

The copyright of this thesis vests in the author. No quotation from it or information derived from it is to be published without full acknowledgement of the source. The thesis is to be used for private study or non-commercial research purposes only.

Published by the University of Cape Town (UCT) in terms of the non-exclusive license granted to UCT by the author.

**Towards a Developmental Approach: An Evaluation of a  
Participatory Action Research development process with the  
NGO, WARMTH**

by

Anna Catherine Davies van Es, Student Number: VSXANN002

A minor dissertation submitted in partial fulfillment of the requirements for the  
award of the  
Degree of Master of Philosophy: Development Studies and Social  
Transformation

Department of Sociology  
University of Cape Town  
2004

Declaration:

This work has not been previously submitted in whole, or in part, for the award  
of any degree. It is my own work. Each significant contribution to, and  
quotation in, this dissertation from the work, or works, of other people has  
been attributed, and has been cited and referenced.

SIGNATURE

DATE

Signed by candidate

20 May 2004

February 2004

## Table of Contents

	Page
<b>Abbreviations</b>	<b>i</b>
<b>Abstract</b>	<b>ii</b>
<b>Acknowledgements</b>	<b>iv</b>
<b>Chapter 1: Introduction and Research Question</b>	<b>1</b>
<b>Chapter 2: Background; Research Paradigm and Intervention</b>	<b>7</b>
<b>2.1 Background</b>	<b>7</b>
<b>2.2 Research Paradigm: Participatory Action Research</b>	<b>13</b>
<b>2.3 Story of Intervention</b>	<b>19</b>
<b>Chapter 3: Problem Formulation</b>	<b>28</b>
<b>3.1 Welfare and Human Scale Development</b>	<b>28</b>
<b>3.2 Key Concepts</b>	<b>36</b>
<b>3.3 Model of Reliance</b>	<b>39</b>
<b>3.4 Summary</b>	<b>43</b>
<b>Chapter 4: Methodology</b>	<b>45</b>
<b>4.1 Assessment of Intervention: indicator framework</b>	<b>46</b>
<b>4.2 Assessment of PAR principles: indicator framework</b>	<b>49</b>
<b>4.3 Methodological Issues</b>	<b>56</b>
<b>4.4 Data Collection</b>	<b>57</b>
<b>4.5 Critique of Methods</b>	<b>62</b>
<b>4.6 Techniques of Analysis</b>	<b>65</b>
<b>4.7 Verification</b>	<b>70</b>

	<b>Page</b>
<b>Chapter 5: Results</b>	<b>73</b>
<b>5.1 Assessment of Intervention</b>	<b>77</b>
<b>5.2 Assessment of PAR principles</b>	<b>97</b>
<b>5.3 Summary of Results</b>	<b>107</b>
<b>Chapter 6: Discussion</b>	<b>109</b>
<b>6.1 Success of intervention</b>	<b>109</b>
<b>6.2 PAR Adherence</b>	<b>115</b>
<b>6.3 Additional issues</b>	<b>117</b>
<b>Chapter 7: Conclusion</b>	<b>119</b>
<b>Bibliography</b>	<b>123</b>
<b>Appendices</b>	<b>1-76</b>

**Abbreviations**

<b>NGO</b>	Non-governmental organisation
<b>PAR</b>	Participatory action research
<b>CWD</b>	Catholic Welfare and Development – umbrella organisation
<b>WARMTH</b>	War Against Malnutrition, Tuberculosis and Hunger programme, a CWD Project
<b>KO</b>	WARMTH kitchen operator
<b>Y+YM</b>	You and Your Money, NGO
<b>EASD</b>	Empowerment for African Sustainable Development, NGO
<b>UCT</b>	University of Cape Town
<b>PPA</b>	Planned Parenthood Association

Note: Kitchen Operators and staff are referred to by initials in this document to ensure confidentiality.

## **Abstract**

This study is an evaluation of a year-long participatory development intervention with the non-governmental organisation (NGO), WAR on Malnutrition Tuberculosis and Hunger (hereafter WARMTH). It looks at the attempts by the organisation to make the ideological and practical shift from welfare to developmental practice, and the impact on their key beneficiaries, the Kitchen Operators (KOs). This process is extremely complex and difficult due to the South African context and a history of welfare and dependency relationships within the organisation.

The intervention with the KOs involved a training programme and auditing of what WARMTH 'community' kitchens do. This research report is an evaluation of these combined processes. Participatory Action Research (PAR) was used as a paradigm to inform both the intervention and the evaluation exercise. The assessment takes place on two levels: the success of the process in bringing about a shift towards developmental practice in WARMTH 'community' kitchens, and its adherence to PAR principles.

The evaluation is informed by an understanding of development based on Max-Neef's conceptualisation of People Centred Development (PCD), specifically the importance of 'self-reliance', and draws on the work of Chambers, Kaplan and Freire to inform the research methodology.

PAR was a suitable choice for the intervention and the evaluation as it not only embodies development, but also facilitates shifting from welfare to development. This thesis serves to highlight the difficulties and successes associated with such an intervention and concludes with recommendations for the enhancement of similar processes.

The evaluation shows that, for the most part, the intervention was successful, both as a life-enhancing development experience for KOs and staff and as a PAR process. However, there are many areas for improvement and this study forms an integral part of the reflection that PAR builds into processes of continuous improvements and increased benefits.

This study has a dual purpose: to guide the development process at WARMTH and to demonstrate to others the viability of translating development ideas into practice.

University of Cape Town

## **Acknowledgments**

I extend my gratitude to all those who have contributed their time and energy to this dissertation, particularly:

The WARMTH Team – for giving me the opportunity to undertake this project and for their continued love and support;

Dr Jacques de Wet - my supervisor, for his insight, guidance and patience;

The Davies van Es tribe and their associates - for everything else.

University of Cape Town

## Chapter 1: Introduction and Research Question

There has been a shift towards development practice following the recognition by some development thinkers, particularly those associated with People Centred Development (PCD), that welfarist top-down approaches are ineffective in bringing about improvement in the quality of life. In South Africa, non-governmental organisations (NGOs) now operate within the context of ANC government policy, which requires a developmental approach. In addition, an increasing number of donor agencies are requiring more sustainable development interventions as a prerequisite for funding. This climate means that many NGOs operating in South Africa have no choice but to attempt the difficult shift from a welfare approach to one that is developmental. For some, this will occur on a superficial level serving only as window dressing for donors. However, others have started to fundamentally change their interaction with the communities they are attempting to serve. For the shift from welfarism to developmentalism to succeed it must occur on both an ideological and practical level and within all spheres of the organisation.

In addition to having financial implications there are a number of other important inhibitors to making this shift<sup>1</sup>. These are associated with the shift from welfare (symptom-driven) to developmental practice (cause-driven)<sup>2</sup>. The problems experienced often include limited staff capacity and a lack of knowledge about development, as well as resistance from beneficiaries because of a perceived loss of benefits. In South Africa, NGOs face a history of entrenched welfare infrastructure and ideology making this shift even more difficult. This is further complicated due to the racially divided welfare structure consolidated during 40 years of Apartheid<sup>3</sup>.

