

THE CHALLENGES FACED BY MANAGERS IN MANAGING COMMUNITY  
PROJECTS IN MODIMOLLE LOCAL MUNICIPALITY OF LIMPOPO PROVINCE

BY

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To whom it may concern

19 June 2013

Mini-dissertation language editing

I hereby confirm that I edited the mini-dissertation compiled by Maruping Ephraim Mashangwane in terms of errors and concerns regarding the use of language. Where necessary, I made recommendations and suggestions for further improvement of the overall presentation of the dissertation.

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## DECLARATION

I, the undersigned declare that:

THE CHALLENGES FACED BY MANAGERS IN MANAGING COMMUNITY PROJECTS IN MODIMOLLE LOCAL MUNICIPALITY OF LIMPOPO PROVINCE”, is my original work and the result of my investigation and research, and that it has not been submitted in any part or full for any degree at any other university. All sources cited have been duly acknowledged.

Signature : \_\_\_\_\_ Date\_\_\_\_\_

Candidate Name: MASHANGWANE MARUPING EPHRAIM

## DEDICATION

This work is dedicated to my late parents who laid a foundation for my future, My father while I was a little boy you once told me that your money will help me to go to school even when you have departed to the unknown world, My mother instead of grass materialism you opted for education materialism.

To the Almighty thanks for paving the way for my future and may you glories hand rest upon me forever and ever Amen.

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I would like to dedicate my work to the following people:

- ❖ My late parents (father) Lesetja Daniel Mashangwane and (mother) Monene Moundy Mashangwane and, for their undying potent spirit over my life.
- ❖ My lovely wife, I thank you for your understanding and support throughout the period of my study.
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- ❖ My supervisor, Professor KS Milondzo, thank you for your professional advice, guidance and support, you are not where you are by choice but by calling.
- ❖ God who opened all the ways that I needed to pass through, thank you ,thank you and thank you for making me to realize my dream.

## ABSTRACT

Recent changes in Modimolle Local Municipality have placed new external pressures and challenges on project managers change their ways of managing community projects in their sphere of operation.

The above challenges had necessitated the researcher to investigate the challenges faced by managers in managing community projects in Modimolle Local Municipality of Limpopo Province.

The management of community projects in Modimolle Local Municipality is fraught with challenges such as financial resources, lack of focus on economic development, improvement of livelihood, community participation, sustainability, delegation and also not adhering to Public Financial Management Act and Municipal Financial Management Act.

To understand the total context of the challenges faced by managers in managing community projects, an in-depth study of this problem was done by means of relevant literature review, empirical study and variety of other suitable research techniques. Data was collected by means of questionnaires and semi-structured interviews, from project managers who had an experience of community work in the area of the study.

The studies have revealed that the management of community projects is not determined by one factor. It emerged that there are various factors that prohibit managers to manage community projects in their sphere of operation, hence the recommendations for improvement stated in chapter five.

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## **CHAPTER ONE**

### **1.1 INTRODUCTION**

South Africa, like many other developing countries has experienced dramatic changes in public management; community projects management has been introduced at various spheres of government to address various challenges in the community. The members of the community who started projects in the Modimolle Local Municipality have also adopted project management system to improve their performance and to be able to manage their projects well.

These changes have exerted a lot of pressure on community projects managers in the area of study to change their way of doing things, but how to do it becomes a problem to most of the community projects managers.

### **1.2 PROBLEM STATEMENT**

Community projects that were initiated by the stakeholders in the Modimolle Local Municipality where aiming to improve the quality of lives amongst the members of the society, most of the former disadvantaged community projects managers seem to be struggling with the management and implementation of the community projects. Therefore, the researcher realized the need to investigate the challenges facing project managers in the management of community projects in Modimolle Local Municipality of the Limpopo Province.

The rational of the proposed study emanated from the lack of proper knowledge in the management of community projects in the area of study, most of this community projects are receiving funding from the government and other sources, but are performing below the standard required by the project management standard, hence this study.

### **1.3. Aim of the study**

The aim of study is to investigate the challenges facing the managers in the management of community projects in Modimolle Local Municipality in the Limpopo Province.

### **1.4 Objectives of the study**

In order to achieve the above aim, the following objectives will be persuaded:

- To identify the training programs that is offered to managers of community projects in the area of study.
- To identify the factors that hampers the management of the community projects in Modimolle Local Municipality in the Limpopo Province.
- To identify the strategies that will enhance the performance of managers of community projects in Modimolle Local Municipality.

### **1.5 RESEARCH QUESTIONS**

This study has the following research questions:

#### **1.5.1 Main question**

What are the challenges faced by managers towards the management of the community projects in the area of the study?

#### **1.5.2 Sub-questions**

- What kind of training programs that are offered to community project managers in the area of the study?
- Are there any factors that hamper the management of community projects in Modimolle municipality?
- Which strategies can be used to enhance the performance of managers of the community project?



## 1.6 SIGNIFICANCE OF THE STUDY

The researcher is of the opinion that the study of the challenges facing managers in the management of community projects in Modimolle Local Municipality will assist them in the following ways:

- The study will assist the managers of the community projects to alleviate challenges that they may face in the area of the study.
- It will assist the municipality to develop appropriate training programs for managers of community projects in the area of the study.
- It will assist the Municipality to develop relevant strategies that will enhance the performance of managers of the community projects in Modimolle.

## 1.7 ETHICAL CONSIDERATION

According to De Vos & Fouche (1998:24) ethics is “a set of moral principles that are suggested by an individual or group that are widely accepted and which offers rules and behaviour expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and students”. In this study the following ethical issues will be adhered to:

- **Right to privacy**  
The researcher will allow the rights to privacy to the respondents. They will not be forced to divulge any information that they regard as private.
- **Confidentiality**  
The information in the proposed study will be treated with confidentiality; therefore the names of the respondents and their organizations will not be mentioned in the study.
- **Professional code of ethics**  
The researchers will adhere to the professional code of ethics and its rules and regulations.

## **1.8 DEFINITION OF OPERATIONAL CONCEPTS**

Concepts are primary instruments, which the researcher seek to understand theory and the essence of meaning. The following concepts need clarification:

### **1.8.1 Project**

Dale (2004:59) refers to a project as “a planned intervention for achieving one or more objectives, encompassing a set of interrelated activities that are undertaken during a delimited period of time, using specified human, financial and physical resources”.

### **1.8.2 Project management**

Roberts (2011:15) states that Project Management is the shared set of values, principles, process and techniques which is used by the projects management team (not just the project manager) to deliver a successful project. Van der Waldt & Knipe (2010; 57) define project management as entailing planning, organizing, coordinating, controlling and directing the activities of a project.

### **1.8.3 Management**

George and Jones (2001:5) define management as “the planning, organizing, leading and controlling of resources to achieve organizational goals effectively and efficiently.”

## **1.9. OUTLINE OF RESEARCH REPORT**

### **Chapter 1**

A brief background of the problem and purpose of the study, demarcation of the study, significance and conclusion.

### **Chapter 2**

Literature review on the management of community projects.

### **Chapter 3**

Literature design and methodology.

#### **Chapter 4**

Data collection, analysis and interpretation of results.

#### **Chapter 5**

Findings, recommendations and conclusion.

### **1.10 CONCLUSION**

In this proposed study, the background of the problem, the purpose of the study, demarcation of the study, the significance of the study, research methods and conclusion are briefly discussed. In the next chapter, a review of the selected relevant literature on project management will be discussed.

## **CHAPTER 2**

### **LITERATURE REVIEW ON PROJECT MANAGEMENT**

#### **2.1 Introduction**

In this chapter, a review of literature related to the management of community projects will be analysed. The sole purpose of exploring what has already been researched is to locate the current study within the existing body of knowledge. This chapter will be organised as follows:

- A brief review of the theoretical framework regarding project management.
- A critical analysis of previous research work and literature which may place the present studying an appropriate context in terms of its research questions stated in chapter one.
- Lastly, the conclusion will be given at the end of this chapter in the form of a summary.

New changes in the implementation of the community projects at Modimolle have brought challenges to project managers to improve their management and strategies that can enhance and assist them to achieve the intended goals. The introduction of CDW (Community Development Workers) has compelled project managers to develop programmes and plans that will help them to implement the community projects in professional, effective and efficient way. The actual performance becomes a challenge to most of the project managers in the area of the study, hence the need for training, programs and strategies to enhance performance of project managers in their sphere of operation.

#### **2.2 The concept of Project Management**

If community projects are to fulfil their intended mission, then project managers within the community must be given an opportunity to grow and develop, training courses on project management must be developed so as to assist them to cope with the ever-increasing demands of the community. The challenge is to provide ways and means to help projects managers to grow within their jobs and to assist them in dealing with the

evolving trends such as community participation, delegation, supply chain, poverty alleviation, monitoring and evaluation and other related issues.

Modimolle as a local municipality like other public organisations needs well trained project managers and stakeholders to fulfil the mandate as the positions and job requirements within the new democratic South Africa becomes more complex, hence the importance of staff development and training programme increases. The role of the training programme is to enable project managers to increase their performance and effectiveness in their management and implementation of community projects.

In order to implement and manage projects properly, the project managers must first understand the concept of project management before they put it in practice.

The term project management has attracted many definitions from different writers. and Roberts (2011:15) defines project management as “the shared set of values, principles, process and techniques which is used by the project management team to deliver a successful project’. Williams (2008:2) attest that project management is “the application of knowledge, skills, tools and techniques to project activities to meet project requirements”.

To support the above statement, Letsoalo (2008:4) defines project management as “a set of techniques based on the accepted principles of management used for planning, estimating, organising and controlling work activities to reach a desired result on time within budget and according to specification”.

According to Van der Waldt & Knipe (2010:58) states that “project management is a set of principles, methods, tools and techniques for the effective management of objective oriented work in the context of a specific and unique organisational environment. Larson and Gray (2011:3) argue that project management provides people with a powerful set of tools that improves their ability to plan, implement and manage activities to accomplish specific organisational objectives.

From the above definitions, it is clear that whenever the project manager wants to manage the project successfully he needs to understand the methods, techniques,

values, application of knowledge, tools and principles of management such as planning, organising, directing and control.

To support this statement Mawila (2008:9) argues that project management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives.

Based on this definition the success of project management depends on good planning and the management of resources directed towards the attainment of projects intentions. Oosthuizen and Venter (2012:17) attest that “successful project management is characterised by good planning, resourcing and meeting realistic expectation of outcomes and strong management support.

The management of the community projects depends on the way in which project managers understand the concept itself and its application. Project management derives from the term project. This concept has been defined and described by various authors Dale (2004:59) refers to a project as “a planned intervention for achieving one or more objectives, encompassing a set of interrelated activities that are undertaken during a delimited period of time, using specified human, financial and physical resources”., Meredith, Samuel and Mantel (2002:8) define project as “a temporary endeavour undertaken to create a unique product or service”. While Nickson and Siddons (2001:17) argue that project is “a one-off finite piece of work with fixed start and end points with clear objectives.

To support the above definitions, Oosthuizen and Venter (2012:3) provided descriptions of project as follows:

- Planned, temporary endeavour undertaken to create a unique product, service or other complete and definite outcome (deliverable) within a limited time scale and with limited resources-budget.
- Is a unique set of co-ordinated activities with definite starting and finishing points, undertaken by an individual or organisation to meet specific performance objectives within defined schedule, cost and performance parameters.

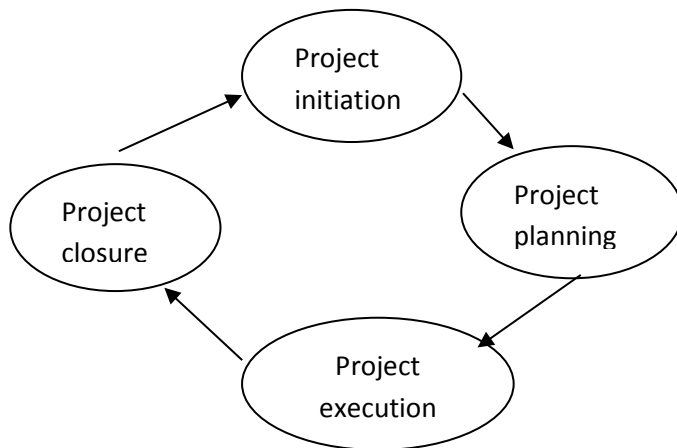
- As a complex, no-routine, one time effort limited by time, budget, resources and performance specification designed to meet customer needs.

To sum-up the above statement Burke (2011:59) also points that many organisations are changing in nature as more of them are accomplishing their business through projects, according to Burke project consist of the following characteristics:

- A project has a start and an end date
- A project is unique ;and
- specific deliverables

Another way of illustrating the unique nature of project work is in terms of the project life circle, Oosthuizen and Venter (2012:8) define project life circle “as a logical sequence of activities undertaken to accomplish the projects objectives, from the definition it is clear that the success of every project depends on the understanding and interpretation of the life circle project managers. The project manager should follow the sequence of project life circle whenever are required to undertake a particular project in the community.

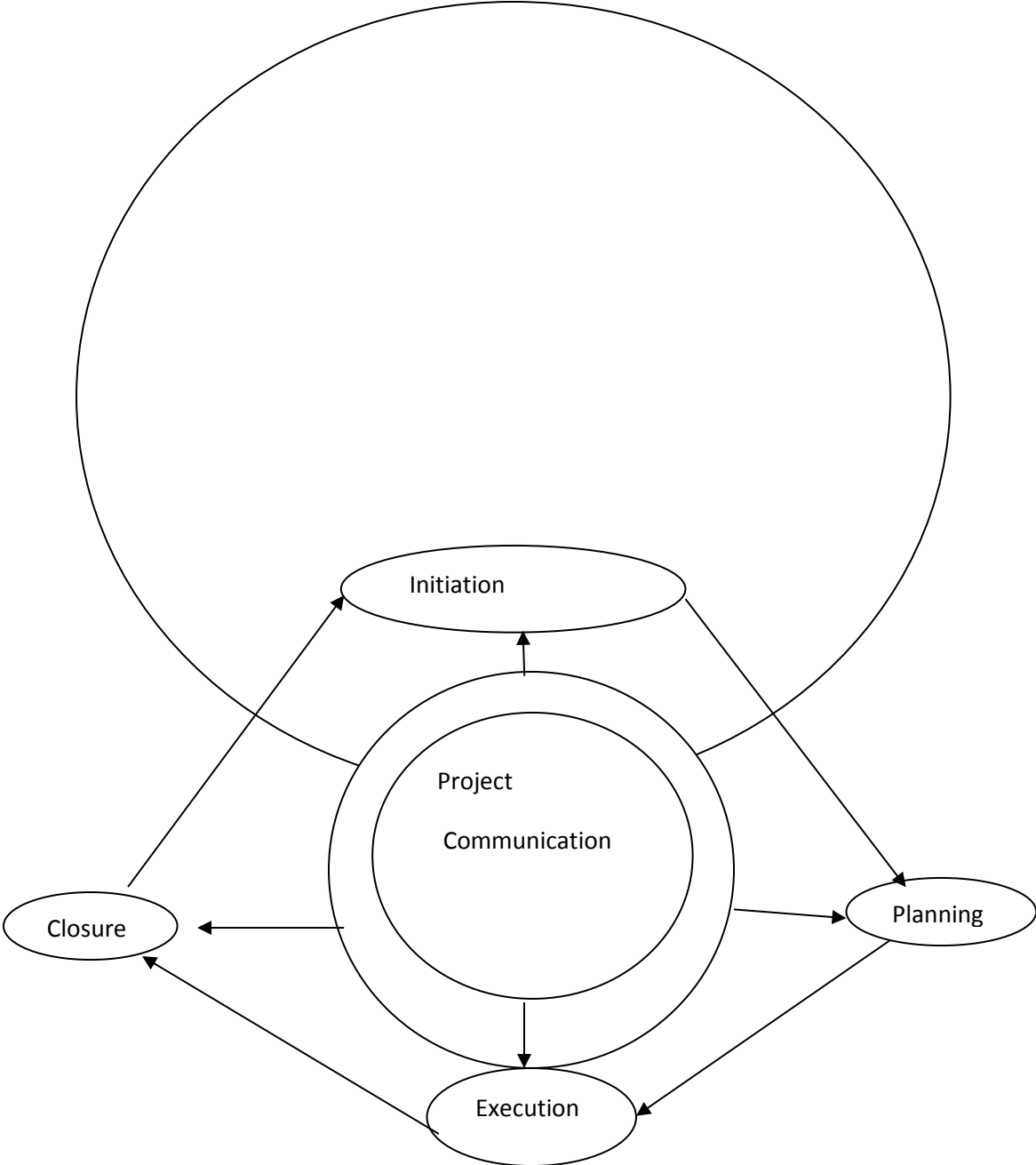
Figure 2.1 illustrated sketch of a project life circle



Source: Oosthuizen and Venter (2012:8)

To support the above sketch, Dinkos (2010:17) designed project management structure that is consisting of more extended elements than other project structures developed by other authors in the following manner below: This structure consists of more extended elements than other project cycles developed by other authors.

