of the farming business and require assistance in order to improve their farming operations. ADA buys what you require, it is better if you have an idea what that is and what your plans are once you've acquired it. The funding structure is better suited for individual farming based systems, they are more sound and easy to manage. The ADA also gives farmers the opportunity to connect with other farmers doing the same thing, through workshops and trainings. This is very important for farmers who are starting out in the industry.
F6	Getting assistance from the government is a challenge. Your information is recorded and filed but nothing ever happens if you do not follow up on the progress. Once you receive assistance, and the one person who was active in helping you with the project resigns, the people left behind do not give the project attention and that results in failure.
F8	The previous farm owners should not be allowed to mentor the emerging farmers (new farm owners) who have acquired the farm through land reform. This results in bankruptcy and the beneficiaries not learning anything valuable on how to manage the farm. If you do not make an effort to look for assistance as an emerging farmer, no one helps you. The process of acquiring funding for rural people is lengthy, as they do not know how to create business plans, and some of them are illiterate, which poses a lot of challenges.
F12	Government departments compete for the glory and attention that comes from helping emerging farmers succeed. These departments tend to take farmers away from small organizations like the ADA, who actually help farmers and make a difference. The assistance provided by ADA should be more accessible to farmers in deep in rural areas. More effort should be made to look for areas where rural farmers can be uplifted to play a role in the economy.

The table below is information drawn verbatim from the responses in the questionnaire under the theme “Perceptions of legitimate development support”. The theme was given structure by the questionnaire. The responses were further categorized based on the reoccurrence of terms. The most reoccurring terms were: training on business management, provision of implements and farming equipment, access and understanding of markets, support and mentorship, infrastructure development, production inputs and working capital, alternative business structure aside from cooperatives and connection with a network of farmers in the same industry.

Table 3.2.6: Beneficiary perceptions on suitable support (raw data)

Participant code	Perceptions of legitimate development support
F1	Proper training of how to run and manage a farm, provision of implements and cash flow (with a proper control mechanism) and an alternative business set up aside from the cooperative structure
F2	Proper training of how to run and manage a farm and provision of implements
F3	Provision of implements and farming equipment, including training of how to use and maintain equipment
F4	Provision of implements and farming equipment
F5	Farmers need secure markets, livestock breeding programs (in order to have better yields that are more manageable), training and also being connected to other farmers doing the same thing
F6	Training, support, knowledge, farming equipment and working capital
F7	Production inputs and equipment
F8	Infrastructure development, production inputs, training (particularly on markets) and start-up capital
F9	Training is important. It helps us learn a lot of on business and financial management, including understanding how markets work.
F10	Understanding of market compliance standards, access to finance and mentorship
F11	Equipment, working capital and mentorship
F12	Infrastructure development, feed costs and assistance in acquiring land and buying farms

The table below is a numerical representation of the reoccurrence of terms used by farmers to describe their perceptions of suitable rural development support, as shown in the table above.

Table 3.2.7: Analysis of beneficiary perceptions of suitable development support

Beneficiaries' perceptions on suitable support for rural development								
Participant code	Training on business management	Provision of implements & farming equipment	Access & understanding of markets	Support & mentorship	Infrastructure development	Production inputs & working capital	Alternative business structure aside from cooperatives	Connection with a network of farmers in the same industry
F1	1	1	0	0	0	1	1	0
F2	1	1	0	0	0	0	0	0
F3	1	1	0	0	0	0	0	0
F4	0	1	0	0	0	0	0	0
F5	1	0	1	0	0	0	0	0
F6	1	1	0	1	0	1	0	1
F7	0	1	0	0	0	1	0	0
F8	1	0	1	0	1	1	0	0
F9	1	0	1	0	0	0	0	0
F10	0	0	1	1	0	1	0	0
F11	0	1	0	1	0	1	0	0
F12	0	0	0	0	1	1	0	0
Total	7	7	4	3	2	7	1	1
Percentage (%)	58.3	58.3	33.3	25.0	16.6	58.3	8.3	8.3

Appendix 4: Template of ADA`s project implementation plan

1. PROJECT DETAIL

PROGRAMME			
BUSINESS UNIT/CLUSTER			
RESPONSIBLE MANAGER			
Project Number			
Project Name			
Project Type			
District		Ward	
Local Municipality		Coordinates	
No. of Farmers		No. of Female Beneficiaries	
No. of Youth Beneficiaries			

2. BACKGROUND AND HISTORY OF THE PROJECT

3. PROJECT OBJECTIVES

4. PROJECT DESCRIPTION

5. PRODUCT ANALYSIS

6. PROJECT SCOPE

6.1 MAIN DELIVERABLE 1:

Output	Key Activities	Estimated start date	Estimated Finish Date

6.2 MAIN DELIVERABLE 2:

Output	Key Activities	Estimated start date	Estimated Finish Date

6.3 MAIN DELIVERABLE 3:

Output	Key Activities	Estimated start date	Estimated Finish Date

7. PROJECT ASSUMPTIONS

8. PROJECT RISKS

9. BUDGET ESTIMATES

ITEM	BUDGET	Q1	Q2	Q3	Q4

10. PROJECT MANAGEMENT TEAM

Project members: (insert names here)

11. MONITORING EVALUATION FRAMEWORK

MAIN DELIVERABLES	Output	Indicator	Data source	Data collection method	Frequency Of Data Collection	Who will collect data