Ideas about development will only be effective if they are transformed into feasible programmes and processes within organisations and communities. The rhetoric of PCD is now putting people first, but in practice little has

---

<sup>1</sup> McKendrik, 1992 in Patel, 1992:49

<sup>2</sup> McKendrik, 1992 in Patel, 1992:49

<sup>3</sup> McKendrik, 1992 in Patel, 1992:49

changed and the reality is that many interventions are still top-down programmes<sup>4</sup>. It appears that this is because transforming theory into practice is fraught with problems.

This evaluation provides insight into a single organisation grappling with translating grand ideas about PCD into practice within this context. Although WARMTH does not address root causes directly, it makes a contribution to the broader framework of 'development' in South Africa.

WARMTH currently operates 38 'community' kitchens in some of the poorest communities around the Cape Peninsula<sup>5</sup>. Kitchen Operators (KOs), women selected by their communities to run the kitchens, receive training from WARMTH in the preparation of low-cost nutritious meals. These meals include soup (for 20c), and rice and soya-based stews (for 60c). The kitchens are housed in various community centres, in the operator's home, or in converted shipping containers optimally situated near clinics or schools<sup>6</sup>.

WARMTH's stated objectives are to<sup>7</sup>:

- a. Relieve hunger and malnutrition
- b. Preserve self-respect and dignity
- c. Stimulate community development
- d. Create jobs and business opportunities
- e. Promote nutrition and health education
- f. Address an urgent need for the extension of WARMTH's activities.

The development climate and donor pressure has encouraged WARMTH to shift towards developmental practice. This shift is also necessary because of enormous pressure to expand its operation. In order to do this, the WARMTH model must require less reliance on WARMTH. The consequence for Kitchens Operators is a move away from dependency.

---

<sup>4</sup> Chambers, 1995:33

<sup>5</sup> WARMTH, 2004

<sup>6</sup> Putter, van Es and Elsley, 2002

<sup>7</sup> WARMTH brochure, 2003

WARMTH explored this shift by undertaking a year-long participatory development intervention. This involved a training programme for KOs and a complementary process of auditing the kitchens. Both the intervention and this evaluation have been informed by Participatory Action Research (PAR), consistent with the PCD ideas of Freire, Max-Neef and Kaplan. This thesis will attempt an evaluation of this process, both in terms of its impact on WARMTH's operation, and as a process utilising the PAR methodology.

The research question emphasises the KOs experience in line with PAR principles and the results will indicate how individual kitchens have changed. The evaluation will look at the PAR experience and appropriateness as a tool by presenting a number of case studies of kitchens, as well as reflecting on 'significant moments' during the process that has involved both the KOs and the WARMTH staff. It builds on a small scale study undertaken by the researcher in conjunction with two postgraduate students during an eight-week internship at WARMTH in 2002. A continuum of 'reliance' will be used to help explore the different realities experienced by the various KOs<sup>8</sup>. The process was about allowing the opportunity for KOs to move towards self-reliance with the recognition that a developmental approach facilitates people to meet their needs, and is not an end in itself.

**Research Question:**

How successful was the PAR intervention for the kitchen operators in bringing about a developmental approach to their work?

The evaluation will compare data collected in the 2002 study and from the intervention in 2003 to determine whether the process was successful in enabling kitchens to become more self-reliant and whether PAR principles were embodied. The analysis uses an indicator framework designed to access both qualitative and quantitative aspects of the process.

---

<sup>8</sup> Putter, van Es and Elsley, 2002

This evaluation will assess the degree to which

- kitchens increased their level of self-reliance
- empowerment of KOs increased
- training was relevant to the 'community' kitchens
- symbiotic relationships between staff and KOs and amongst KOs developed
- the degree of developmental thinking (i.e. conscientisation) amongst KOs increased

The thesis will evaluate against the principles of PAR by looking for the specific characteristics of PAR and how they were adapted to the WARMTH context.

The use of PAR will be assessed in terms of the degree to which

- the researcher-researched relationship was symbiotic
- useable kitchen and organisation relevant knowledge was created
- the facilitator(s) was accountable
- the competence of KOs to contribute to the process increased
- KOs participated actively at different stages
- practical outcomes took place
- local knowledge was incorporated
- ways of knowing beyond intellect were embraced
- appropriate research methods were used
- the process was significant to participants
- new and sustainable infrastructure was created<sup>9</sup>.

There is some inevitable overlap between these two indicator frameworks, which serves to enhance the evaluation.

This study is valuable to the organisation itself, to their stakeholders, and to academic debate on the topic of development practice. It is important to WARMTH because it will allow lessons learnt to further improve their service

---

<sup>9</sup> De Wet and Viljoen, 1999:5, 13 and Bradbury and Reason, 2001:454

delivery. It will also provide insight into how grand ideas about development can be translated into practice by others. Academic debate will be able to draw on concrete experience.

The ideological objective of meeting fundamental human needs more optimally is difficult to translate into practices and processes within a particular organisation. This evaluation will be able to provide people with insight into the struggle as the study critically reflects on the translation process.

Clearly, any intervention must be multi-levelled and, although it doesn't form part of this thesis, there have been (and continue to be) complementary efforts undertaken simultaneously by both the researcher and the organisation itself (e.g. with a staff group). It is recognised that this type of intervention is a long-term process and that substantive change can only occur if the organisation as a whole commits to the process and is not tied to time-bound outcomes.

I would have liked to have evaluated the organisation as a whole (staff, steering committee, community beneficiaries and donors), but this thesis is limited to the intervention entered into with the KOs. Another key element not tackled in this paper is the capacity of NGOs to undertake developmental processes. The scope of the evaluation does not allow this to be addressed, but in this case WARMTH, has minimised the impact through the creation of partnerships with other NGOs and development lecturers and students at the University of Cape Town (UCT). Despite these limitations, this evaluation can be seen to have value and the broader process is continuing.

The researcher has had to be sensitive to the differing contexts, the diverse group of KOs and their needs, as well as the pace of the process. As a young, white, English speaking student I have encountered both difficulties and opportunities throughout this process. I have been aware of this and enlisted the help of others within and outside WARMTH to help minimise potentially adverse effects. I have been involved in PAR processes previously and found that there is no separation between PAR and my values. I believe in it and

that has been my motivation for using it. I have been sensitive to my own bias and value system and I have been aware that my commitment to WARMTH may inhibit me from exploring the best processes. Further, my natural instinct to 'get on and do things' has had to be controlled in order to allow the process to take its natural course of highs and lows. Adopting a PAR approach necessitates the researcher to value local knowledge as equal to academic and I have had to continually keep this in mind when guiding the process.

This study will demonstrate that PAR is an appropriate model under which to initiate this type of intervention. Although this process does not strictly adhere to PAR principles, PAR does allow for the continuous modification of the process by integrating the context. It shows that participating KOs achieved significant progress towards self-reliance.