Figure 2.2 PROJECT STRUCTURE



Source: Dinkos (2010:17)



#### **2.2.4 Project life cycles consist of four phases, and are described below as:**

- Concept and initiation phase: The first phase starts the project by establishing a need or opportunity for the product, facility or service. The feasibility of proceeding with the project is investigated, and on acceptance of the proposal moves to the next phase;
- Planning: The second phase should include a detailed identification and assignment of each task until the end of the project;
- Project execution: ensures that project activities are properly executed and controlled, during the execution phase, the planned solution is implemented to solve the problem specified in the project requirements, and
- Closure: This is the last stage and the project manager must ensure that the project is brought to its proper completion. The closure phase is characterised by a written formal project review report containing the following components; a formal acceptance of the final product by the client, weighted critical measurements (measuring the initial requirements specified by the client with the final deliverable), a list of lessons learned and a formal project closure notification to higher management.

### **2.3 The need for project management**

The need for project management as an important tool and instrument of management derived from its benefits and the role it can play in the business, organisation and the community in large.

A project is a temporary endeavour undertaken to create a unique product, service or results. This definition means that a project is not a permanent and therefore as a temporary endeavour it has a defined life span with a beginning and an end, as one of its characters it involves several departments and professionals, and further that it is characterised by its specific time, cost, and performance requirement (Larson and Gray 2011:5).

It goes without saying from the mentioned statement that it is clear that the project manager has a complex tasks to fulfil and complete the project within a specified cost,

time and therefore a project manager need to possess a variety of skills such as leadership, management ,financial communication and other related skills. Apart from these activities, the project manager should know how to plan, organise, direct and control so as to achieve the intended goal of an organisation within specific period.

### **2.3.1 Benefits of project management**

The concept 'project and project management' are comprehensible and important in the organisation. The period in which these projects are completed and the intended objectives are achieved, good results and less cost that are deriving from project management proof that project management is a cost effective way of managing organisations and community projects, hence most of the institutions are opting for it, Dinkos (2010:41).

To support the above statement, Smit and Cronje (2002:10) attest that "in any job that is undertaken management process of planning, leading, organising and controlling becomes central order to can achieve the intended objectives.

The success of every project depends on the role and function in which the project manager fulfils in the organisation. Burke (2003:10) argues that the project manager is also responsible for developing a plan through which the project can be monitored, evaluated directed and controlled to achieve stated project objectives, He further identified the main benefits associated with integrated project planning and control system for management below as follows:

- Client
- Single point of responsibility
- Estimating
- Critical path method
- Fast track
- Schedule bar chat
- Project integration
- Reporting interfaces

- Response time
- Trends
- Data capture
- Procedure
- Project office
- Closed report and
- Marketing

Bentley (2003:11) maintains that if you take a project in the middle one will know what documents to look for and when to find them and provided some of projects benefits as follows:

- ❖ It builds experience
- ❖ Everyone knows what to do
- ❖ There is early warning of problems
- ❖ It is pro-active and not reactive
- ❖ Method is repeatable and
- ❖ Enhance knowledge and skills

In order to understand how project creates organisational change, the project manager must understand role and functions within the organisational sphere.

Burke (2003:11) argues that project manager is a key appointment which can influence the success or failure of the project which means that a project must meet certain standard in relation to qualifications, experience and knowledge that will enable them to fulfil their role and functions in a project and can turn that into reality, must further be able to co-ordinate and integrate all project activities.

### **2.3.2 The role of project manager**

Burke (2003:11-12) identified the roles of project manager as the following:

- To select and develop an operational team from a standing start
- Leadership

- Anticipate problems
- Solve problems
- Make decisions
- Integrate stakeholders
- Plan, expedite and get things done
- Understand the environment within which the project is being managed
- Direct, review and apply control
- Keep client happy
- Manage within an environment of constant change
- Administer the contract, the scope of work and scope changes
- Information management.

For the project manager to implement their roles and functions better, they must know how the risk and project management unfold.

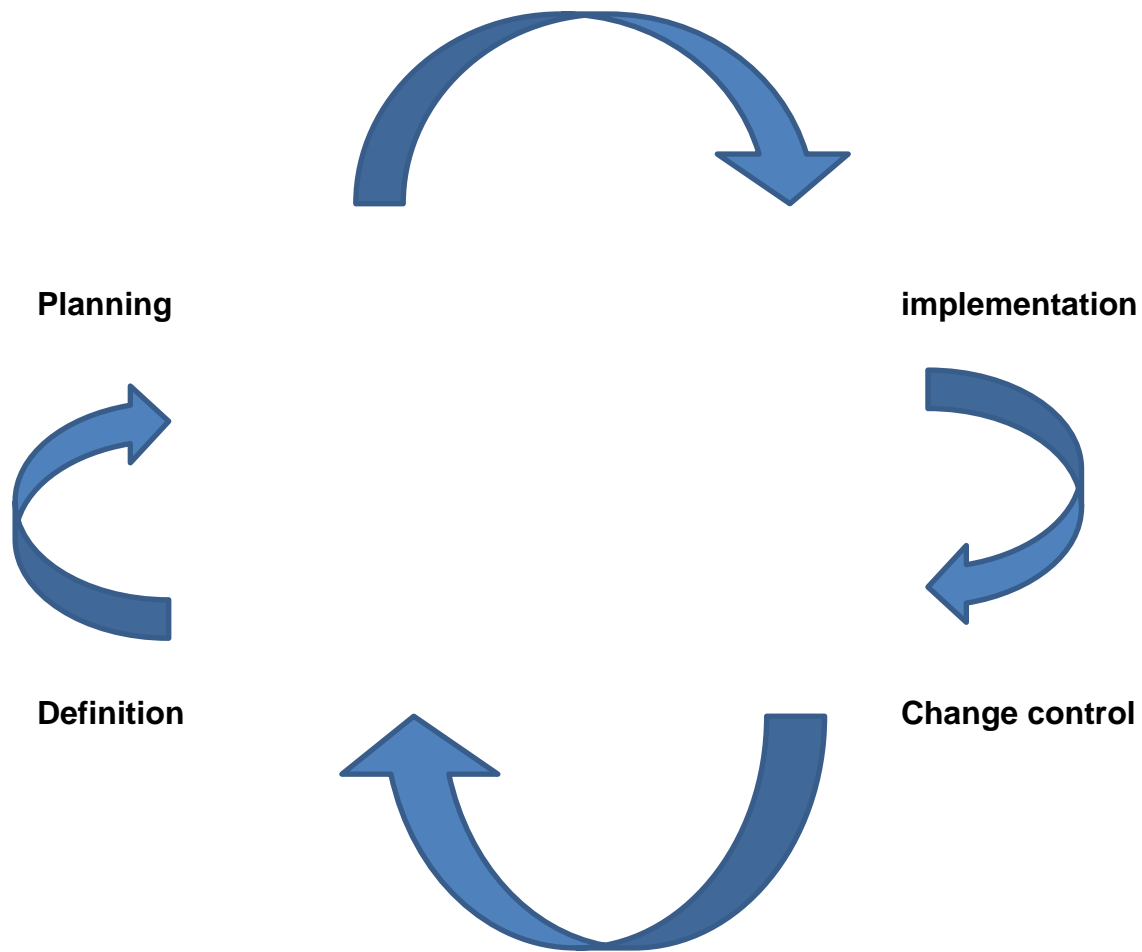
The diagram below (Figure 2.1) shows clearly that project management does not just happen. The process take place until logic conclusion is reached. It involves risk assessment and planning before the project is implemented in the community.

### **Figure 2.3 Project management process**

Risk contingency and external dependencies of project management

According to Nickson and Siddons (2001:4); the manager should take a project management process into consideration. This lucidly illustrated in Figure 2.3 on page 15.

Figure 2.3: Project management process



Source: Nickson and Siddons (2001:4)

It must be noted that before the planning stage, the project manager should take into consideration the following facets during the definition stage: by Larson and Gray (2011:8)

- An established objectives
- A defined life span with a beginning and an end.
- Usually, the involvement of several departments and professionals.
- Typical doing something that has never been done before.

- Specific time, cost and performance requirements while on the other hand Nickson and Siddons (2001:14) highlighted on the following facet :
- Established the project statement
- Identified the goal and objectives
- Defined the project deliverable
- Set up the project file
- Set up the risk register
- Produced an inhale cost estimate
- Produced a work breakdown structure and defined the resource.

Apart from the management process as discussed above, the project manager should understand the concept 'risk' and know all the steps that are involved where the risk is taken the management process.

The stages of project management discussed above can only be understood if the project manager understands the relationship between project management and general management.

#### **2.4 Project management, general management and their relationship**

It is true that there is a thin line difference between general management and project management, However before discussing the difference, one will first provide the definition of management as the process of planning, organising, leading and controlling the resource of the organisation to achieve stated organisational goal as productively as possible Smit and Cronje (2002:10) this process of planning ,organising leading and controlling the resources is undertaken by general managers based on their respective field such as the manager utilised effectively and efficiently, while the manager human resources development is responsible for procuring human resource and human resource ,train and development human resource and lastly dispose of human resource based on either dismissal ,retirement ,death or resignation. This general management looks into all activities of various management provide two or more definition of management.

From the above it is clear that general management perform specific activities in the project and this general management at the end the day report to the project manager.

According to Meredith, Samuel and Mental (2010:110) line managers will at times make fundamental and critical decision that have an impact on the project, which basically means that general manager though working on a specific activity of the project they still play an important role in ensuring that the project realises its intended goals and objectives.

According to Larson and Gray (2011: 3) Project management provides their people with a powerful set of tools that improves their ability to plan implement and manage activities to accomplish specific organizational objectives, and further it builds collaborative relationships among a diverse cast of characters. Powerful set of tools means that a project manager performs multi-functional tasks which are based upon various characters that perform their specific activities.

While Williams (2008:2) attests that project management is the application of knowledge, skills, tools and techniques on project activities to meet project requirements. Which means that without application of knowledge, skills, tools, and techniques no project requirements will be met and therefore project manager must have the ability to apply the mentioned qualities, which could be acquired through education and training? Though of a course it is a challenge can achieve all projects intended goods % objectives.

The difference between project management and general management will further be illustrated in the next page in a table in order to provide a clear picture as according to (Oosthuizen and Venter, 2012: 16).

Figure 2.4: General management versus Project management

| <b>General Management</b>                                | <b>Project management</b>  |
|--|--|
| Responsible for managing the status quo                  | Responsible for ever seeing change                               |
| Authority defined by management                          | Lines of authority fuzzy   |
| Structure  |  |
| Consistent set of tasks                                  | ever changing set of task  |
| Responsibility limited to their own function             | Responsible for cross-functional Activities                      |
| Works in permanent organisational structure              | Operates within structure<br>Which exist for the life of project |
| Task described as maintenance                            | predominantly concerned with Innovation.                         |
| Main task is optimisation                                | Main task is the resolution of conflict                          |
| Success determined by the achievement of interim targets | Success determined by achievement of stated and goals            |
| Limited set of variables                                 | Contains intrinsic uncertainties.                                |

Source: Oosthuizen and Venter (2012:16)



Based on the above task one agrees that there is a difference between project management and general management, hence the management of these two differs on the nature of what they are addressing: as project may be very different in their objectives from one to the next, the most genetic project management activities may include project planning, organising, benefits and controlling of various resources which budget and in accordance with the expectation.

While general management encompasses a variety of activities such as cross-functional management, the managing structure, set of tasks optimisation, responsibility limited to own function limited set of variables etc. that ultimately seek project members to operate productively in order to maximise owners health.

It must further be moved that before there is project management there must be a project plan first and this involves all of the disciplines that will be necessary to do market wants and competition assessment, available various resources that will be needed to implement the project such as definition of specifications, time, manpower and funding, and all those activities that are involved in running the project. This involves a great deal of communication skills and organizational understanding and correction. That is where project managers becomes active and visible as well as applying their knowledge and skills and prove that they understand the overall objectives and resources such that they can put their knowledge into practice.

The project manager must be concerned with the progress of the project as the owner of the project, while the line managers own their own respective functions which forms part of the project and most importantly the people or project members who should be acknowledged of their roles in the project for example should know their line of function in order not to confuse what they are doing with what is done by others within their respective areas in the project.

It is important for both project managers and general managers to know their duties in the project. General managers should not interfere in the functions of other line manager as this will affect the projects progress unless one is delegated to do so, because it is difficult to find a technical manager employed to perform those managers

duties, though of course it is expected that line managers like project managers must have multi-dimensional skills and knowledge yet such a contradiction of hiring technical managers to perform financial duties is very rare.

Despite the fact that the project managers is responsible for the whole project, line managers will at times make fundamental and critical decisions, Meredith, Samuel and Mentel (2012:10) shows that line managers play an important influential part in a project and does contribute towards the success and failure of the project. Therefore project manager cannot operate without meeting and consulting with line managers.

From the above information one can see and understand that the difference between project management and general management is very thin to such an extent that it is difficult if not possible to distinguish the two management functions and again project managers cannot exist without a project, that is how they are interrelated and one cannot be a project manager without any knowledge and skills of general management.

Apart from the relationship between project management and general management the project manager must also comprehend the concept 'risk' and know all the steps that are involved in the project risk management process.

## **2.5 PROJECT AND RISK MANAGEMENT**

According to Larson and Gray (2011:211) risk is "an uncertain event or condition that if it occurs, has a positive or negative effect on project objectives". On the other hand Nickson and Siddons (2003: 40) define risk as "an event or situation for which there is no corrective action that can be taken and which can endanger part or the end project".

KimHeldman (2011:144) attest that risk "is the possibility of a problem occurring on the project, thereby threatening the projects outcome in some way.

There are many sources of risk to a project. For the purpose of this study, risk is being splinted into the two categories in the next page:

- ✓ External risk: risk affecting the viability of the project from the outside world and business environment such as natural causes or global market recession (Kimheldman, 2011:149-150).

- ✓ Internal risk that come from within the project, e.g. the tools used by the project team, technical issues, staff ability, etc. (Nickson and Siddons, 2003:40).