University of Cape Town

## Chapter 2: Background; Research Paradigm and Intervention

This chapter will provide a description of WARMTH and outline the shifting ideology behind its operation; present a summary of Participatory Action Research (PAR), which informs the paradigm and describe the intervention made in 2003, highlighting its PAR nature.

### 2.1 Background

WARMTH's operation demonstrates that responses to hunger and poverty should be more than merely the handing out of food. WARMTH prefers to facilitate the buying of nutritious 'take-away' meals at a minimal cost. It is their belief that this ensures fundamental dignity to the interaction between the NGO and the community. Kitchens are run as 'social businesses' to ensure that those in need are not reduced to being passive recipients of external aid. WARMTH purchases and delivers stock (soya, rice and vegetables) and liquid petroleum gas to Kitchen Operators (KOs). WARMTH also serves the maintenance needs of the kitchens. There is a complementary health and nutrition project and a system of providing food vouchers, especially for HIV/AIDs and TB patients who are in need of nutrition and food to accompany their medication<sup>10</sup>.

Since the organisation's inception over 20 years ago, WARMTH has operated in a number of ways. Until recently, all variations in operation could be seen as a welfare approach to poverty alleviation.

WARMTH started as a church welfare response to poverty in the Green Point area of Khayelitsha<sup>11</sup>. According to the current Programme Manager, a group of Catholic women prepared soup to be distributed in this area and, later, in other underprivileged communities on the Cape Flats. This is an example of a typical welfare 'soup kitchen' model in which community members queue to

---

<sup>10</sup> Putter, van Es and Elsley, 2002.

<sup>11</sup> Programme Manager, Personal Communication, Appendix G

receive free soup. This happened until the scale became too large<sup>12</sup>. Subsequently, women in the communities were organised to cook and kitchens within communities were opened, although they still operated as typical soup kitchens.

The model became formalised and by 1998 the project was more structured, with kitchens in communities operating out of old shipping containers<sup>13</sup>. A critical change was the realisation that, in order to treat the communities they were serving with dignity, they had to charge (even a minimal amount) for the food. Prices were set and kitchens sold soya and rice, soup and fortified biscuits (all provided by WARMTH) and occasionally donations in kind were sold for a profit<sup>14</sup>.

The other side to this process was WARMTH's interaction with the KOs. Initially, KOs were volunteers who received raw goods from WARMTH to serve the community. Later they paid WARMTH for the kitchen supplies (at subsidised prices) and would then sell the cooked food to make money and buy more supplies. However, the KOs were not making enough profit to support themselves as their earnings had to pay for supplies and there was pressure from KOs to pay salaries<sup>15</sup>. This led to the current situation of providing raw materials to KOs free of charge for them to sell at set prices. WARMTH supplied and maintained the equipment during all the different models<sup>16</sup>.

The current model is an improvement over earlier ones but there is still a need to become more developmental. Further, any intervention must address the twenty year-old "hand-out" dependency relationship between WARMTH and the KOs, and between the kitchen and the community. If this is not addressed, then WARMTH will have to continue to fully support all the kitchens, which limits the organisations' and the KOs' opportunities to expand.

---

<sup>12</sup> Programme Manager, Personal Communication, Appendix G

<sup>13</sup> Programme Manager, Personal Communication, Appendix G

<sup>14</sup> KO Manager, Personal Communication, Appendix H

<sup>15</sup> KO Manager, Personal Communication, Appendix H

<sup>16</sup> KO Manager, Personal Communication, Appendix H

About five years, a level of organisational consciousness around developmental issues was beginning to emerge<sup>17</sup>. WARMTH realised that they could not continue to meet the demand for new kitchens in the way they were operating. In addition, there was pressure from operators wanting to grow and there was a demand for salaries and benefits<sup>18</sup>. Importantly, the staff climate was ready for change. Previously staff had been wary of how developmental WARMTH had become but new members had started challenging the old thinking<sup>19</sup>.

The language used in the WARMTH inserts in the CWD Annual Reports between 1996 and 2003 indicates a significant ideological shift towards development in the organisation<sup>20</sup>. WARMTH realised that beneficiaries (KOs and their customers) should not be given handouts, but should rather receive assistance to fulfil their own objectives. The major concern was around the KOs earning their keep on 'hand-outs' since the customers were already being charged<sup>21</sup>. Furthermore, the rapid expansion from 17 to 38 kitchens between 1998 and 2004 highlighted the urgency for a more manageable model. The organisation decided that more developmental growth might be possible if there was an incentive and so they began to support the move towards 'small businesses'<sup>22</sup>. This was complemented by the introduction of the savings scheme that was launched with the KOs to encourage financial security<sup>23</sup>.

This shift to encouraging small business growth was in line with the organisations new thinking on 'sustainability'. WARMTH would like to shift its focus from a predominantly welfare focus to a more developmental approach, where kitchens are encouraged to become less dependent on WARMTH. It would make a more sustainable impact, if it was to take on a less 'giving' role and become more of a facilitator of kitchen businesses. This would allow

---

<sup>17</sup> Programme Manager, Personal Communication, Appendix G

<sup>18</sup> Programme Manager, Personal Communication, Appendix G

<sup>19</sup> Programme Manager, Personal Communication, Appendix G

<sup>20</sup> Appendix R

<sup>21</sup> Programme Manager, Personal Communication, Appendix G

<sup>22</sup> Programme Manager, Personal Communication, Appendix G

<sup>23</sup> Programme Manager, Personal Communication, Appendix G

many of their kitchens to move towards a level of self-reliance. The need is reinforced by the recognition that an NGO dependant on donor funding provides limited long-term security for individual kitchens. Further, WARMTH is continually under pressure to expand their operations and would like to unlock some of the resources currently used to sustain KOs, with a view to extending the number of kitchens. This implies that the existing kitchens must cost less to maintain. This cost is not just financial, but also human resources. They could expand further if the current kitchens were more self-reliant.

It is hoped that change will take place through encouraging the development of kitchens as mini-businesses, with KOs catering to community needs and selling additional goods for profit. If the process is successful, it is hoped that KOs would become financially independent and that it would provide increased employment, better nutritional levels in the community, and a sense of community empowerment. If this approach is not taken, then it is likely that WARMTH would not be able to expand to new areas in the future. In addition, the KOs would not be empowered to take control of their destinies and would remain in a position of dependence.

It has been mentioned that all the kitchens currently rely on WARMTH to a large extent. However, some kitchens have diversified to include the sale of non-subsidised goods. This indicates a willingness to expand their community kitchens into community businesses and become less reliant on WARMTH for their income. In the future, WARMTH would like to nurture increased self-reliance and increased inter-reliance amongst kitchens in the form of co-operatives. The model of degrees/intensity of reliance discussed in the next chapter can be seen as representing the progression of the organisational development process.

The shift from welfare is fraught with difficulties for any NGO; an ideological shift must occur and there is often resistance and limited staff capacity. People who have been involved since the inception of WARMTH and have fixed views on how WARMTH should conduct itself exemplify this. Further, given the level of entrenched dependency, there is a need to take

responsibility for the past and to sensitively work towards 'undoing' the dependency in a way that is beneficial to those involved (especially the KOs).

As a project of Catholic Welfare and Development (CWD) WARMTH's growth has always been supported. However, there has been concern about how 'independent kitchens' will look as they develop as businesses since CWD's funding is primarily for welfare<sup>24</sup>. There has been a big shift towards more sustainable practice at a donor level. Although WARMTH has long-standing funders who will support welfare initiatives, the majority of donors, especially new ones, now require sustainability as a component<sup>25</sup>.

Some staff have resisted the trend towards development. According to the Programme Manager, the primary problem has been that some of the people employed by WARMTH to serve the communities live in the same communities<sup>26</sup>. For some staff, the change is seen as bringing more work and less respect from the community. This relates to the relationship of dependency, the continuation of which means WARMTH remains the 'giver'<sup>27</sup>. The shift has brought fears around "...if they don't need us then what will be our role (if at all) in communities..."<sup>28</sup>. In addition, there is some evidence of an 'attitude of entitlement' within communities creating resistance from the KOs<sup>29</sup>.

For the Programme Manager, the turning point within this context was the involvement of Dr Jacques de Wet and student interns from UCT who brought the insight that "the more empowered people are, the greater their ability to learn"<sup>30</sup>. This led to a focus on staff empowerment through training and has led to staff being more open to doing things differently and taking up more responsibility<sup>31</sup>. This philosophy was applied to the KOs with similar results<sup>32</sup>.

---

<sup>24</sup> Programme Manager, Personal Communication, Appendix G

<sup>25</sup> Programme Manager, Personal Communication, Appendix G

<sup>26</sup> Programme Manager, Personal Communication, Appendix G

<sup>27</sup> Programme Manager, Personal Communication, Appendix G

<sup>28</sup> Programme Manager, Personal Communication, Appendix G

<sup>29</sup> Programme Manager, Personal Communication, Appendix G

<sup>30</sup> Programme Manager, Personal Communication, Appendix G

<sup>31</sup> Programme Manager, Personal Communication, Appendix G

<sup>32</sup> Programme Manager, Personal Communication, Appendix G

It must be remembered that although the way WARMTH operated in the past fed people, it brought about little real development and inhibited both the KOs and the community from attempting other opportunities. For example, KOs needed very little training to cook soup (and later soya and rice) and hand it out. This limited their role in the kitchen. On the other side, customers had to make minimal effort to stand in a food queue. This may have prevented them from challenging their situation and creating opportunities for themselves. However, with the encouragement of WARMTH and a level of relevant kitchen training (catering and book-keeping), some KOs have developed prosperous businesses without abandoning their 'community' kitchen role to the poor, giving rise to discernable personal growth. KOs are well respected in their communities, serve as role models and often offer advice and support to community members. In addition, the development of the kitchen business has led to a direct spill over into the community with the employment of Kitchen Operator assistants.

The research undertaken by UCT students has focused on how to implement a shift from welfare to development. The next stage was to implement some of the recommendations of the research. This thesis will assess the process thus far and give some insight into the complexities of the shift that WARMTH is undergoing.

In 2002 the researchers identified that, in order for a shift to occur, a number of factors must be dealt with concurrently. First, to adequately assess the current situation of each individual kitchen in terms of financial status, skills, resources and attitude/awareness. Second, to increase the level of 'conscientisation' amongst KOs and WARMTH staff. This means creating the conditions in which KOs and staff can become more aware of the developmental process and learn to think beyond the current boundaries of the operation. Third, to increase the capacity of KOs and staff to utilise this awareness. This requires the provision of appropriate skills training, recognising that each kitchen and individual has specific needs<sup>33</sup>. This was

---

<sup>33</sup> Putter, van Es and Eisley, 2002

the basis on which the intervention in 2003 took place. The first and third objectives in terms of a kitchen auditing and training process are dealt with in this study.

WARMTH is heading into the second year of a concerted development intervention with the KOs. It is accepted that this process is long-term and that much of their current work remains welfare. However, the trend towards development practice has begun. There has been a paradigm shift with change throughout, although there is still some resistance<sup>34</sup>. Further, WARMTH accepts that a level of welfare is acceptable and, indeed necessary, within the South African context of widespread poverty and limited opportunities.

## 2.2 Research Paradigm: Participatory Action Research

The overarching research paradigm that has informed both the intervention with WARMTH during 2003 and the evaluation (discussed below) is Participatory Action Research (PAR). This was used because, PCD theorists like Chambers realised that many development failures result from attempts to impose standard top-down programmes and projects on diverse local realities<sup>35</sup>. PAR is a people-centred development model which attempts to render development assistance that is more responsive to the needs and opinions of local people due to its participative and bottom-up nature<sup>36</sup>. Within WARMTH there has been an increasing realisation that methods of intervention must be more developmental and participatory. Concern about issues of sustainability and Chambers' belief that it is right for poor people to be empowered and have command over their own lives have influenced this shift<sup>37</sup>.

---

<sup>34</sup> Programme Manager, Personal Communication, Appendix G

<sup>35</sup> Chambers, 1995:30

<sup>36</sup> Babbie and Mouton, 2001:314

<sup>37</sup> Chambers, 1995:30-32

The Kitchen Operators at WARMTH form part of some of the most socially and economically exploited communities in South Africa. A PAR process is appropriate under these circumstances since, according to Babbie and Mouton, one of the things PAR attempts to address is the peripheral condition of people in society<sup>38</sup>. PAR development processes are guided by the participants and their common needs. The role of the researcher is to enable participants to bring about change which improves the participant's situation and their own ability to generate solutions and change. The participant's culture and knowledge is respected and a plurality of knowledge (local and academic) fused to produce more meaningful research and consequent action<sup>39</sup>. The relationship between 'researcher' and 'researched' is equal and mutually rewarding (symbiotic)<sup>40</sup>.

**Key elements:** PAR is different to other forms of action research in that it aims at bringing about action which "...induces positive, progressive, remedial and corrective social change or transformation"<sup>41</sup>. In PAR the relationship between action and research is crucial<sup>42</sup>.

The first key element is the emphasis on action which ensures that the researcher is accountable to the participants who play an integral role in the research and have a vested interest in the outcome<sup>43</sup>. PAR aims to direct change on two levels: first, transformation of participants' social environment and their more immediate material environment and second, economic conditions through collective efforts<sup>44</sup>. In PAR the definition of change/action is broad and can be summed up as "any coherent and complex form of socially established co-operative activity"<sup>45</sup>. Such a broad definition of action incorporates concrete actions like policy change and the less concrete actions like empowerment through conscientisation, emancipation, learning,

---

<sup>38</sup> Babbie and Mouton, 2001:314-315

<sup>39</sup> Bradbury and Reason, 2001:454

<sup>40</sup> Bradbury and Reason, 2001:454

<sup>41</sup> Babbie and Mouton, 2002:321

<sup>42</sup> Babbie and Mouton, 2001:320

<sup>43</sup> Babbie and Mouton, 2001:320

<sup>44</sup> Babbie and Mouton, 2001:321

<sup>45</sup> McTaggart, 1994 in Babbie and Mouton, 2001:321

strengthening participant's research capacity, and generating autonomy ('self-reliance')<sup>46</sup>.