Apart from the above two risk categories project risk management comprises of the following aspects:

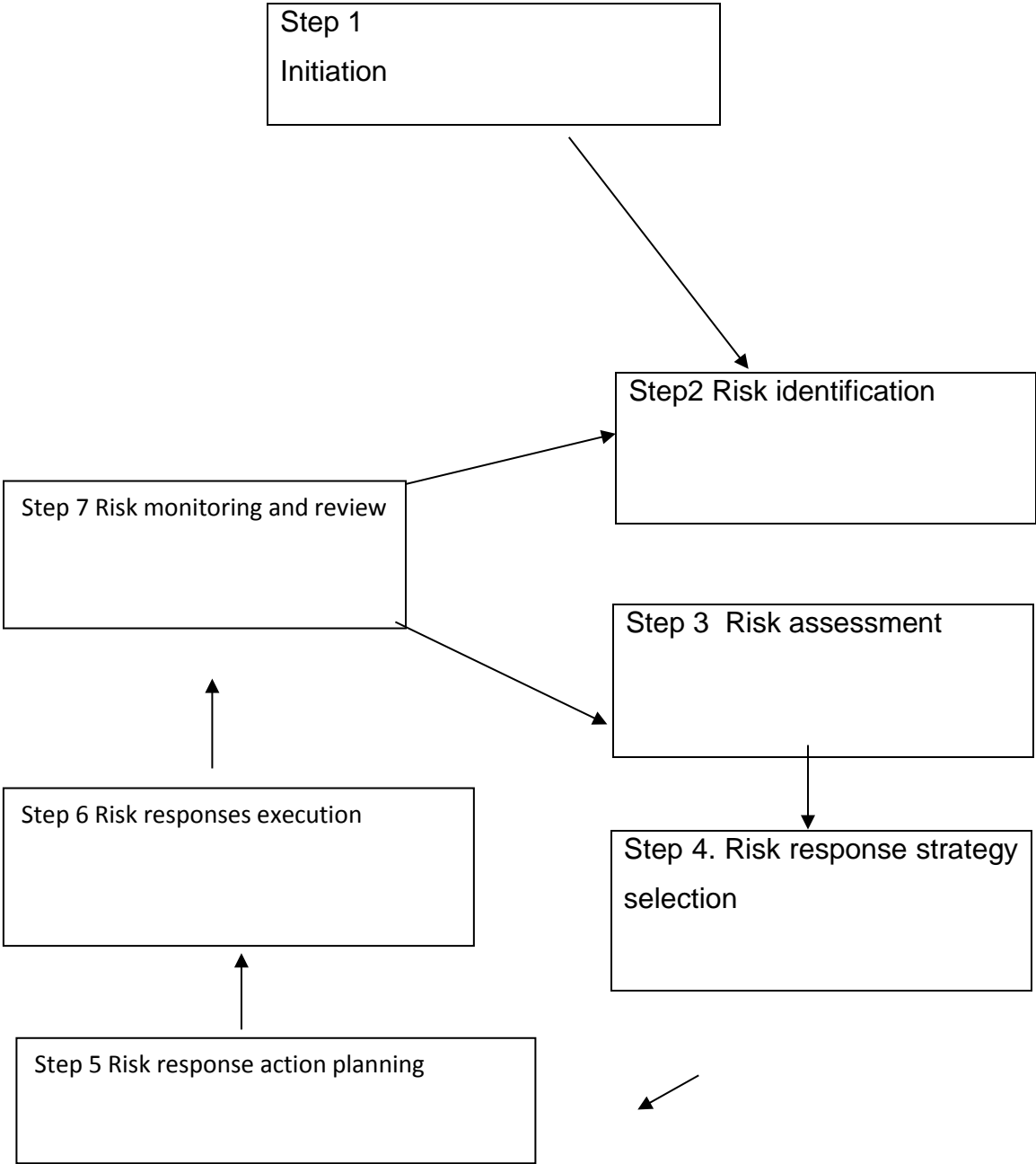
- Risk identification-determining which risks are likely to affect the project and documenting the characteristics of the risks;
- Risk qualification-evaluation risk and risk intention to assess the range of possible project outcomes;
- Risk response development- defining enhancement step for opportunities and responses to threats; and
- Risk response control-responding to changes in risk over the course of the project.

Larson and Gray (2011:223-224) describes five steps of managing risk in the organization as follows:

Risk identification: refers to identification of all possible risk that can take place and other risk identification tools are used such as risk break down structure and risk profile.

- Risk assessment-this is where the risk is analysed to assess based on its probability and impact of the event.
- Risk response development, after the risk has been identified and assessed then the relevant risk response is developed and can be classified as mitigating, anodising, transferring, sheering or retaining.
- Contingency planning-this is where the negative impact of the risk is reduced or litigated.
- Risk response control: in this last step a risk register is developed with all available details related to risk management, the register must be monitored and up dated from time to time. The above mention steps that are involved in the management of risk and project management can be supplied and illustrated by the figure on the next page:

Figure 2.5: Project risk management steps



Source: Oosthuizen and Venter (2011:229)

## 2.6 Projects

In order to understand how the management process work, the project manager must fully comprehend the concept “project” and his role towards achievement of intended projects goal and objectives.

According to Larson and Gray (2011:5) a project is defined as “a temporary endeavour undertaken to create a unique product, services, or results ad that the major characteristics of a project are as follows;

- ✓ An established objectives;
- ✓ A defined life span with a beginning and an end;
- ✓ Usually, the involvement of several departments and professionals;
- ✓ Typically doing something that has never been done before;
- ✓ Specific time, cost and performance requirements

To support the above definition Clements and Gido (2009:4) defines a project as an endeavour to accomplish a specific objective through a unique set of interrelated tasks and the effective utilization of resources.

(Melton, 2007:7) defines a project as a distinct package of scope which when delivered will enable the organization to realize a destruct package of benefits to support the above definitions Bracknell et-al (2012:3) defines a project as “any planned, temporary ender our undertaken to create a unique product, service or other complete and definite outcome (deliverable) within a limited time scale and with limited recourses budget.

Apart from the above definitions of Larson and Gray, a project has characteristics which identified by Roberts (2011:5.7) as follows:

- A project produces a deliverable.
- Defined end date
- Defined budget
- Wide range of resources

- People involvement
- Life cycle

Apart from the characteristic and the roles played by projects, managers should take cognisance of the process and steps that are involved in scope of project management.

## **2.7 Project scope management**

Project scope management is defined as: the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It is primarily concerned with defining and controlling what is included or not in one project; (Dinkos, 2010:78).

The major project scope consists of the following process:

- Initiation- formally recognising the existence of a new project
- Scope planning- developing a written scope statement as the basis for future project decision.
- Scope definition- subdividing the major deliverables into smaller more manageable components
- Scope verification- formalizing acceptance of project scope; and
- Scope change control- controlling changes to project scope for the project managers to initiate planning, change, initiative verification and control within the scope of project management, in their sphere of operation.

## **2.8 Project and total quality management**

Total quality management is defined as “the integration of management quality, principles, practice, processes and services, deliver value, and operationalize the objectives of an organisation Knipe et-al (2010:226) from the above definition, it is clear that total quality management can be properly implemented if the project manager the comprehensive approach and the demines 14 points of quality management which will be stated below in the following page:

2.8.1 Fourteen (14) points for quality management as described by Knipe et-al (2010:235-238) are as follows:

- ❖ Create constancy of purpose for continual improvement of product and service
- ❖ Adopt the new philosophy for economic stability
- ❖ Stop dependence on inspection to achieve quality
- ❖ End the practice of awarding business on the basis of price alone and minimise total cost by working with a single supplier
- ❖ Improve constantly and forever every process for planning, production and service
- ❖ Institute train go on the job
- ❖ Adopt and institute modern methods of supervision and leadership.
- ❖ Eliminate fear.
- ❖ Break down barriers between department and individuals.
- ❖ Eliminate slogans, exhortation and targets for the workforce.
- ❖ Eliminate numerical quotas for the workforce and numerical goals for management.
- ❖ Remove barriers that prevent people from workmanship and eliminate the annual rating and merit system.
- ❖ Institute a vigorous programme of education and self-improvement for everyone.
- ❖ Put everybody in the organisation to work to accomplish the transformation.

Apart from the above Deming's 14 points for quality management in Knipe et-al (2010:235-238), there are four major stages in managing quality project and listed below:

- ✓ Inspection- it has to do with measuring and testing the quality of a product or service;
- ✓ Quality control- detecting whether quality has been achieved in as far as specification is concerned.
- ✓ Quality assurance- is achieved the development of a quality manual, ensuring competent personal, conducting internal audits so on and so on

- ✓ Quality management- is the process of ensuring that quality is matured all the time.

## **2.9 Project and human resource**

Seabi (2010:23) defines human resource management as practices and systems that influence employee's behaviour, attitudes and performance. The above definitions indicate that human resource is the practice that involves people and their behaviour towards work and performance. For managers to understand how employees perform in the organization, one has to take cognizance of the importance of the functions in human resource management.

Human resource management commence with matching the business needs of the organization with the skills, values and attitudes of the employees needed to achieve optional in the organization. This process is achieved through job analysis to determine the required skills, duties and knowledge base in the organization, Mondy, Noe and Premeaux (2002:87). The job description provides required information in terms of tasks and responsibility of the work to be done. Job specifications provide information that will be relevant as minimum requirements for the employees to perform their job (Dumisa, 2010:8).

Human resource deals with people in an organization or project and therefore these human resource need to be managed according within the labour relations sphere and therefore Wirick (2009:54-155) attest that project managers are expected to motivate and excite team member, build and advance capacities of their team as human resource so at to maximise performance and has listed what is known as the best practice for human resource management in a project as follows:

- Develop a human resources management plan
- Regard the human resource department as an asset rather than obstacle and build an effective relationship with it
- Assume that the necessary resources for the project will be available.



- Give the project team as much as latitude as possible in defining their own activities
- Engage project team member in project planning and project decision making.
- Be involved in progressive discipline process, with the interior of improving performance.
- Assume that your member are theory employees
- Give team member that chance to experiment, learn and grow if possible.
- Acknowledge that the project manager has the ultimate responsibility, but that success cannot be obtained without the support of the team.
- Be engage team member by reminding them of the importance of the project
- Protect the team from outside interference.
- Fix problems not people.
- Never try to resolve conflict on the basis of position.
- Remember that emotions are also a factor in resolving conflict
- Identify the factor for creating high- performing project teams and determine which of those factors can be applied.

The success of every project depends on the project team which is sometimes regarded as human resources in terms of how they inter-act towards one another and their well-defined and described job specifications and the traits of leadership that the project manager has a human being possess. The following are regarded by Mawila (2006:11) as importance of leadership.

- Provide guidance towards goal achievement.
- Coordinate activity of staff in a specific organizational setting.
- Coach and develop teamwork.
- Provide an atmosphere of empower round; and.
- Inspire and motivate people to best producing so on and so on

According to Larson and Gray (2011:340) leadership involves recognizing and articulating the need to significantly alter the direction and operation of the project, aligning the people to the new direction and motivating them to work together to

overcome hurdles produced by the change and to realize new objectives, Burke (2008: 309) attest that leadership is about setting objectives and generating enthusiasm and motivation amongst the projective teams.

To support the above definition Brick et-al (2012:363) provided three definitions of leadership as follows:

- ✓ Leadership is” a process whereby leaders influence followers in other to achieve organisational objectives through change.
- ✓ Leadership is “a process of communication and motivation to influence employees to act and work towards achieving organisational goals.
- ✓ Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes.

(Pinto, 2010:129) defines leadership as the ability to inspire confidence and support among the people who need to achieve organizational goals.

From the above definition, it is clear that the characteristic of management and traits of leadership portrays different perspectives and influence that can emanate from somebody’s leadership or management style. These distinct characteristic has been illustrated by table in the next page.

Table 2.1 comparisons between leaders and managers

| Manager                        | Leader                   |
|--------------------------------|--------------------------|
| Manage today                   | Make tomorrow            |
| Are retail driven              | Are concept driven       |
| Think in micro                 | Think in macro           |
| Respond to change              | Initiate change          |
| Defend the status quo          | Challenge the status quo |
| Administer work                | Motivate people          |
| Have little or no vision       | Have a vision            |
| Do not see the need for change | Make changes             |
| Maintain the operation         | Develop the operation    |
| Get results                    | Build potential          |
| Rule driven                    | Results driven           |
| Train and educate              | Develop and build        |
| Do not like challenges         | Inspired by challenges   |

Source:Khosa(2009:8)

Leadership can also be attributed through the organizational outcomes. Leaders attribute can be linked with the result organization outcome. Attributes and organizational outcomes can also assist the project manager to understand how the community project managers operate to sustain their community projects for development .These leadership attributes towards organizational outcomes can be shown through table 2.6 on the following page.

Figure 2.6: Leader attribute and the resulting organization outcome

|  |  |
|--|--|
| <p>Leader attributes</p> <p>Vision/creativity</p> <ul style="list-style-type: none"> <li>• Energy and hard work</li> <li>• Risk taking behaviour</li> <li>• Communication</li> </ul>         | <ul style="list-style-type: none"> <li>• Organizational outcome</li> <li>• Organizational innovation</li> <li>• Strategic thinking</li> <li>• Direction setting</li> <li>• Motivational workforce</li> </ul> |
| <ul style="list-style-type: none"> <li>• String/ achieving objectives</li> <li>• Environment scanning</li> <li>• Long term focus</li> <li>• Custom-focus &amp; quality driven</li> </ul>     | <ul style="list-style-type: none"> <li>• Quality service &amp; products</li> <li>• Global view</li> <li>• Consistent results</li> <li>• Competitive advantage</li> </ul>                                     |
| <ul style="list-style-type: none"> <li>• Confident decision- making</li> <li>• Initiative confidence</li> <li>• Action- centred</li> <li>• Calculated risk-taking</li> </ul>                 | <ul style="list-style-type: none"> <li>• Strong organizational culture</li> <li>• Challenging workplace</li> <li>• Achieve performance objectives</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Team building</li> <li>• Role modelling</li> <li>• Involvement                      transpiration</li> <li>• commitment</li> <li>• trust</li> </ul> | <ul style="list-style-type: none"> <li>• Motivated workforce</li> <li>• Employees self esteem</li> <li>• Innovative work practices</li> <li>• Achievement</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Charisma</li> <li>• Role model</li> <li>• Confidence, ethics at morality</li> </ul>   | <ul style="list-style-type: none"> <li>• Team building</li> <li>• Long team survival</li> </ul>  |

Source: Letsoalo (2008:20)

## **2.10 Human resources and coaching**

Coaching as a tool of human resource management capacity building can enable to assist project managers to enhance learning and performance to improve the quality of service delivery. To be successful a coach requires knowledge and understanding of the process as well as variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place Mawila (2006:15).

The success of every project manager depends on their efficiency and effectiveness in coaching: Chauke (2008:91) has identified them namely:

- Excellent communication skills
- Compassion
- Enthusiasm
- Ability to organize
- Flexibility
- Receptivity to feedback
- Nurturing disposition
- People oriented
- Craving, innovation and
- Team player (Chauke, 2008:91).

Project managers need to understand the coaching process model, so as to analyse performance review, their implementation and evaluation of strategies towards sustainable community development: these will make them to understand how coaching process model can be used to enhance the performance of other project managers in the community. The above mentioned characteristics that are involved in coaching can be supported by the structure of coaching process model as illustrated on figure 2.7 on the next page.

Figure: 2.7 the coaching process model

According to Chauke (2008:10) the following are outlined as the coaching process model:



Source: Chauke (2008:10)

From the above information it is clear that every successful community project depends on how managers use their coaching skills towards the development of other beneficiaries in their organizations. These will help beneficiaries of the projects to increase their knowledge and skills, so as to achieve the intended objectives. This can be achieved if the project managers take cognisance of the principles of management by objectives (MBO) into consideration.

## **2.11 Management by objectives (MBO)**

Definition of management by objectives (MBO) is a technique whereby the fixing of targets is a basis for achieving greater effectiveness throughout the whole of or part of an organisation; MBO seems to be the systems approach for achieving desired ends.

(Frank et-al, 2009:80) define objectives as an end point, the actual results and not a process therefore describes the outcomes, how they should look like.

Apart from coaching, the leaders should manage their programme and projects according to project objectives stated by an organization. Every project manager of community project in the area of the study should know and understand the objectives in their sphere of operations and furthermore the objectives should be clearly stated so as to help them to work towards intended objectives. One of the key responsibilities of the projects managers is to gear the community project towards stated objectives; MBO seems to be a system approach for achieving desired ends. As advised by Aristotle.

“The first have definite, clear, practical, deal goals and objectives. Second, have the necessary means to achieve your ends-wisdom, money, materials and methods third, adjusted your means to that end” (Milondzo, 2003:121).