Since PAR is action-orientated it must be responsive and flexible<sup>47</sup>. Action/change does not only result at the end of the PAR process, it can be undertaken simultaneously<sup>48</sup>. The research process is a cyclical process of 'action and reflection' highlighting the emergent character of PAR<sup>49</sup>. It is important to recognise that successful development efforts generate new circumstances that often render the successful strategy inapplicable<sup>50</sup>. This makes a dynamic, responsive and flexible approach even more important<sup>51</sup>.

The intervention with WARMTH has been about not only collecting information but about empowering participants to improve their lives. The knowledge collected has informed WARMTH's interaction with the KOs. This has led to a change in the Kitchen Operators, in the kitchens and in WARMTH.

The second key element is the relationship between the 'researched' and the 'researcher'. In this type of research, the researcher and the researched become "participants" and "change agents" who share a common goal<sup>52</sup>. This has the result of ensuring that the research stays in touch with the reality of local knowledge and experience<sup>53</sup>. According to de Wet and Viljoen<sup>54</sup>, the roles of researcher and researched in PAR are mutually rewarding (symbiotic). They can be seen to reflect 'symmetric reciprocity' embodying mutual respect and appreciation amongst participants, humans and nature<sup>55</sup>.

The third and one of the most important elements of PAR is that of participation, which should occur through all the phases, to some degree, in

---

<sup>46</sup> Babbie and Mouton, 2001:323-324

<sup>47</sup> Dick, 1999:2

<sup>48</sup> Babbie and Mouton, 2001:321

<sup>49</sup> McTaggart, 1991:181 in Babbie and Mouton, 2001:330

<sup>50</sup> Kaplan, 1996:73

<sup>51</sup> Kaplan, 1996:78

<sup>52</sup> Babbie and Mouton, 2001:314

<sup>53</sup> Chesler, 1991:766 in Babbie and Mouton, 2001:318

<sup>54</sup> De Wet and Viljoen, 1999:5

<sup>55</sup> Heller, 1989 in Fals-Borda, 2001:30

an interactive, “communal enterprise”<sup>56</sup>. Participation is important because it ensures that the following objectives of PAR are reached: decreased distance between researcher and participants, a common field of knowledge, production of meaningful research, ensuring a more democratic science and empowerment<sup>57</sup>.

There are degrees of participation from consulting to partnership (shared control and decision-making) to participant control which are deemed acceptable<sup>58</sup>. Although it recognised that participation is extremely important in development practice, it is not always seen as practical or as a “good thing”<sup>59</sup>. Despite this and in addition to egalitarian motivations, there are a number of substantive arguments for increased participation in development<sup>60</sup>.

The benefits of participation in development can be summarised as efficiency, effectiveness, self-reliance, coverage and sustainability<sup>61</sup>. Participation allows for the more efficient use of project resources as the community involvement can lead to increased responsibility taken on by the beneficiaries<sup>62</sup>. It increases effectiveness by allowing participants to determine objectives, using their skills and local knowledge for implementation<sup>63</sup>. Self-reliance refers to the positive effects of people participating in the development process which gives them greater control over their lives<sup>64</sup>. Participation also extends the ‘coverage’ of a project by increasing the number of people who potentially benefit from a project through the greater involvement<sup>65</sup>. Participation increases the likelihood of sustainability since internally motivated projects are more likely to be sustained when outside support is removed<sup>66</sup>.

---

<sup>56</sup> Fals-Borda, 1991:150 in Babbie and Mouton, 2001:314

<sup>57</sup> Babbie and Mouton, 2001:314

<sup>58</sup> Babbie and Mouton, 2001:316-317

<sup>59</sup> Hercules, 1998:23

<sup>60</sup> Hercules, 1998:23

<sup>61</sup> Hercules, 1998:24

<sup>62</sup> Hercules, 1998:24

<sup>63</sup> Hercules, 1998:24

<sup>64</sup> Hercules, 1998:24

<sup>65</sup> Hercules, 1998:24

<sup>66</sup> Hercules, 1998:24

Despite an ideological commitment to participation in PAR, it would be limiting for researchers to regard it as obligatory<sup>67</sup>. The degree of participation possible is limited by the particular situation and therefore responsibility of participatory dimension is never completely fulfilled but should be enhanced wherever possible<sup>68</sup>.

The fourth key element is the incorporation of local knowledge<sup>69</sup>. PAR is a paradigm that values and respects participants' common sense, wisdom and experience<sup>70</sup>. This includes a respect for participants' interests and culture, which as Bradbury and Reason highlight, demonstrates a respect for forms of knowledge beyond "intellect"<sup>71</sup>. The focus on local knowledge allows participants to be empowered through recognising the value of their own knowledge<sup>72</sup>. The value accorded to local reality and knowledge means that the research is the sum of academic and popular knowledge and wisdom ('plurality of knowing')<sup>73</sup>. Due to PARs focus on action, all knowledge production should be for the improvement of practice which also serves as a guarantee of the worth of the process<sup>74</sup>.

The fifth element is that of empowerment. PAR can be seen as a research approach primarily to empower participants<sup>75</sup>. Empowerment implies strengthening capacity to solve problems and achieve objectives<sup>76</sup>. The process of empowerment of people is "...enhancing the capacity of people to take control of their own lives"<sup>77</sup>. The participation in knowledge creation and the actions generated by the process create the foundation for

---

<sup>67</sup> Dick, 1999:3

<sup>68</sup> Babbie and Mouton, 2001:317

<sup>69</sup> Babbie and Mouton, 2001:314,320

<sup>70</sup> Babbie and Mouton, 2001:320

<sup>71</sup> Babbie and Mouton, 2001:314 and Bradbury and Reason, 2001:454

<sup>72</sup> Babbie and Mouton, 2001:320

<sup>73</sup> Babbie and Mouton, 2001:317-319

<sup>74</sup> Fals-Borda, 2001:29

<sup>75</sup> Babbie and Mouton, 2001:322

<sup>76</sup> Babbie and Mouton, 2001:324

<sup>77</sup> Graaff and Louw, 1992:1 in Roodt, 1996:321

empowerment<sup>78</sup>. This is achieved through: conscientisation, emancipation, learning, strengthening capacity and generating autonomy<sup>79</sup>.

Conscientisation refers to the “awareness-raising” process of participants which is necessary for effective transformation and is achieved through the incorporation of participants’ local knowledge<sup>80</sup>. A crucial part of PAR is its ability (and aim) to “liberate” participants’ minds for critical reflection. In this way PAR is emancipatory. PARs learning process empowers through: basic learning; learning to discover new knowledge; learning to be reflexive and critical; learning to articulate and systematise knowledge<sup>81</sup> and learning to be assertive about knowledge and power. It is a two-way education process where both the researcher and the researched share knowledge<sup>82</sup>.

Generating autonomy refers to “clearing space for people for their own action and for at least partial, sometimes only minimal increase, in control of their own affairs”<sup>83</sup>. PAR is committed to development characterised by “self-direction”<sup>84</sup>. The generation and promotion of “people’s collectives” is considered another primary objective/principle of PAR<sup>85</sup>. This links to the dedication to self-reliance and “self-mobilisation” which has positive spill-over effects in the community<sup>86</sup>.

An additional consideration is that research should be driven by what is required by participants<sup>87</sup>. The high level of participation as well as the incorporation of local knowledge necessarily leads to more relevant knowledge production and therefore is more meaningful to participants<sup>88</sup>.

---

<sup>78</sup> Babbie and Mouton, 2001:322

<sup>79</sup> Babbie and Mouton, 2001:314

<sup>80</sup> Rahman, 1991:16 and Babbie and Mouton, 2001:322

<sup>81</sup> Babbie and Mouton, 2001:323

<sup>82</sup> Babbie and Mouton, 2001:324

<sup>83</sup> Swantz and Vainio-Mattila, 1988:140 in Babbie and Mouton, 2001:324

<sup>84</sup> Reason, 1994:334 in (Babbie and Mouton, 2001:324

<sup>85</sup> Babbie and Mouton, 2001:321

<sup>86</sup> Rahman, 1988:116 in Babbie and Mouton, 2001:321 and Babbie and Mouton, 2001:322

<sup>87</sup> Fals-Borda, 2001:29

<sup>88</sup> Babbie and Mouton, 2001:319

## 2.3 Story of Intervention

The intervention with WARMTH in 2003 was multilayered and complex. This section will summarise the specific interventions made with the WARMTH Kitchen Operators (KOs) in 2003 in order to provide insight into the process under evaluation. The 'story' will demonstrate how PAR principles informed the process. In this chapter, 'researcher' refers to the student employed to work with the Kitchen Department of WARMTH and 'staff member' refers to the WARMTH Kitchen Operations Manager (KO Manager). The terms 'researchers' and 'research team' refers to the student researcher and staff member. "Participants" refers to the WARMTH KOs.

### A. Overview:

It was proposed at the end of 2002 that one of the research students already involved be retained to work closely with the KO Manager to begin implementing some of the ideas that had resulted from the research findings (UCT 2002). This is in line with PAR as it allowed for relationships started in 2002 to be built upon. It also indicated the beginnings of a symbiotic relationship in which KOs and staff contributions could enhance the researcher's dissertation and the researcher could bring academic expertise to benefit WARMTH's development process.

A limited numbers of objectives were set for the year 2003 due to the recognition that such a developmental process is inevitably slow. A comprehensive audit of the kitchens and KOs was undertaken. This served primarily as an information gathering exercise to inform WARMTH's decision-making processes. This also provided the opportunity for KOs to participate in decision-making and provide insight into the practical implications of decisions. Further, an unplanned consequence was that KOs felt valued because the researcher and staff member spent significant amount of time talking to them and finding out about their aspirations and obstacles.

These audits and information collected informally from KOs informed the planning of conscientisation and skills-training workshops. The training

programme was designed to provide KOs with the skills they will need as they move towards higher levels of self-reliance. In 2003, the workshops focused on financial management and development thinking. This ensured that all workshops are relevant to the KO experience and PAR's aim of ensuring facilitator accountability was reached. The culmination of these workshops was an all-inclusive Indaba. The Indaba's primary objectives were: consolidation of learnings, conscientisation, celebration and relationship building. After the Indaba two workshops took place- a debriefing evaluation workshop and a planning workshop for 2004.

#### i) Notes on workshops

In line with the PAR paradigm, the format of each workshop was designed to encourage maximum participation from the KOs. This was a great shift from the meeting format used by WARMTH in previous years. Participation was ensured through activity-driven workshops orientated towards specific practical outcomes. In some instances high levels of participation were achieved with the researchers merely playing a facilitating role. In some parts of the intervention less equal participation occurred because the KOs did not have the skills to be a part of running the workshops. However, active engagement in all workshops occurred. The KOs were placed in groups according to the location of their kitchens. The six 'regional' groups worked together in all the workshops except at the Indaba. It was hoped that such groupings would form the basis of inter-reliant relationships, encouraging buying and information co-operatives between KOs working in the same areas. All workshops were held in English and Xhosa using the KO Manager as a translator to ensure that all the KOs were able to participate fully. This also meant that KOs were able to speak in the language in which they felt most comfortable.

#### ii) Evaluation:

After each workshop and event a report has been produced. In addition, feedback was obtained using workshops, evaluation forms and informally from staff and KOs. The researchers used this information to feed back into the process to inform the next intervention.

## **B. Detail of Process**

### **1. Audits:**

Each kitchen was audited by the KO Manager and the student researcher between February and August 2003. Each audit lasted approximately two hours and took place in the kitchens. Topics included resources, finances, kitchen business, future of kitchen, co-operative relationships, kitchen community, relationship with WARMTH, accessing additional goods and school based kitchens<sup>89</sup>. The questions were designed in a way which would provide WARMTH with important information about the service they are performing as well as motivate KOs to think pragmatically about how their 'dreams' could come true. An unplanned benefit was the reaction of KOs to the one-to-one contact and has led to the understanding that giving time to relationships with KOs is invaluable.

### **PAR framework:**

The audit process was informed by PAR in the following ways. It was designed to bring about change by using the information collected to design the training programme for KOs. It empowered KOs by facilitating them in thinking practically about the future of their KOs. It began to build symbiotic relationships between the participants and the researchers, valuing the KOs local knowledge and respecting their right to decide on their own future. The researchers were also aware of the different KO competencies, dreams and fears and were sensitive to the pace set by each individual KO. The audit process ensured a high level of participation by the all the KOs to feed back into the organisation. The researchers were aware of KOs possibly feeling that their position with WARMTH was under threat. As a result, care was taken to provide reassurance and most important the language of both the audits and the workshops was of 'doing things better' rather than change.

---

<sup>89</sup> See Appendix E

## **2. WARMTH Kitchen Operator Workshops**

### **KO Meeting – February 2003**

In addition to the general administrative part of Kitchen Operator meetings this meeting intended to give KO's an indication of what training was being planned for them in 2003. All the KOs were encouraged to get involved in the planning and running of the workshops where possible.

In line with the more interactive approach to KO meetings, representatives of 'Umgalelo' were invited to present a vetkoek product at this meeting. The product was explained and the KOs watched a demonstration of how to use the product. The KOs had to assess the worth of using such a product by giving feedback on evaluation sheets after tasting the Umgalelo vetkoek. Further investigation with KOs on pricing of vetkoek ingredients led to WARMTH deciding against making this product available for KOs to purchase.