Its purpose seems to be encouraging integration, to create a situation in which a subordinate can achieve his or her efforts towards the objectives of the organization. It attempts to satisfy the esteem and self-actualization needs. It seems to be generally acknowledged that MBO (Management by objectives) cannot be successfully fostered in the wrong management style, MBO fair better in the participatory system of management which maintains a holistic approach of participation by project members and the community in general. Which it can have some measure of success in a bureaucratic atmosphere; its effectiveness is likely to be greatly decreased by the red tape control and procedures (Shai, 2011: 35).

All managers of projects in the community should have objectives and all projects in the community have their own respective objectives as they differ in their aims and objective as well as their scope of operation for example some projects specialise in

regrettable garden piggery, education and honing excreta, therefore the objective of each project should be well and clearly stated so that they will be of unique from other project. Mangers of projects should clearly indicate their challenges as well as is their key responsibility to help communities to clarify their projects objectives. (Clements and Gido, 2009: 90).

Elements of project objective should comprise the following elements which project manager must familiarise self with in order to can successfully bring projects members to the board and this will further enable the project manager to can effectively manage the project:

- ✓ Expected benefits
- ✓ Primary project and product or deliverable
- ✓ Date by which the project is required to start and be completed
- ✓ Budget
- ✓ Plans
- ✓ Control
- ✓ Feed back

Steps that are commonly integral parts of any MBO scheme of top project management are outlined below by: (Kimheldman, 2011:92).

- ❖ Understanding of cosines in respect of project by key stakeholders, community members project team management and government
- ❖ Well-defined scope statement
- ❖ Well defined project plan
- ❖ Use of recognised project management practices.

In order for the MBO system to function they key comparison must be operative as they seem to be independent. Research and experience have led to the identification of five needs. Which if catered for satisfactorily, could do much towards ensuring the attainment of set objectives by project managers and the community. Figure 2.4 demonstrate the steps of the components organization responses.



Figure: 2.8 Organizational responses

|  |   |
|--|---|
| <p>1. Staff needs</p> <p>What do you expect from me?</p>     | <p>Organizational responses</p> <p>Clarification of departmental projects and objectives</p> <p>Establishing priority areas &amp; tasks</p> <p>Developing improvement plans</p> <p>Project activity plans</p> |
| <p>2. Need for opportunity to perform</p>                    | <p>Organizational planning</p> <p>Resource allocation</p> <p>Delegation and authorities</p>   |
| <p>3. AM i on the right direction?</p>                       | <p>Control information</p> <p>Performance review</p> <p>Project managers inspection</p>   |
| <p>4. Give me help and guidance where and when i need it</p> | <p>Cancel development</p> <p>Performance review</p> <p>Training</p>   |
| <p>5. Reward me according to my contribution</p>             | <p>Salary</p> <p>Potential review</p> <p>Succession planning</p> <p>Training</p>  |

Source: Milondzo (2003:144)

### 2.11.1 MBO Implications

- What do you expect from me?

This is where the objectives are well and clearly defined and specified such that project managers could see from their eyes what is expected. Project as the key to the project must be able to know understand what they are supposed to be doing to take the project further and towards one attainment of the projects set objectives.

Performance of project team, project managers should be recorded, regularly reviewed and updated if necessary. The clarification of individual's responsibilities and objectives seems to provide the foundation which a constructive system of staff can rest. It does not seem to be possible to say with any objectivity how well a person does performing without knowing what the performance is intended to achieve.

'Need for opportunity to perform'

In any working environment, the staff prefers to be their own supervisors and as well as controlling themselves with the understanding that these will enable them to expand their knowledge thereby becoming innovative and creative. This should be accompanied by resources such as time, equipment's and enough space.

It does not mean that the staffs want to be free from supervision and control but that supervision and control should be as minimum as possible to avoid contradiction and conflicts which of course affects negatively of staff performance.

- Am i on the right direction?

The subordinates want to confirm as to whether his/her activities are geared towards the set objectives and these could be measured by weighing staff

performance against the objective in the public sector such a system is called performance management system wherein public servants performance are received quality to confirm their performance. The subordinates will first score themselves followed by their subordinates and lastly they must both agree to the last score and the overseer will sign to confirm the agreed score.

.give me help and guidance where and when i need it in this stage if the subordinate is not performing according to the agreed objective, then must be assisted by the supervision by conducting close supervision and monitoring after has ascertained of the challenges that are faced by one subordinate or could refer the capacity building structure within the organisation, who will diagnose the challenges and provide appropriate assistance, at times may lead for reference to outside organizations professional or consultants.

Reward me according to my contribution

Reward could be negative or positive depending on the staff performance, if project managers are performing according to the agreed objective, the organization should recognize their contribution and reward them accordingly based on what is the agreed rewards. Good performance, good rewards and excellent rewards. This will also motivate those who performed poorly to maximise their performance.

From the above information, it is clear that the success of MBO depends on the achievement of the intended objectives in the project. The achievement of the above objectives is determined by the level of participation by staff in the organization. The holistic participation of project managers in project management can improve the quality of projects in the area of the study.

## **2.12 Project management and participation in decision making**

Participation is regarded as the key elements in managing community projects for sustainable development as it encourages community members and project members to holistically participate in decision making to ensure that no one is left out in decision

making and participation makes community members to feel that they own the project, thereby becoming active participants rather than reactive to the project.

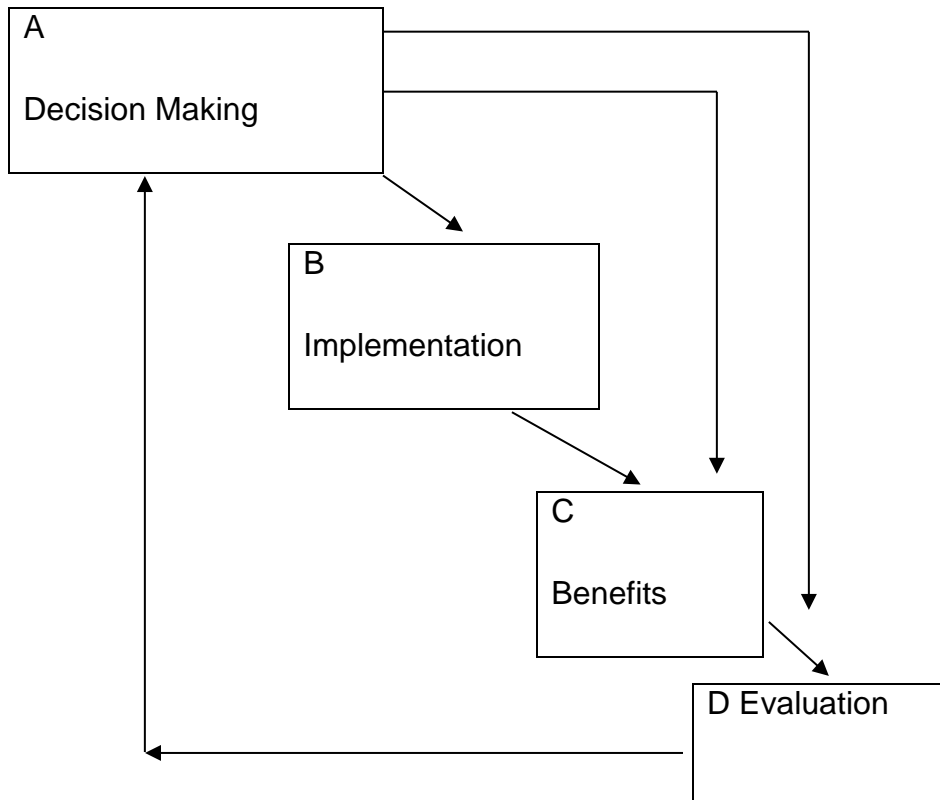
To support the above statement Todaro and Smith (2003:716) attest that community participation means including stakeholders in decision making, implementation, benefits and evaluation of a project.

Brohman (2005:252) defines community participation as an active process by which beneficiaries influence the direction and its execution of a development projects with a view to enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish? To support above statement Vander Waldt and Knipe (2010:142) define community participation as a process in which the clients, or those who will benefit influence the direction and implementation of a development project aimed at improving the welfare of people in terms of income, personal growth, independence and other values regarded as valuable.

The purpose of involving project managers and community members in decision making is to encourage them, so as to identify their own priorities based on available resources within the community.

Participation involves four different activities (stages), namely implementation, benefits, decision making and evaluation with reference to the definition by Todaro and Smith (2003:716), and are presented in the next page.

Figure: 2.9 Four stages of participation



Source: Shai (2010: 135)

The above diagram indicates that managers of community projects should be involved in decision making implementation and evaluation of projects since they are beneficiaries of the project.

Participatory management in the project calls for activity involvement of project managers in the project in as early as in the initiation stage so that they can be able to understand and interpret the project plan. Organizing, implementation and controlling activities.

Shai (2010:136) argues that participatory management does not mean that all involved in the project have equal powers and authorities over the project; thereby suggesting those elected and appointed to lead and manage the project must be allowed to do so without disturbance or unnecessary conduct.

Some years back in the traditional system, managers were expected to make decision without involving the participation of project management teams. They will decide who should do what randomly and even by pass projects supervisors and go directly to project staff and change their roles, functions and time without supervisor's knowledge.

In the area of study the project sponsor or top government official will come to the project any time and start changing schedules, while others will even start reaping projects benefits right in front of project members.

A good and coherent project management principle requires that project managers be oriented to manage projects base on governance principle such as democratic rule and rules of law which enhance openness in project members to participate fully in the management of the project wherein decisions are made by means of voluntary and spontaneous communication and project management play an active role in the process. Human relation skills such as interpersonal relations, multi-skills, good communication and known edge of multiple languages are essential to enhance communication in a project.

There are development forums that plays an important role in promoting community participation in the project and therefore project managers must familiarize themselves with such forums in order to ensure that important structures and community members are not left out and thereby later becoming obstacles to the management of the project Van Der Waldt and Knipe (2010: 147) identify features of community participation forum as follows:

- ❖ They originate from the RDP Reconstruction And Development programme
- ❖ They are driven by the community
- ❖ They are representatives of all community Development forum in the particular area
- ❖ They are bodies intended for negotiation and for the taking of non-binding decisions

The other most important stakeholder in community participation is community based organisations. In this type of a community set up the project is composed of

professionals and highly skilled people and project managers could as well learn and acquire some skills from such structures.

Like any other community development element participation as well has advantages which are summarised as follows:

- ❖ Participation in the identification of basic needs
- ❖ More effective development and management of resources to meet needs
- ❖ Distribution and increased access to essential services
- ❖ Accurate facts are obtained about local conditions
- ❖ Promote independence of the community
- ❖ Promote sustainability of the relevant development (Van Der Waldt and Knipe 2010:143-144).

It is evident that from the above information that indeed participation is a key to project management and therefore success of participation and decision-making also depend on the trust and authority that delegated to the management team and community members. This process can only be achieved if project managers delegate their authority to other stakeholders. Delegation by project managers should also involve the process of communication and ethical management, so as to reinforce joint decision making and accountability.

Project management should also be involved in process of delegation, communication and ethical management.

### **2.13 Project Management and Delegation**

According to Berkun (2005:242) Delegation is used to describe the set of handling off specific tasks or responsibilities. It must be noted that authority and power is delegated once the project managers is convinced that his subordinate who is the supervisor in the project has the ability to take decision and can influence and distribute such a decision in the absence of the project manager especially on when delegated. He further argued that delegation can also be extending to explicit handoffs of authority, by transferring authority to someone.

On the other hand Clements and Gido (2009:315) attest that Delegation involves empowering the project team to accomplish the project objectives and empowering each team member to achieve the expected results for his or her area of responsibility. By so doing it means some members of a project are assigned with power of responsibility and accountability to accomplish project job objectives.

To support the above definitions Van Der Waldt and Knipe (2010: 133) argues that much top management's role in government is delegated to officials and that the local government way of doing things is through committees and project report to those committees. This basically shows the relationship between government and projects and that government manage some projects indirectly, that government manage some projects indirectly, that is why at the end of the day they want report from their delegated committees or representatives, because when the community complains do not blame committees but the government.

There are three basic elements of delegation that the project manager should take them into consideration namely:

- Assign a function, duty or task to an employee
- Allocate sufficient authority so that the employee can command the resource necessary to accomplish the assignment
- Gain commitment from the employee for the satisfactory completion of the task. (Burke, 2008:318).

It must be noted that not everyone in a team could be delegated but those to be delegated identified based on their capabilities potential, skill, knowledge and work load. This could be possible only the project manager knows his/her subordinate very well. Effective delegation requires that the project manager must have confidence on the person to be that he/her can person to the best if delegated.

Managerial guide to delegate a task and authority to a subordinate were development by Burke (2008:319) as follows:

- accept the need to delegate



- develop detail plan for delegation
- obtain the supervisors' approval for your delegate plan
- establish delicate of mutual confidence and trust
- select the function, duties and tasks to be delegated and assigned
- establish a clear lines of authority and responsibility
- establish clear lines of authority and responsibility
- be constructive and have room for mistake by subordinates
- mentor performance and provide feedback
- Reward effective delegation.

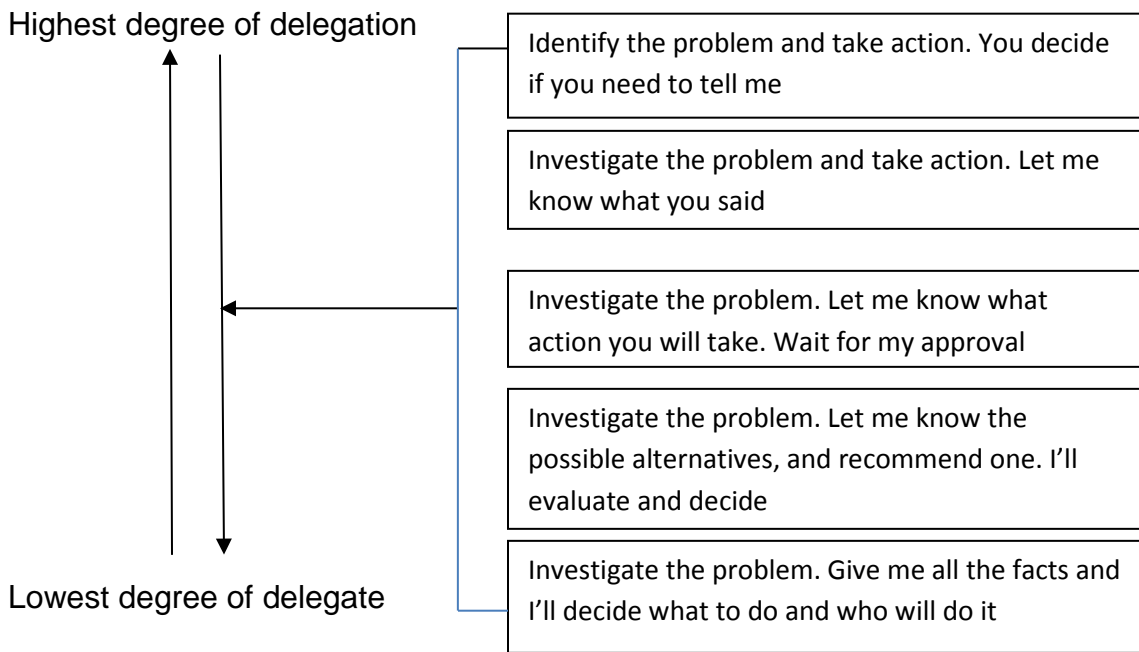
This guide will enable a project manages to produce effective and efficient project manages in the future if thoroughly adhered and complied by.

Apart from the above guide, there are also barriers that can negatively impact on delegation and therefore managers must guard against if they want to achieve the above guide and agreed to, and are as follows:

- having personal interest
- lack of trust and confidence on the subordinates
- lack of self esteem
- Team members fear of criticism (Clements and Gido, 2009:318).

Delegation will vary from higher to the lowest level depending on degree and confidence of the superordinate on the subordinate, as well as the nature of the work or problem as not all work can be delegated to anyone.

Figure: 2.10 Degrees of delegation.



Source: Clements & Gido (2009: 318)

The above figure shows clearly that delegation can only succeed if the one who delegates take cognisance of the steps that easy the process itself. Furthermore, it should be noted that final responsibilities and accountability is left to the person who the person who delegated authority & power from above, the smooth process of effective delegation depends on the proper communication. To support these statements, Van der Waldt Knipe (2010:196) argued that, “the success of the project depends on people who can communicate.”

## 2.14 Project management and communication

Van der Waldt and Knipe (2010:196) define communication as the process in which message is transmitted from a sender to a receiver and becomes effective could be one of the prove that message was clear and straight forward and accepted by the receiver.

Communication in the project will be determined by the size of the project as well as its complexity. Project communication management therefore focuses on ensuring that

proper, collection, dissemination and storage of project information and there is communication of the right people at the right time (KimHeldman, 2011: 33).

To support the above statement and definition Burke (2011:270) defines project communication management as, the process required to ensure timely and appropriate generation, collection, dissemination, storage and ultimately of project information.

According to Mawila (2006:11) project communication is divided into three processes, namely:

- Communication planning(determining the information & Communication needs of the project, who needs what information, when, where, & how)
- Information distribution and performance reporting which has to do with collecting and disseminating progress information, status report and Admin, closure(governing, shoring and disposing off.
- Project communities can take place in different forms from personal to meeting, presentations, report and documentation as attested by (Clements and Gido, 2009: 369-390).

Personal communication is divided into verbal and non-verbal communication. In the verbal communication the project manager will go directly to field and meet face to face with project members and they will discuss what is needed to be discussed and the advantage of this form of communication is that project members might receive an immediate feedback depending on the nature of matter and availability of information.

Apart from verbal communication we have a non-verbal communication wherein there is utilisation of correspondence by project team, this form of communication need to be clear, simple and straight to the point to avoid and presumptions and the communicator must avoid use of emotions, abbreviations and shone language. Technology is advancing such that information is always on the way and disturbs transmitters and waves such that at times one receives wrong information from cell phone messages. However if carried accordingly it could be privately to success of the projects. (Clements and Gido, 2009: 372-373).

There are basic elements of communication that cannot be left without naming and are as follows:

- ❖ Different stakeholders and role-players require different types of information due to their expectations
- ❖ Project team should adopt information and medium of communication that is comprehensible
- ❖ The larger the project, the complexity of communication
- ❖ Institution need to be transported

#### **2.14.1 Traditional communication process is outlined as follows:**

- ✓ Sender it is anyone in the project and is regarded as the originator of the message. It could be project manager sending message to the project members
- ✓ Medium- this could be regarded as the middle man and follow-up should be made to confirm whether indeed the project members did receive the message or did recognise the posters or message on the message board or whether e-mails where received. This is the responsibility of the sender (Burke, 2011:272).

In order for project management to be effective and efficient it must adhere and comply with following requirement:

- There must be communication plan
- Project reporting
- Documents control
- Project meetings
- Handover meeting
- Project progress meeting (Burke, 2011:274-281).

Project managers who are involved in the process of delegation and communication should take mater related to ethics & project sustainability into high consideration, such that they familiarise themselves with what is expected and not expected from them, right or wrong and the future of the project in general.

## **2.15 The role of ethics in project management and ethics definition**

Gardiner (2005:61) defines ethics as the collection of habits, customs, understandings and relationships with which people work every day to operate and support the organization and its customers and suppliers. This could only be achieved if project managers and members are committed, determined, disciplined and adhere to the code of ethics in the management of community projects.

Code of for project professionals

- ❖ Maintain awareness of their obligation
- ❖ Quire project member to the correct behaviour in dealing with other
- ❖ Provide guidance on the basis of obligation to the other
- ❖ It never conflict with the law of the country
- ❖ It is documented
- ❖ Maintain and improve project management competence
- ❖ Improve and promote understanding of project management
- ❖ Maintaining high standard of integrity and professional conduct
- ❖ Accept responsibility for actions. (Cleland and Ireland, 2007:479-480).

From the above information it is clear that Ethics plays an important role in shaping the behaviour and conduct of project members and managers in ensuring that there is no conflict and that project members uphold their behaviour and conduct to their best in all professional and highest standards. It is through the best conduct that the project can achieve the intended goals.

It must be borne in mind that such ethical conduct could be achieved if the project managers are strategic in the management of the project.

## **2.16 Project and Strategic management**

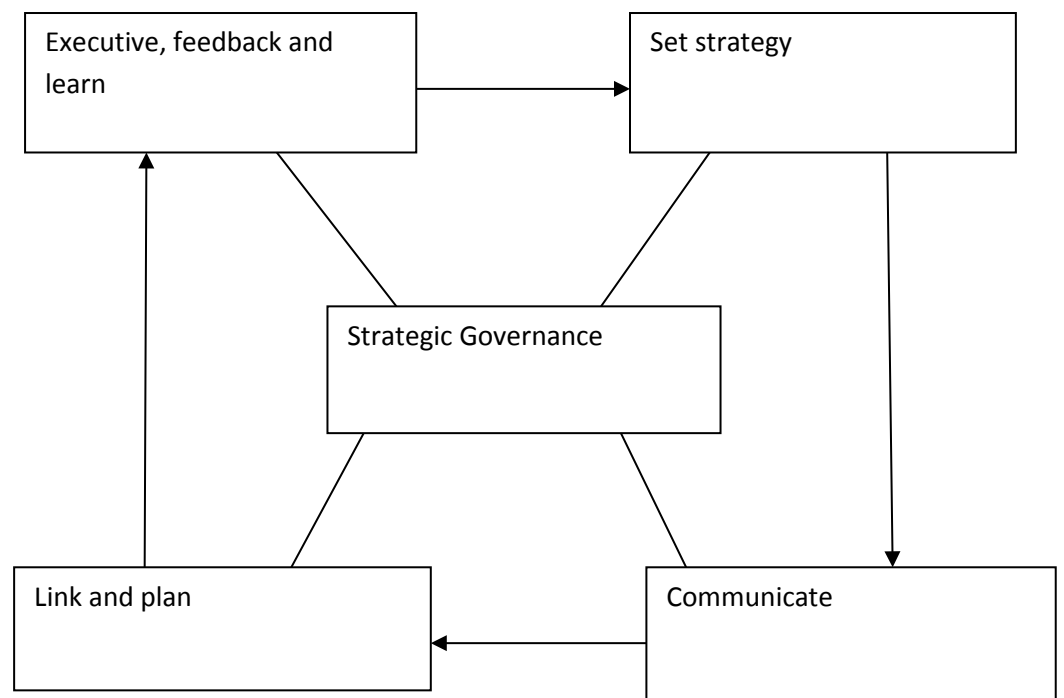
(Cleland and Ireland, 2007: 31) define strategy as the design of the means, through the use of resources, to accomplish and purposes, and that strategies include action plans that will assist in the integration and co-ordination of resources acquired through

organizational design plans. Minnaar (2010: 38) support that strategy entails positioning the institution in relation to its management environment.

To support the above view Gardiner (2010; 54-55) attest that strategic planning is a set of decision rules which guide the company's resources allocation process, taking into account both the short and long term, with emphasis on allocating resources in uncertain conditions to achieve future objectives.

In maintaining the relationship between strategic and project management Gardiner (2005:60) developed a four stages of strategic management that will be illustrated below:

Figure: 2.11 Stages of strategic management.



Source: Gardiner (2005: 60)

It must be noted that these strategic stages complement each other such that the inefficiency of one could affect the others especially at the initial stage of setting strategy which is the backbone of other stages, the project strategy should be clear and

simple such that could be understandable down to the lowest level of members in the project.

- ❖ Set strategy: Ensures that resources are geared towards obtaining projects objectives
- ❖ Set strategy , Project manager achieves project objectives (outcomes)
- ❖ Communicate: Project members are cognized about what need to be achieved
- ❖ Link and plan, how activities are integrated and co-ordinated in as far as operating plans, budgets and project portfolios are concerned
- ❖ Execute feedback and learn, this is the implementation phase where theory is put into practice, often action then feedback is provided in the form of result as to whether project objectives were achieved or not and lastly what was learned from the project.

Cleland and Ireland (2007: 28-38) indicated that these are nine elements that provides for high performance standard in project strategic management and are as follows:

- Vision
- Mission
- Objectives
- Goals
- Strategies
- Programs
- Projects
- Operational plans
- Organizational design

For every project to succeed must adhere to the above elements as they are pivotal to the success or failure of any project, therefore project managers must be strategic in advancing the project intentions.

Ethics governs the behaviour and conduct of project members and project managers towards each other and while strategic management as a process because project managers to be strategic, tactical, communicative, link plans to resources and activities and lastly providing results and be what was learnt during project implementation based on nine elements.

The following information will explain the concept of sustainable development which is what is expected from any project and how to turn strategies towards achieving sustainable development.

### **2.17 Project management and sustainable community development**

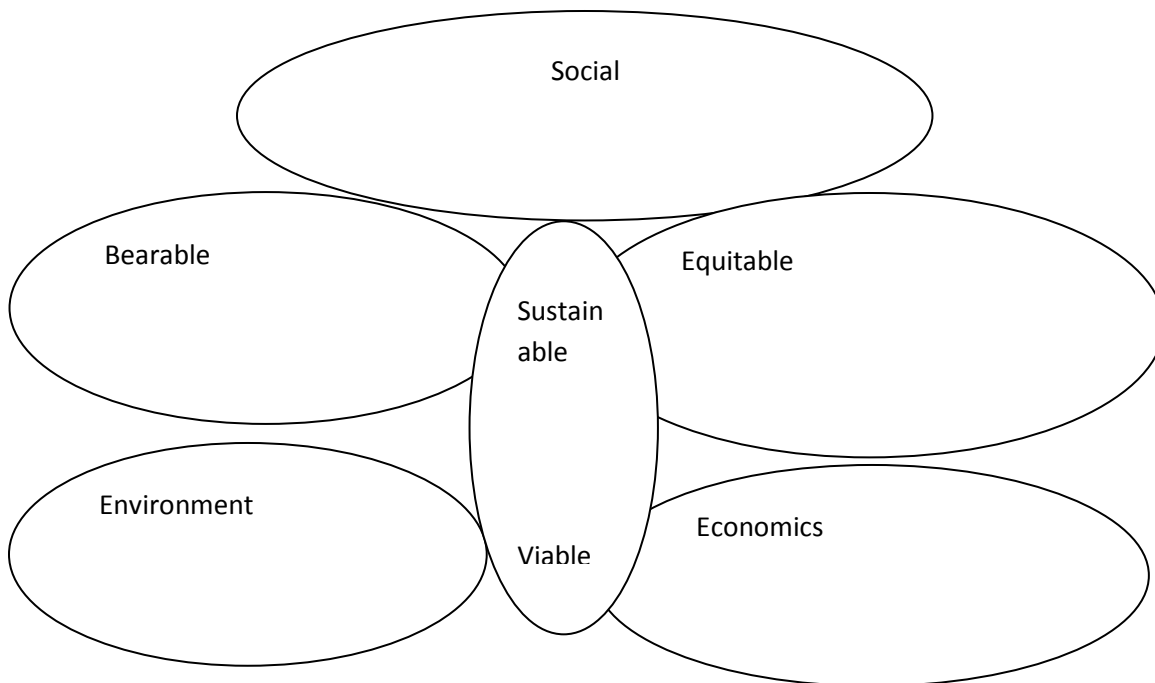
The concept sustainable development is defined by Minnaar (2010: 16) as 'a pattern of resources use that aims to meet human needs while preserving the environment so that the needs could be met not only in the present, but in the indefinite future'.

From the above definition, it is clear that there is a relationship between project and sustainability and that there are three elements that need to be considered in every project especially if the project initiation stage as they are central and pillars to the achievement of sustainable development which is meeting the current needs without compromising the future needs and the future elements are mentioned as follows: while the figure is illustrated in the next page.

- Society
- The environment
- The economy



Figure: 2.12 Elements of sustainable development



Source: Minnaar (2010: 17)

The above figure shows how the elements of sustainable development are linked to each other such that an injury to one is an injury to all motto of COSATU proves that if one element is not consulted or suffer then the rest also suffer resulting in severe impact on the project.

Ensuring sustainability of the community projects requires that project managers think and strategies beyond the boundaries of just the project at hand, and following question can be asked?

- Will the projects uplift the community?
- Will they be sustainable?
- Which factors could be considered to ensure the sustainability of the project?

If project managers could come with positive respond from the above question, therefore will know that the project will be sustainable. Apart from the project managers

and the society, there are other stakeholders that can assist towards the realisation of sustainable development and these stakeholders should take the following factors into consideration if they want their projects to be sustainable.

- Comprehensive research and understanding on the environment of the proposed research.
- Creating a vision of desired impact of the project
- Engage with suitable stakeholders.
- Outgoing knowledge sharing and development about the concepts related to the project and its envisaged long term impact (Dinkos, 2010:39).

The government plays an important role in putting in place policies that maintains harmony and peace between the society, environment, economy and the right of another one for example ensure that project considers the environment policies and that the economy does not only address profit issues but as well as employment matters, and that all other stakeholders involves in the project are consulted and their grievance addressed.

It is clear from the above information that there is a relationship between project and suitable development such that the community will enjoy the benefits of the project in the long term run without any dire consequences.

For project managers to be able to manage project effectively and efficiently must adhere to ethical and moral conduct, be strategic, communicate intended objectives to everyone in the project, be delegated and delegate power and authority, promote nation of holistic participation and ensure that project becomes sustainable.

Apart from the above process there are two important aspects that cannot be left unattended if the project managers want to succeed in managing community projects, namely monitoring and evaluation as outlined as one of the challenges of project managers in managing community projects in Modimolle Local Municipality.

## 2.18 Project Monitoring and Evaluation

The concept of project monitoring and evaluation will be discussed interchangeable as they are clearly related and monitoring proceeds evaluation in order to do away with the confusion that normally arises.

According to Cleland and Ireland (2007:322) monitoring means to keep track of and to check systematically all project activities, while Minnaar (2010: 157) defines monitoring as the systematic collection and analysis of information as a project process.

In support of the definitions Gardiner (2005: 284) argues that project monitoring is about collecting sufficient data to make sure that the project team implements the plan correctly.

It is clear that project monitoring is based on what is on the plan in as far as one deliverable (outcomes) are concerned, and that from time to time project data is collected to compare data with the physical structure. Monitoring should further be in line with other management principles such as organizing, directing and motivating.

Evaluation is simply the comparison of actual project impacts against the agreed strategic plans, Minnaar (2010: 157), Evaluation is the last phase of control measure which is conducted after project monitoring, though of course monitoring and evaluation is undertaken throughout the project life from planning up until the last phase.

Minnaar (2010:157) articulated on the elements of project monitoring and evaluation as the following:

- ❖ Selection of control measures
- ❖ Observation of activities
- ❖ Collection of control data
- ❖ Comparison of control data with project plans

The reasons why? Performance monitoring and evaluation is important and should be conducted in an organization

- ❖ Determine progress or obstacles in achieving objectives

- ❖ Enable super ordinates and subordinates to immediately address any performance obstacle
- ❖ Identify and provide the support needed
- ❖ Alter objectives and targets
- ❖ Promote continuous learning and development (Shai, 2010:57).

Evaluating assist in assessing the individual and project performance, that is whether the performance is geared towards the set objectives or not and its impact in as far as rating scale is concerned, this is because the impact of each performance differs as is determined by each individual or as per project. The rating is normally top-down approach as it start from higher to the lowest level and even the benefits of each performance differs. The rating scale of individual performance will be illustrated in the next page.