### **Workshop 1 – May 2003**

This workshop was split into two parts. As a result of the feedback about Umgalelo, two KOs were selected to demonstrate products they make in their kitchens at workshop 1. The Parkwood KO (JW) demonstrated how to make soya frikadels and the Malawi Camp KO (MD) demonstrated her technique of making vetkoek (at a cheaper price than the Umgalelo product). This allowed KOs to see and discuss different ways of preparing products and to share ideas.

The second part was a You and Your Money (Y+YM) workshop that focused on checking kitchen deliveries and recording sales. This was facilitated by two WARMTH staff (involved in the Y+YM Train the Trainer programme) and a facilitator from Y+YM. The workshop was designed using information collected from KOs through the audit process. Two skits were presented by the facilitators to form the basis of discussion. These depicted the experience that KOs have in their kitchens when they are expected to record their sales and greet guests. The facilitators then helped the KOs think of ways to solve these problems.

**Workshop 2 – June 2003**

The first section of the workshop was a participatory process of re-looking at the agreement between WARMTH and KOs (KO contract). A framework was provided, but KOs had to think through the relationship especially what qualities they felt that KOs should ascribe to. The feedback from them and staff was compiled and everyone took a draft home to think about. This meant that KOs understood the contract clearly and had negotiated agreement on its stipulations. This was then ratified at the next meeting, signed and later translated.

**Workshop 3 – July 2003**

It was felt that more time needed to be dedicated to addressing the KOs' concerns about the contracts (guiding principles of relationship). As a result, the first half of workshop 3 was dedicated to this and the signing took place at the end. The second part focused on 'hire purchase' issues. KOs were workshopped using a story of two sisters (one who saves the other who buys on hire purchase). The idea behind this was that, as KOs start thinking about making purchases to develop their kitchens they need to be aware of what the benefits and pitfalls of different purchasing methods.

**WARMTH Indaba – August 2003**

The Indaba began with a ceremony to unite all the different parties to the common aims of the weekend and to set the tone and spirit for the interactions to follow. The workshop part of the Indaba focused on thinking about how things can be done better in the kitchens (development) using the tools learnt from the three workshops leading up to the Indaba. Although there were other aspects to the Indaba its primary aim was to consolidate the learnings from 2003. This was achieved through four types of workshops. The first was a Y+YM workshop in which KOs used their sales recordings to think about a 'typical year' in their kitchen in order to plan in 2004. The second was a 'development' thinking workshop where KOs had the chance to celebrate and share what they are already doing, to think about the things they would like to do, as well as attempt some problem solving exercises. The third workshop involved Community Presentations made by each KO. This was

extremely successful, providing insight into the many diverse communities and backgrounds of the KOs. The final part was a complementary creative workshop in which KOs designed, painted and assembled a model of their ideal kitchen. In addition, in commemoration of Women's day the entire WARMTH team celebrated their progress with a band, braai and guest speakers

### **Debriefing meeting – September 2003**

A debriefing meeting for KOs took place in the first week of September. Feedback was received from KOs and there were also presentations from fundraising and finance departments. Information about other ventures that WARMTH is thinking about/ involved in was also shared with the KOs (e.g. presentation by WARMTH consultant, Samantha Payne from EASD, on the Rural Expansion). This workshop served as an evaluation tool and helped to tie up loose ends after the big event<sup>90</sup>. An issue having an important impact on KOs and staff will be discussed in depth below.

### **Further Evaluation**

The debriefing workshop did not manage to cover all the intended aspects we wanted and a further evaluation form was sent out focusing on the key learning parts of the Indaba. Fifteen operators returned the forms<sup>91</sup>

### **Issues Arising**

It was brought to the WARMTH team's attention that there was some tension within the KO group. To address this, one of the older, well-respected KOs spoke to the whole group before leaving for the Indaba. The aim was for everyone to commit to leaving their issues relating to the project as well as their personal lives behind and focus on the Indaba programme. This was successful with all staff and KOs showing their commitment throughout the Indaba. However, at the Indaba an issue occurred when a staff member made an inappropriate joke to a KO. Since it related to level of education and the serving of food, it was taken personally both by the operator involved and

---

<sup>90</sup> See Appendix M

<sup>91</sup> Appendix N

others. At the time, an apology was accepted by the operator and staff felt that the issue had been closed. However, at the Indaba debriefing, it was brought to the attention of the facilitators that the issue was not resolved and that the operator involved was bringing her own food to the workshops rather than eat what the team was providing.

This information was fed back to the Programme Manager and the decision to pursue resolution was taken. Appointed operators (advisory committee) and staff met to discuss the most appropriate way of dealing with the situation. It was decided to get the two parties involved to talk it over (informal mediation process) and then report back to the bigger group.

It was a difficult process, but guided by the wisdom and understanding of the KOs involved, resolution was found and peace made between not only the parties involved but between WARMTH and the operators. It is recognised that operators must always feel that the project team are listening, understanding and pursuing processes that meet the expectations and needs of operators. Each person involved felt this was achieved and were glad that a negative incident could result in positive learnings. In a show of reconciliation to the bigger group, the kitchen operator and staff member involved facilitated the ice-breaker at the end of year celebration.

#### **Workshop 4 – October 2003**

This workshop was designed to build on the learning from the Indaba to transform the information gathered (from each kitchen) into individual plans of action for 2004. It combined financial information and KO plans for the future to produce concrete deadlines for individual KOs. It was necessary to look at individual obstacles in order to do this and resulted in an individual calendar for each kitchen. On the calendars, KOs marked high/low income and expenditure times, special events, school holidays and anything else that might affect their business. At this workshop, numeracy tests were administered to help the kitchen department identify different groupings for training in 2004. The results of these tests have been analysed in conjunction with kitchen records and the operators own judgement of their numeracy.

### **End of Year Celebration – November 2003**

As in previous years, WARMTH held an end of year celebration for the KOs and their assistants. This also provided the opportunity to present awards linked to the training. Recognition was given to KOs who had attended all workshops and certificates were given to KOs who had attended all the Y+YM workshops. Other awards were given based on consistency of saving, cooking and kitchen related business expansion, innovation in kitchens as well as best Kitchen, best Kitchen Operator and WARMTH Businesswomen of the year. This demonstrated WARMTH's commitment to recognising progress and incentivising the development process.

### **PAR Framework**

The workshop process was informed by PAR in several ways. There was a high level of information sharing throughout the year from meeting one's plans for 2003 to organisational knowledge sharing about initiatives like the rural development project. From meeting one, there were requests to KOs for active participation at all levels and KOs were involved through demonstrations and feedback mechanisms as well as participating in the workshop. The feedback from KOs was incorporated into decision-making processes and into the training programme. This demonstrated a respect for the plurality of knowing and valuing the local knowledge of KOs. It also facilitated the reintegration of information into the process (cyclical nature of PAR). Again the use of non-threatening language was important allowing KOs to set the pace of the process.