Table: 2.2 rating scale: individual performance assessment (evaluation)

| Level | Terminology                     | Description  |
|-------|---------------------------------|--|
| 5     | Outstanding performance         | far beyond expected performance started  |
| 4     | Performance significantly       | Performance beyond agreed Standard   |
| 3     | Fully effective                 | Performance in accordance with the agreed standards, Objective met             |
| 2     | Performance not fully effective | Performance below the standard, not meeting                                    |
| 1     | Unacceptable performance        | Poor performance and therefore need internal Intervention and external renewal |

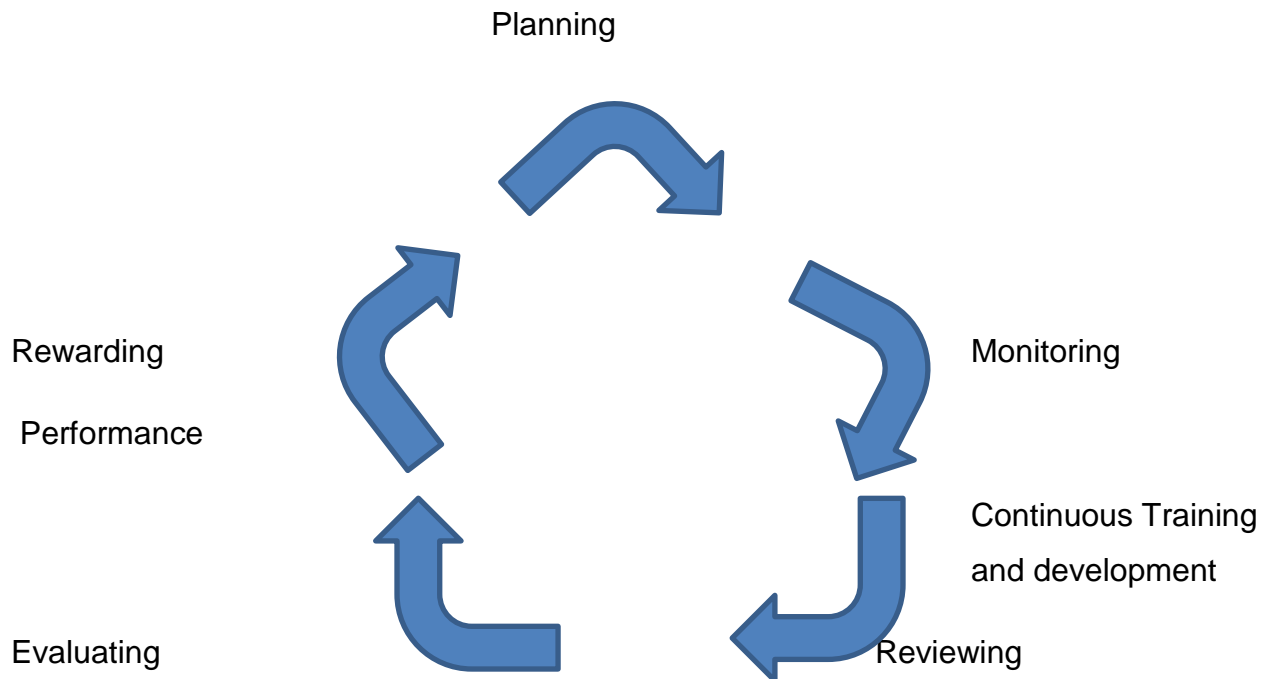
Source: Minnaar (2010: 163-164)

In the public sector this system is known as performance management system and is for the monitoring and evaluation of performance of civil servants, and is the contract they enter into with their supervisors who represent the employers.

PMS in the public sector is conducted quietly wherein the contract is signed on the every first of April every year then monitoring and evaluation cycle staff from (April-June), (July-September), (October-December), January to March is final evaluation. The subordinates will score him, followed by supervisor and lastly final agreed score between the two and if the two agree then they sign and the overseer will append the signature.

The final results will be rated and staff will be rewarded according to their performance, whom score 5 and 4 results in performance bonus, score 3 achieve 1.5 notch and 1 nothing, but are consulted for intervention to improve their performance. The process has been illustrated by the researcher in figure 2.13.

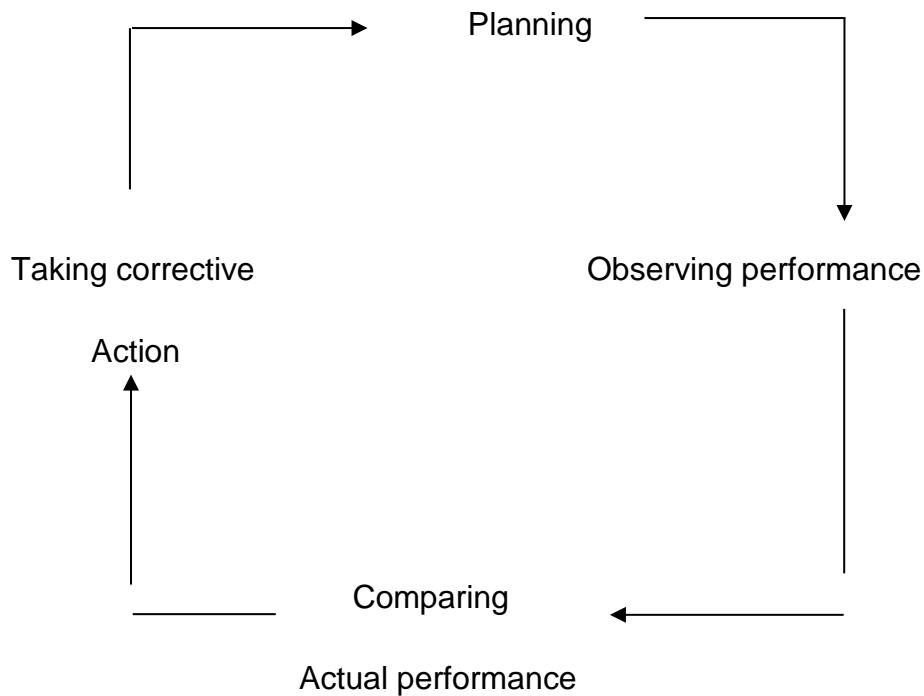
Figure: 2.13 Performance cycle



Source Minnaar (2010: 162)

It must be noted that the process of project monitoring and evaluation results in project control and that the two instruments of monitoring and evaluation are part and parcel of project control which means that when you busy monitoring and evaluating one is also conducting control. According to Clereland and Ireland (2007:320) this process can be further illustrated in figure 2.14 in the following page.

Figure 2:14 Control systems of project monitoring and evaluation



Source: Cleland and Ireland (2007:320)

Control function should never be maintained in the context of demand figure or force but within maintaining, evaluation and control such that sub-ordinates will be able to learn and develop into supervisors and managers of projects.

From the above information it is clear that the success of every community project depends on the way they are monitored and evaluated as a control mechanism.

## 2.19 Conclusion

The management of community project in South Africa are becoming more and more complex, and the project managers in Modimolle local municipality must be aware of all the process and managerial functions so as to achieve their respective projects intended goals.

Mangers of community projects are expected to change from being administrators to active field project manager, for projects to succeed, community project managers must also understand the importance of managerial functions and skills such as Risk

management, communication, delegation, coaching, and participation, management by objectives, project sustainability, monitoring and evaluation. From the above information it is clear that project managers cannot succeed in managing community projects if they do not adhere to code of ethics, process and functions as discussed above.

In the next chapter, different types of research approaches, methods and techniques will be discussed in full. The intention of these exposition is to establish and identify the relevant research instruments that will assist the researcher to collect, analyse and discuss research results in chapter 4.



## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

The previous chapter provided a literature review on the challenges faced by managers in managing community projects. This chapter explains and, describes the research design and methodology to address the research objectives stated in chapter one. The researcher will also describe research design, methodology, research approaches, population, sampling and other research techniques related to the study.

#### **3.2 Research Methodology**

Chauke (2008:13) states that research is a study or investigation in order to discover facts or gain information, it is a universal activity by which a specific phenomenon in reality is studied objectively in order to create a valid concept of that phenomenon”.

Moodley (2001:30) defines research methodology as “..... A systematic process of collecting and logically analysing information for some purpose, and further highlighted that there is no single mandated method that is perfect for collecting and analysing data. In broader context, research methodology refers to a design whereby a researcher selects data collection analysis procedures to investigate the problem in the area of the study.

#### **3.3 Research Design**

Maree (2010:70) defines research design as a plan or strategy which moves from the underlying philosophical assumptions to specifying the selection of respondents on the other hand Msweli (2011:29) describe research design as a plan of how to go about addressing research questions, and the plan is formulated based on the specified sources from the data will be generated, which means that without specified sources the plan will not yield positive outcomes and lastly not all sources may be used for the plan.

In this study my research design will be quantitative and qualitative research designs. This research design does not operate in isolation but will be supplemented by research paradigms.

### 3.4 Research Paradigms

There are many research paradigms that could have been used in the area of the study. In this chapter the researcher will describe three important research paradigms that are relevant to this research study, namely Positivism, Phenomenology and Hermeneutics.

#### 3.4.1 Positivism Approach

Positivism approach paradigm is an attempt by social and human sciences to use the research methodology, normally applied to the natural sciences. This paradigm basically focuses on mathematical calculations. Milondzo (2006:19) indicate that the researcher adopts the position of objective analyst and accept the result based on precise, quantitative data and that the researcher uses the survey, experiment and statistics. This is based on the fact that the research should result in the truth, arising from the validity and reliability of the research method which must be independent.

#### 3.4.2 Phenomenology

Locke, Silverman and Spirduso (2010:187) define phenomenology as a philosophic perspective that underlies all qualitative research traditions but, when used to examine the meaning of something(an event, a role, a process, a status or a context)from the vantage point of someone who actually experiences that phenomenon. In this definition we are made to understand that what we view and see may differ from what others view and see it.

Houser (2009:72) postulate that phenomenological approach is a process undertaken to understand the perceptions and realities of the participants from their point of view, which means participants play an important role in the research, the view on phenomenology is from what the researcher observed, which not reality is as such, but an interpreted reality ( Milondzo,2003:42).

Phenomenological philosophy is sometimes undermined by the subjectivity of the research and poor reliability of the findings in that two researchers may arrive at different conclusions based on their observation of the same phenomena. It is evident that the nature of this approach is qualitative, so it is not appropriate in the collection and analysis of data in the area of study, which is of a quantitative nature.

### **3.4.3 Hermeneutics Approach**

This kind of approach concerns itself with studying some historical and literary content, understanding the dialogue, art and cultural tradition of people. In this approach the researcher becomes a humble listener to the human spirit reaching out across the barriers of time and cultural differences (Mavundza, 2009:52). The researcher is engaged in a process of critical and reflective analysis about such experience. The historical researcher will try so coming up with ways of understanding the past by taking into account vitality of the events being investigated, in order to get some meaningful result from the investigation. The approach gives the researcher an opportunity to experience a living relationship with the human beings who were present when the events took place.

In this process, the researcher will be cautious and disciplined so as to try to avoid subjectivity and the influence of the past experiences undermining the quality of findings.

Apart from the three approaches mentioned above, the researcher will also discuss the other two important research methods below.

### **3.4 Qualitative Approach**

According to Partington (2003:109), qualitative research refers to the “design where data is collected in the form of words and observation as opposed to numbers and analysis is based on the interpretation to data collected as opposed to statistical analysis. Duma (2010:36) argues that it can be applied to the study and past events when applied to the past it is called the historical research and applied to the current

events is qualitative research. This method gives the research an in-depth understanding of the first-hand information and phenomenon.

On the other hand Houser (2009:6) describe the goal of qualitative research as “to gain an in-depth, holistic perspective of groups of people, environments, programs, events or any phenomenon one wishes to study by inter-acting closely with the people one is studying. This kind of approach gives an investigation a definite shape during the research process. Since the researcher will analyses and interpret data by the use of statistics, therefore quantitative approach is also appropriate in this study.

### **3.5 Quantitative Approach**

The quantitative approach is concerned with systematic measurement, statistical analysis and methods of experimentation Fox and Bayat (2007:7), which means that in quantitative approach there are systems that need to be followed in order to achieve accurate measurement.

Ary, Jacobs and Razaviech (2002:565) describe the quantitative approach as an inquiry that employs operational definitions to generate numerical data to answer the set questions of the study. This method is based on the argument that both the natural and social sciences strive to have vivid and confirmable theories that explains the phenomena by showing how they were derived from the theoretical assumptions. In this study, the inquiry began with hypothetical deductive model of explanation. This hypothetical-deductive model is used to revise and support the provided theories and behavioural phenomena based on the results that the hypothesis is testing.

According to Greswell (1994:62), when data exists in the form of numbers, they help the researcher to summaries the characteristics of people or to measure their attitudes or opinions. In this method, relationships among variables are determined.

### **3.6 Population**

Fox and Bayat (2007:52) define “Population as any group of, say individuals, events or objects that share a common characteristics and represent the whole or sum total of cases involved in the area of study. In case of the area of study the population will be

managers who manage community projects in Modimolle Local Municipality in the Limpopo Province, to support this idea Steyn, DuToit and Strasheim (2003:16) define population as “.....as the total group of persons or universal collection of items or elements to which the study relate”.

Duma (2010:39) states that population is a full group of participants from whom the researcher wants to generalize the findings of the study.

Managers of community projects have been chosen as the target population based on the following reasons, 1. community projects are not yielding any positive results, and 2 Community projects are diminishing, 3. Community members point fingers at managers of projects as the main causes, and 4. Managers of community projects are the participants to provide appropriate answers about the challenges. Due to the size of the population and the number of community projects in the area, the researcher used samples out of the target population to collect data in the area of study.

### **3.7 Sampling**

According to Steyn, Smith, DuToit and Strasheim (2003:16) sample is referred to as “any subset of population”. Sidhu (1995:253) argues that sampling is the process of selecting the aggregate or totality of the objects or individuals regarding which the inferences are to be made based in the sample study. To support the above view, Dumisa (2010:14) indicates that, the challenges that are encountered when sampling is not feasible to survey the entire population is the fact that sample surveys are alternatively valid under the following circumstances:

- When it is not practical to survey the whole population
- The researcher has budget to survey the entire population
- When time constraints prohibit successful survey of the entire population and
- When the researcher has collected all data but needs results quickly.

The above reasons are justification for choosing the sampling method in this study, rather than to survey the entire population. There are different sampling methods that can be used in the research study and will be discussed below.

### **3.7.1 Probability sampling**

Probability sampling is based on the concept of random selection in which each sampling unit of the defined target population has a known, non-zero probability of being selected for the sample Cooper and Schindler (2001:166). The various techniques for drawing probability samples are outlined as follows:

#### **3.7.1.1 Simple random sampling**

A sample is drawn from population in such a way that each element of that population has the chance of being drawn during the first and each successive at each successive draw. Since this method is not always a good reflection of the population as a whole, it is not always the best sampling method to be used Mullins (1999:60).

#### **3.7.1.2 Stratified random sampling**

It is referred to as a [process by which the sample is contained to include elements from each of the segment within the population Cooper and Schindler (2006:416). The sample is divided into groups (Strata), after dividing the sampling frame, the researcher draws a random sample from each sub-population. The researcher can sample randomly within each strata using simple random or systematic random sampling.

#### **3.7.1.3 Systematic sampling**

In this approach, every  $z$  element in the population is sampled; starting with the random start of an element in the range of 1 to  $z$ . The  $z$  element is determined by dividing the population by the sample size to obtain a skip pattern applied to the sampling frame Cooper and Schindler (2006:415).

### **3.7.2 Non –probability sampling**

Non-probability sampling indicates that selections for the sample are not made at random. Partington (2003:58) states that in non-probability sampling, the element of analysis in the population, each has an equal chance of being included in the sample. A few of the sub-types of non-probability sampling are outlined below:

### **3.7.2.1 Haphazard sampling**

Such samples are cheap and quick, which includes things such as interviews with people on the street.

### **3.7.2.2 Accidental sampling**

This is the most convenient type of sampling as of members of the population that are readily available for research purpose can become participants. If the research is about learners in general for example, then the sample will be comprised of those learners who happened to show up in class.

### **3.7.2.3 Snowball sampling**

The method is based at the analogy of a snowball that starts with small balls but becomes larger as it rolls and picks up additional snow. Gay and Airasian (2000:597) attest that snowball sampling refers to when few individuals from the relevant population are approached, then those individual acts as informants and identify people from the same population for inclusion in the sample.

### **3.7.2.4 Purposive sampling**

This sampling method is used when the researcher relies on their experience or previous research findings to deliberately obtain units of analysis in such a manner that the sample they obtained may be regarded as being representative of the relevant population Zigmund (2003:69).

The nature of this study allowed the researcher to use the quantitative method in which the non-probability sampling was not employed. The managers of community project in Modimolle local municipality. Both males and females were given an equal chance to avoid gender sensitivity and justifying inclusivity in the representation of data. Random sampling was selected since the researcher believes that the data mirrors the whole population.

### **3.8 Data analysis**

Different research methods will be used to collect, analyse and interpret data, including both quantitative and qualitative methods. The results of research methods will be presented by means of tables, graphs and figures so as to maintain validity and reliability of the information in the research study. Validity and reliability will be discussed as follows:

#### **3.8.1 Reliability**

According to Noe, Hollenbeck, Gerhart and Wright (2003:219), reliability is established when test and retest get the same results when same respondents are given the same scores under similar conditions. The outcome of the research should be able to hold if another researcher conducts similar research. The researcher eliminated bias in the interviewing process by concentrating on the research question and eliminating opposing views by leading the respondents to answers. The respondents were prepared for the interviews, in order to establish credibility of the information collected. The respondents that were targeted were closely managed to ensure that data was not contaminated. The researcher did not divulge any information to any of the respondents so as to identify other respondents.

#### **3.8.2 Validity**

Validity is a judgment of the appropriateness of a measure for specific inferences, decisions, consequences or uses that result from scores that are generated McMillan and Schumacher (1997:178). The validity of a measuring instrument is the extent to which the research findings accurately represent what is really happening in the situation.

In this study questionnaires were valid since all participants were exposed to written questionnaires with the same content and structure, there was no name required in the questionnaires in which case fear of being identified could not influence the respondents; hence the validity of the instruments.



### **3.9 Instruments for data collection**

The information discussed in the literature review must be applied to the area of the study, hence the data collected is assessed and analysed in chapter four. The accuracy of the information will depend on the research instrument that is used. Data was collected from fifty respondents through structured questionnaire that the researcher requested the project managers at the different levels of the municipality to complete during the research process. Since the study is mixed designed method, the researcher also interviewed fifty (50) respondents, twenty five (males) and twenty five (25) female respondents in the area of the study.

#### **3.9.1 Survey method**

A survey is described as an attempt to collect data from members of the population in order to determine the current status of that population with respect to one or more variables. This method will be used in order to enable the researcher to extract data, interpret, synthesize and integrate the data and point to implications and relationships. Using this method both the structured interview and questionnaire techniques were used to collect data required from male and female managers of community projects.

The main research instruments used by the researcher to collect data were: questionnaire, interview and observation. Due to the nature of the study a questionnaire and interviews were employed to collect and analyse data.

##### **3.9.1.1 Questionnaire**

A questionnaire is a form of instrument prepared and distributed to secure responses to certain questions. It is a device for securing answers to questions by using a form, which the respondent usually fills in by him/herself. It is a systematic completion of questions that are submitted to a sampling of population from which information is desired. It is an important instrument in normative-survey research and it is useful for gathering information from widely scattered sources. The questionnaire procedure normally comes into use where one cannot readily see personally all the people from whom the desires responses Sidhu (1995:131).

The desirability of the use of a meaningful questionnaire for this study is supported by evidence from different sources in the literature. Nthangeni (1991:122) argues “.....If we want to know how people feel, what they experience and what they remembers, what their emotions and motives are like, and the reasons for acting as they do why not ask them?

The questionnaires used in this study were designed in such a way that each major section corresponds to one of the research questions or objectives in chapter one. This helped the researcher to get an overview of all problems that are experienced by the respondents. The advantage is that the questionnaires cover the most of the areas that the research wants to learn more about. Interviews were also conducted to supplement the information obtained by the means of a questionnaire.

### **3.9.1.2 Interviews**

Some people refer to an interview as an oral questionnaire ‘but it is indeed much more than that. The interview is generally adopted as a method to offset the limitations of the questionnaire. Instead of writing the responses, the interviews give the need information in a face-face interaction with the researcher. This method permits the exchange of ideas and information between the researcher(s) and the respondent(s) (Sidhu, 1995:145).

The researcher selected interviews as a data collection procedure because they helped the researcher to identify variables and relationships. They also helped the researcher to examine more deeply, motivations of respondents, their reasons for responding as they did, as well as to follow up unexpected results. Hence the interviews were a follow-up on the empirical investigation.

The researcher interviewed fifty (50) managers and experienced workers of community projects about challenges they face in managing community projects in Modimolle Local Municipality in the Limpopo Province.

### **3.10 Limitations of the study**

The study did not claim to have successfully exhausted all the problems related to challenges faced by managers in managing community projects in Modimolle Local Municipality in the Limpopo Province and to make claim that would have been unfair, as the challenges were situational and dynamic. The researcher used his own resources to conduct the research and only managed to collect data from fifty (50) respondents randomly selected from the study.

### **3.11 Conclusion**

In this chapter, various research approaches and some of the relevant research methods were described and analysed to show the relevancy, reliability and validity of the study. The choice of the research design and its applicability to the area of the study was also discussed.

From the above information it is clear that there is no single research method that can be regarded as a panacea. All research approaches, methods and techniques are relevant and important as long as they are used appropriately.

In chapter four, the approaches and the method that have been discussed in this chapter will be used to collect; analyse and interpret the results of the study. In this regard the applicability and relevancy of data towards challenges faced by managers in managing community projects in Modimolle Local Municipality of the Limpopo Province will be discussed in detail.

## **CHAPTER FOUR**

### **DATA COLLECTION, ANALYSIS AND INTERPRETATION OF RESULTS**

#### **4.1 Introduction**

This chapter deals with the empirical investigation and methods employed in collecting and analysing the data related to the factors that hamper the management of community projects in Modimolle Local Municipality of the Limpopo Province, due to the number of community projects in Modimolle local municipality, the decision was made to use the stratified random sampling method to select the community projects that would be investigated in the study.

The objectives of the analysis are to identify and examine the challenges faced by project managers in the management of community projects in Modimolle. The data analysis and interpretation of results will enable the researcher to arrive at suitable conclusions and recommendations that answer the research questions as stated in chapter one.

#### **4.2 Data collection**

In this study, data was collected through questionnaires and interviews with different project managers at various levels. This instrument had been used to collect relevant data from the stated managers Qhosola (2011:53) argues that the desirability of the use of acceptable questionnaires should be supported by evidence from difficult sources in literature. She also attest that “if you want to know how people feel, what they experience and what they remember, what their emotions and motives are like, and the reasons for acting as they do, why not ask them?”.

Fifty (50) questionnaires were distributed amongst community project managers in the Modimolle local municipality. These questionnaire were completed were completed by twenty five (25) female and twenty five (25) male respondents who were randomly selected .the researcher has interviewed project managers and other project workers who had experience in managing projects, so as to collect relevant and valid data from the area of the study.

## 4.3 Data analysis and interpretation

### 4.3.1 Data collected from structured questionnaires

Data collected from structured questionnaires and interviews has been analysed by the Statistical Package for the Social Sciences (SPSS) a computer programme. SPSS programme was used to process the data collected through empirical investigation. The researcher received participation from all the respondents who were requested to participate in the research study. Information obtained from the sample elements in the sample, survey was generated by using statistical inference to reach valid conclusions regarding characteristics of the population as a whole (Nyathi, 2009:4).

The numbers of the respondents used in the empirical research are summarized in the table below:

Table 4.3.1 Number of respondents according to gender

| Item                     | Frequency (F) | %   |
|--------------------------|---------------|-----|
| Q.1 What is your gender? |               |     |
| Male                     | 25            | 50  |
| Female                   | 25            | 50  |
| Total Frequency          | FX=50         | 100 |

Q.1.Indicates that twenty five (50%) of the project managers are female, while twenty five (50%) are male project managers. These have been done to adhere to the policies and regulations related to gender equality and in South Africa.

#### 4.3.2 Challenges and management of community projects

| Item  | Frequency | %   |
|---|-----------|-----|
| Q.2 Are there any challenges related to the management of community project/s in your area? |           |     |
| 2.Agreee  | 3         | 6   |
| 3.Strongly agree  | 40        | 80  |
| 4.Disagree  | 2         | 4   |
| 5.Strongly disagree   | 2         | 4   |
| 6.Uncertain   | 3         | 6   |
| 7.Total frequency   | FX=50     | 100 |

Q. 2. Forty three (86%) of the respondents confirmed that there was a great deal of challenges related to the management of community projects. Four (8%) of the respondents disagreed with the statement, while three (6%) recorded uncertain.

The above findings show clearly that there were challenges related to the management of community projects in Modimolle Local Municipality. This challenge hampers the implementation and the management of community project/s in the area of the study.

Table 4.3.3 COMMUNITY PROJECTS AND ECONOMIC DEVELOPMENT

| Item   | Frequency | %   |
|--|-----------|-----|
| Q3 Do project managers understand how community projects relate to economic development? |           |     |
| 2.Agree  | 3         | 6   |
| 3.Strongly agree   | 1         | 2   |
| 4.Disagree   | 4         | 8   |
| 5.Strongly disagree  | 40        | 80  |
| 6.Uncertain  | 2         | 4   |
| 7.Total Frequency  | FX=50     | 100 |

Q.3. Forty Four, (88%), of the respondents disagreed with the statement. Four (8%) of them supported the statement, While 2 (4%) of the respondents recorded uncertain.

From the above information, it is clear that most of the project managers do not understand the relationship between project management and economic development. This shows clearly that the project managers need empowerment and clarification on issues related to economic development.

Table 4.3.4 COMMUNITY PROJECTS AND LIVELIHOOD

| Item  | Frequency | %   |
|---|-----------|-----|
| Q. 4 Are community projects making an impact on the livelihood of the people? |           |     |
| 2. Agree  | 1         | 2   |
| 3. Strongly agree   | 2         | 4   |
| 4. Disagree   | 2         | 4   |
| 5. Strongly disagree  | 43        | 86  |
| 6. Uncertain  | 2         | 4   |
| 7. Total Frequency  | FX=50     | 100 |

Q. 4. Forty five, (90%), disagreed that community projects are making an impact on their livelihood. Three (6%) agreed with the statement, only two (4%) recorded uncertain.

From the above findings, it is evident that community projects do not make an impact on members of the community. Community projects that are making an impact on the livelihood can improve the standard of living and status of the people in the area of the study.

Table 4.3.5 COMMUNITY PROJECT AND COMMUNITY PARTICIPATION

| Item  | Frequency | %   |
|---|-----------|-----|
| Q.5 Do project initiators allow you to participate in project planning? |           |     |
| 2.Agree   | 6         | 9   |
| 3.Strongly agree  | 38        | 76  |
| 4.Disagree  | 3         | 6   |
| 5.Strongly disagree   | 1         | 5   |
| 6.Uncertain   | 2         | 4   |
| 7.Total frequency   | FX=50     | 100 |

Q. 5. Forty four, (88%), of the respondents agreed with the statement. Only four (8%) of them disagreed with the statement, while two (4%) recorded uncertain.

It is clear from the above findings that most of the project managers want to participate in the planning process of the community project. Lack of participation can sometimes cause delay towards the completion of the community projects in the area of study.



Table 4.3.6 COMMUNITY PROJECTS AND ALTERNATIVE STRATEGY

| Item   | Frequency<br>(F) | %   |
|--|------------------|-----|
| Q.6 Does an alternative strategy needed to improve the management of community projects in Modimolle local municipality? |                  |     |
| 2.Agree  | 5                | 10  |
| 3.Strongly agree   | 35               | 70  |
| 4.Disagree   | 5                | 10  |
| 5. Strongly disagree   | 3                | 6   |
| 6.Uncertain  | 2                | 4   |
| 7.Total Frequency  | FX=50            | 100 |

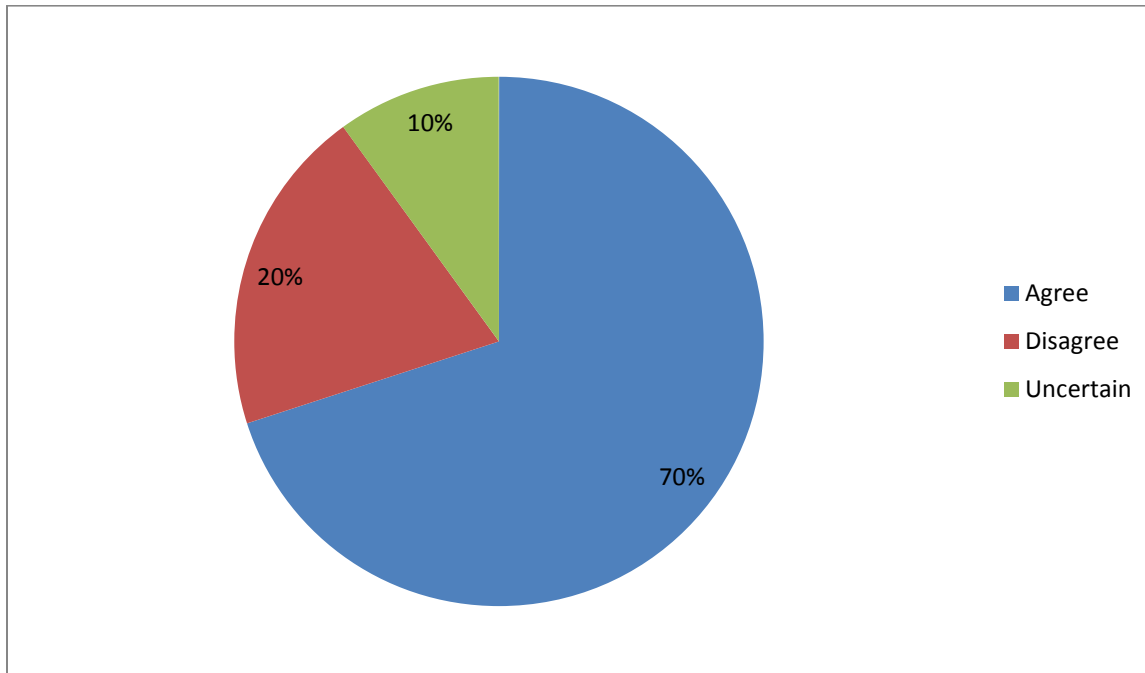
Q. 6. Indicate that forty (80%) of the respondents agreed with the statement. Then eight (16%) of the respondents disagreed with the statement, while two (4%) of them recorded uncertain.

From the above information it is clear that an alternative strategy is needed to enhance and improve the management of community projects in Modimolle Local Municipality.

## PIE GRAPH

FIGURE 4.1 Project management, monitoring and evaluation

Q7 is there a need for community projects to be monitored and evaluated?



Q. 7. Thirty five, (70%), of the respondents agreed with the statement. Ten (20%) of the respondents disagreed with the statement, while five (10%) recorded unsure.

From the above information it is clear that most of stakeholders want the current community projects to be monitored and evaluated. Project managers should take note that projects that are monitored and evaluated can help them to understand their weakness and their strength, furthermore projects that are done professionally and evaluated can make an impact and achieve intended goals and objectives.

Table 4.3.8 COMMUNITY PROJECTS AND SUSTAINABILITY

| Item   | Frequency (F) | %   |
|--|---------------|-----|
| Q.8 Do community projects that have been established in your area geared towards sustainability? |               |     |
| 2.Agree  | 2             | 4   |
| 3.Strongly agree   | 1             | 2   |
| 4.Disagree   | 40            | 80  |
| 5. Strongly disagree   | 5             | 10  |
| 6.Uncertain  | 2             | 4   |
| 7.Total Frequency  | FX=50         | 100 |

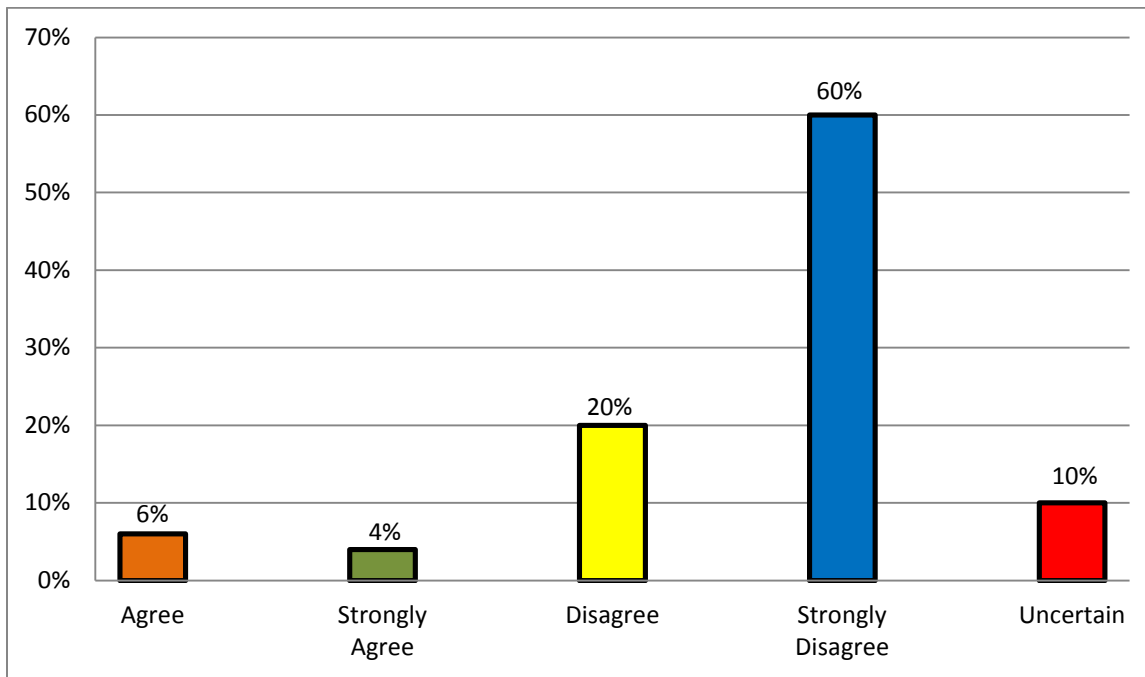
Q. 8. Indicate that forty five (90%) of the respondents disagreed with the statement. Then three (6%) of the respondents agreed with the statement, while two (4%) of them recorded uncertain.

From the above information it is clear that the projects that are established in the area of the study are not geared towards sustainability. The project initiators need to take sustainability into consideration when community projects are to be established in Modimolle local municipality.

## BAR GRAPH

Figure: 4.2 Project management and delegation

Q. 9 Does project head delegate his/her subordinates to perform certain tasks on the behalf?



Q.9 Forty (80%) of the respondents disagreed with the statement. Only five (10%) of the respondents agreed with the statement, while five (10%) recorded uncertain.

From the above findings it is evident that the project head does not delegate project managers to perform certain tasks on his behalf. Lack of delegation by the project head can make project managers live difficult to manage and perform certain tasks during his/her absence.

Table 4.3.10 PROJECT MANAGERS AND PUPLIC FINANCIAL MANAGEMENT

| Item   | Frequency | %   |
|--|-----------|-----|
| Q.9 Do community project managers adhere to public financial management Act? |           |     |
| 2.Agree  | 2         | 4   |
| 3.Strongly agree   | 3         | 6   |
| 4.Disagree   | 2         | 4   |
| 5.Strongly disagree  | 40        | 80  |
| 6.Unvertain  | 3         | 6   |
| 7. Total Frequency   | FX=50     | 100 |

Q.10 Forty two (84%) of the respondents disagreed with the statement. Five (10%) of them agreed with the statement, only (6%) respondents recorded uncertain.

From the above analysis it is clear that project managers are not adhering to Public Financial Management Act (P.F.M.A) in their sphere of operation. Lack of compliance to public financial management Act by project managers can cause financial constrain and defeating the intended goal of the project.

#### **4.3.2 Data obtained from structured interviews**

In this section, data obtained through interview from fifty (50) respondents, comprised of project managers and other experienced general workers in Modimolle local municipality are presented, the responses from the respondents have given the researcher a clear picture about the general conditions and the challenges that hampers the management of community projects in the area of study.

In this research the following findings were identified by the respondents as the main challenges that prohibited the management of community projects in the area of the study:

- Lack of clarity between community projects and economic development. Out of the fifty of the respondents interviewed: Forty one of them indicated that there is no clarity between community and economic development.
- Lack of participation between project initiators and other stakeholders in the area of the study.
- Lack of training and induction. Out of fifty respondents interviewed; forty three of them revealed that they did not receive proper training and induction before they start managing projects in the area of study.
- Lack of monitoring and evaluation. Out of fifty respondents, forty four interviewees want the current want the current community projects to be monitored and evaluated so as to minimize challenges that are within the management of the community projects in the area of study.
- Lack of delegation .Out of fifty people that were interviewed: forty of them claimed that they are not delegated by their projects head.

#### **4.4 Conclusion**

This chapter reveals that challenges concerning the management of community projects by managers in the Modimolle Local Municipality need further investigation.

Some of the factors and challenges that hamper the management of the projects in the area of the study were revealed and analysed in this chapter. From the findings, it is evident that there is a need for training of project managers and; monitoring and evaluation of community projects in Modimolle Local Municipality. Data collected in the study was presented, analysed, discussed and interpreted in these chapter.

In the next chapter, an overview of the study, findings, recommendations and conclusions from the study will be presented.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The focus of this chapter is to provide an overview of the findings recommendations and draw conclusions from the study. The discussion in this chapter further deliberates on the following:

- Findings from the literature review, empirical, investigation, structured interviews and recommendations will be outlined in this section.
- The limitations and further research of the study will also be presented.

#### **5.2 An overview of the study**

The main purpose of the study was to identify the challenges faced by managers in managing community projects in Modimolle Local Municipality. Chapter one presented an orientation to the problem of the study, literature and study was also renewed in chapter two. The research design and methodology have also been outlined in chapter three. Chapter four presents the data collected in this study, data analysis and interpretation of results are also discussed in this chapter. The findings and the recommendations will also be presented in this chapter.

#### **5.3 Findings**

In the next section findings from the literature, empirical research and structured interviews will be outlined.

##### **5.3.1 Findings from the literature review**

- The term project management is not static but dynamic; it can be defined and interpreted by different authors from different perspective.
- The management of community projects is one of the processes that should be managed and implemented by managers with great care.

- The concept project management needs analysis so as to be understood by both managers and other stakeholders to support the management of community projects in the area of the study.

### **5.3.2 Findings from empirical research**

- Forty three (86%) of the respondents confirmed that there was a great deal of challenges related to the management of community projects in the Modimolle Local Municipality.
- Forty four (88%) of the respondents do not understand how community projects relates to economic development in the area of the study.
- Forty five (90%) of the respondents revealed that community projects are not making any impact on the livelihood of the people in the area of the study.
- Forty four (88%) of the respondents confirmed that there was lack of participation in initial planning of the community projects in the area of study.
- Thirty five (70%) of the respondents want the current community projects to be monitored and evaluated.
- Forty five (90%) of the respondents revealed that community projects that have been established by initiators are mostly not sustainable.
- Forty three (86%) of the respondents revealed that they did not receive training on project management.
- Forty (80%) of the respondents agreed that there is a need for an alternative strategy that can enhance and improve the management of community projects in the area of the study.
- Forty two (84%) of the respondents revealed that the community projects managers are not adhering to Public Finance Management Act in Modimolle Local Municipality.

### **5.3.3 Findings from structured interview**

In this section data obtained through interviews with the community project managers are presented. The responses from the above mentioned stakeholders have given the



researcher a clear picture about the situation and the factors that hinders the project managers to manage the community projects in the area of the study.

In this research the following themes were identified by the respondents as the main challenges that prohibited the management of community projects in the area of the study:

The findings from the structured interview were as follows:

- ❖ The lack of clarity between community projects and economic development hinders the management of community projects in the area of the study.
- ❖ Lack of participation in the initial planning of the community affect the completion of the project.
- ❖ Project managers need to be trained and developed in project management which will enhance and improve their performance in the area of the study.
- ❖ Lack of monitoring and evaluation are causing various challenges related to project management and sustainability of community projects in Modimolle Local Municipality.
- ❖ Lack of delegation by the projects head makes project managers live difficult to manage projects during their absence.

#### **5.4 Recommendations**

On the basis of the findings from the empirical investigation and interviews, the following motivated recommendations are made:

- The projects initiators should try to minimize challenges that can hinder the management of community projects before they take off.
- The project initiators should empower the community managers on the importance and contribution of community projects towards economic development.
- The project initiators should have an impact on the livelihood of the community in the area of study.

- The policy makers should be encouraged to involve stakeholders so as to enhance participation I project management I the area of study.
- The project head should be encouraged to delegate project managers to perform certain tasks in his/her absence.

## **5.5 Limitations of the study**

The study cannot claim to have revealed all the challenges experienced by community project managers in Modimolle Local Municipality. This will be unreasonable as problems are not static but dynamic and situational. The researcher has experienced financial constraints; hence he used random sampling to reach the target population of the study and the resources at his disposal to complete this research report.

## **5.6 Recommendation for further studies**

Every research project is intended to suggest further researches because no research is complete in itself. The following topics are suggested for further research:

- The role of community projects towards job sustainability in Modimolle Local Municipality.
- The perception of members of local communities in the management of projects.
- The impact of training programmes towards the management of community projects.

## **5.7 Conclusion**

In conclusion, the purpose of the study was to investigate the challenges faced by managers in managing community projects in Modimolle Local Municipality. The literature review and empirical results shows that there is a great deal of challenges, training, delegation, monitoring and evaluation are of vital importance to the management and sustainability of community projects.

The aim of these study is to make recommendations towards the improvement and the management of community projects in Modimolle Local Municipality, both the

stakeholders and project managers need to be empowered so as to accelerate and enhance the management of community projects, not only at Modimolle Local Municipality of the Limpopo province in particular and South Africa as a whole.

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**STRUCTURED QUESTIONNAIRE****ANNEXTURE A****Question 1**

| ITEM                     | FREQUENCY (F) | PERCENTAGE (%) |
|--------------------------|---------------|----------------|
| Q.1 What is your gender? |               |                |
| 1.Male                   |               |                |
| 2.Female                 |               |                |

**CHALLENGES AND MANAGEMENT OF COMMUNITY PROJECTS****Question 2**

| ITEM   | F | % |
|--|---|---|
| Q.2 Are there any challenges related to the management of community project/s in your area |   |   |
| 1.Agree  |   |   |
| 2.Strongly agree   |   |   |
| 3.Disagree   |   |   |
| 4.Strongly disagree  |   |   |
| 5Uncertain   |   |   |

**COMMUNITY PROJECTS AND ECONOMIC DEVELOPMENT****Question 3**

| ITEM   | F | % |
|--|---|---|
| Q.3 Do project managers understand how community projects relate to economic development |   |   |
| 1.Agree  |   |   |
| 2.Strongly agree   |   |   |
| 3.Disagree   |   |   |
| 4.Strongly disagree  |   |   |
| 5.Uncertain  |   |   |

## COMMUNITY PROJECTS AND LIVELIHOOD

### Question 4

| ITEM   | F | % |
|--|---|---|
| Q.4.Are community projects making an impact on the livelihood of the people? |   |   |
| 1.Agree  |   |   |
| 2.Strongly agree   |   |   |
| 3.Disagree   |   |   |
| 4.Strongly disagree  |   |   |
| 5.Uncertain  |   |   |

## COMMUNITY PROJECT AND COMMUNITY PARTICIPATION

### Question 5

| ITEM  | F | % |
|---|---|---|
| Q.5. Do project initiators allow you to participate in project planning |   |   |
| 1.Agree   |   |   |
| 2.Strongly agree  |   |   |
| 3.Disagree  |   |   |
| 4.Strongly disagree   |   |   |
| 5.Uncertain   |   |   |

## COMMUNITY PROJECTS AND ALTERNATIVE STRATEGY

### Question 6

| ITEM  | F | % |
|---|---|---|
| Q.6. Does an alternative strategy needed to improve the management of community projects in Modimolle local municipality? |   |   |
| 1. Agree  |   |   |
| 2. Strongly agree   |   |   |
| 3. Disagree   |   |   |
| 4. Strongly disagree  |   |   |
| 5. Uncertain  |   |   |

## PROJECT MANAGEMENT, MONITORING AND EVALUATION

### Question 7

| ITEM   | F | % |
|--|---|---|
| Q.7. Is there a need for community projects to be monitored and evaluated? |   |   |
| 1. Agree   |   |   |
| 2. Disagree  |   |   |
| 3. Uncertain   |   |   |

## COMMUNITY PROJECTS AND SUSTAINABILITY

### Question 8

| ITEM  | F | % |
|---|---|---|
| Q.9. Do community projects that have been established in your area geared towards sustainability? |   |   |
| 1.Agree   |   |   |
| 2.Strongly agree  |   |   |
| 3.Disagree  |   |   |
| 4.Strongly disagree   |   |   |
| 5.Uncertain   |   |   |

## PROJECT MANAGEMENT AND DELEGATION

### Question 9

| ITEM   | F | % |
|--|---|---|
| Q.9. Does project head delegate his/her subordinate to perform certain task on behalf? |   |   |
| 1.Agree  |   |   |
| 2.Strongly agree   |   |   |
| 3.Disagree   |   |   |
| 4.Strongly disagree  |   |   |
| 5.Uncertain  |   |   |

## PROJECT MANAGERS AND PUPLIC FINANCIAL MANAGEMENT

### Question 10

| ITEM  | F | % |
|---|---|---|
| Q.9. Do community project managers adhere to public financial management Act? |   |   |
| 1.Agree   |   |   |
| 2.Strongly agree  |   |   |
| 3.Disagree  |   |   |
| 4.Strongly disagree   |   |   |
| 5.Uncertain   |   |   |

APPENDIX C

**Questionnaire**

| 1. | What is our Gender?   | Male  |                | Female   |                   |           |
|----|---|-------|----------------|----------|-------------------|-----------|
|    | Kindly read the following statement and indicate your standpoint by placing an X on the appropriate box of your preferred answer. | Agree | Strongly Agree | Disagree | Strongly disagree | Uncertain |
| 2. | Are there any challenges related to the management of community projects/s in your area?  |       |                |          |                   |           |
| 3  | Do project managers understand how community projects relate to economic development?   |       |                |          |                   |           |
| 4  | Are community projects making an impact on the livelihood of people?  |       |                |          |                   |           |
| 5  | Do project initiators allow you to participate in project planning?   |       |                |          |                   |           |
| 6  | Do community projects that have been established in your area geared towards sustainability?                                      |       |                |          |                   |           |
| 7  | Does the head of the project delegate you as project managers to perform certain tasks on his behalf?                             |       |                |          |                   |           |
| 8  | Do community project managers adhere to the Public Financial Management Act?  |       |                |          |                   |           |
|    |   |       |                |          |                   |           |

## Appendix D

### SEMI STRUCTURED INTERVIEW

1. What kind of training programs that are offered to community project managers in the are of the study?
2. Which factors are hampering the management of community projects?
3. Are there any factors that hampers the management of community projects in Modimolle municipality?
4. Which strategies can be used to enhance the performance of managers of the community projects?