The Y+YM and development thinking workshops were designed to empower KOs with the tools to improve their kitchens. KOs could relate to the training because it was directly linked to their experience (e.g. skits in Workshop 1). The rate of the process was defined by the participants (e.g. revisiting the contracts at workshop 3). The workshops were outcome oriented to give KOs a specific skill (e.g. recording) or product (planning calendar or dream kitchen model). Dealing with the issues arising from the indaba demonstrated WARMTH's willingness to rely on the local knowledge of KOs and for KOs to

have a symbiotic relationship with WARMTH in which they can offer their wisdom and experience. The end-of-year event celebrated the increased competence of all involved.

University of Cape Town

## Chapter 3: Problem Formulation

This thesis will evaluate the success of the development intervention with WARMTH Kitchen Operators in terms of its impact on KOs and its adherence to PAR. The theme is how one organisation within the South African context is making the shift from welfare to developmental practice. Therefore, it is crucial to have an understanding of why shifting to developmental practice is important. In this chapter, the shift will be discussed under the theoretical framework of Human Scale Development (HSD) as postulated by Max-Neef. This is intended to give the reader an understanding of what is meant by meeting people's needs and, by extension, 'development'.

The intervention and the evaluation were informed by an understanding of PAR (research paradigm discussed in Chapter 2). Therefore, the key concepts in PAR: 'participation', 'conscientisation' and 'empowerment' related to 'development' will be discussed. Freire's work on 'conscientisation' and 'liberatory education' is also used to supplement this understanding. Finally, Kaplan's work on degrees of dependence is adapted into a continuum of reliance that is used as a conceptual framework to categorise individual WARMTH kitchens. Common to all the authors is that the participatory spirit of PAR is embodied in their work.

### 3.1 Welfare and Human Scale Development

Until the 1960s, 'development' was measured primarily on economic criteria, often based on the Gross Domestic Product (GDP- value of goods and services) of a country<sup>92</sup>. These measures did not take account of the quality of life of the inhabitants. Further, the inadequacy of this approach became obvious, as it could not account for increasing levels of poverty in the Third World despite positive economic growth rates<sup>93</sup>. A new range of measures taking into account the needs of the poor was required and various attempts

---

<sup>92</sup> Patel, 1992:13

<sup>93</sup> Patel, 1992:13

were made to include non-economic criteria<sup>94</sup>. However, social development through economic development was still emphasised and it wasn't until 1986, in the United Nations (UN) Declaration on the Rights to Development that sustained increase in the well being of individuals was recognised<sup>95</sup>.

Responses to poverty have been primarily welfarist in nature due to an over reliance on economic measures of development. Welfare approaches tend to be 'curative'- attempts to try and 'fix' problems rather than address the root causes<sup>96</sup>. The curative understanding results in limited State interventions in welfare. The interventions are symptom driven and require highly trained staff ('experts') to implement<sup>97</sup>. They can be seen as administrative or technical approaches since interventions tend to be implemented uniformly from the top-down and controlled by the benefactors, who include funders and welfare practitioners<sup>98</sup>.

These "technical" solutions have had little relevance for the most vulnerable members of society as the interventions are beyond their control or involvement and fail to take account of their local experience<sup>99</sup>. Consequently, welfare approaches are not sustainable since they are not responsive to people's needs.<sup>100</sup> Further, this type of intervention tends to lead to dependency of recipients on the provision of services ('hand-outs). Handouts are the free provision of services where the beneficiaries and the service are chosen by the provider.

According to Freire, this type of relationship is "false generosity" as it serves to constrain the "rejects of life" who continue to extend their hands<sup>101</sup>. Freire says that, in order to continue 'generosity', injustice must be perpetuated<sup>102</sup>. In this way, welfarist interventions can be seen as an exercise by the privileged

---

<sup>94</sup> Patel, 1992:15

<sup>95</sup> Patel, 1992:14-15

<sup>96</sup> Patel, 1992:28

<sup>97</sup> Patel, 1992

<sup>98</sup> Chambers, 1995:33

<sup>99</sup> Romm, 1996:213

<sup>100</sup> Patel, 1992:29 and Roodt, 1996:318

<sup>101</sup> Freire, 2000:44-45

<sup>102</sup> Freire, 2000:44

in rationalising guilt and results in keeping 'the poor' in a position of dependence<sup>103</sup>. Welfare recipients continue to be dependent as there is no incentive for them to take responsibility for changing their lives

In recognition of the inadequacy of welfare approaches, some within the development world have shifted their model from a focus on "things" to one that focuses on people.<sup>104</sup> The shift is to grass-root, bottom-up interventions, no longer uniformly implemented but driven by the dynamic needs of the beneficiary group<sup>105</sup>. It is an endogenous developmental process towards individual and collective self-reliance. Its conceptualisation of needs is broader than just sustenance and serves to satisfy needs such as identity and participation<sup>106</sup>.

It has become increasingly accepted that 'development' cannot be seen in isolation from 'human needs'<sup>107</sup>. The basic postulate of Human Scale Development (a PCD approach) as given by Max-Neef is that development is about people and not about objects<sup>108</sup>. The best development process will, therefore, be one that allows for the greatest improvement in the quality of life. This depends on the possibilities people have to satisfy their fundamental human needs adequately<sup>109</sup>. Human Scale Development (HSD) is geared to meeting human needs and recognises that an interpretation of needs, as well as the measures used to address them, is required<sup>110</sup>. A development policy aimed at the satisfaction of fundamental human needs goes beyond the conventional economic rationale as it applies to human beings as a whole<sup>111</sup>.

Traditionally it was believed that human needs are infinite, dynamic and differed according to historical period, context and culture<sup>112</sup>. This belief has

---

<sup>103</sup> Freire, 2000:49

<sup>104</sup> Chambers, 1995:32

<sup>105</sup> Chambers, 1995:33

<sup>106</sup> Max-Neef et al, 1991:32

<sup>107</sup> Max-Neef et al, 1991:14

<sup>108</sup> Max-Neef et al, 1991:16

<sup>109</sup> Max-Neef et al, 1991:16

<sup>110</sup> Max-Neef et al, 1991:14 and Hope in Clarke, 1993:6 in De Wet, 2000:1

<sup>111</sup> Max-Neef et al, 1991:23

<sup>112</sup> Max-Neef et al, 1991:16

failed to differentiate between 'needs' and the 'satisfiers' of those needs<sup>113</sup>. It is postulated that all humans have the same basic needs although attempts to satisfy them differ<sup>114</sup>. A need is a conscious or unconscious recognition of a lack of something "indispensable" (physical or emotional) for a state of personal equilibrium<sup>115</sup>. There is no assumption that people are conscious of their needs and it is well known that people may want/wish/ desire/demand something they do not need<sup>116</sup>. In this understanding, fundamental human needs are universal, finite, few and classifiable<sup>117</sup>. However, the satisfiers that people use to fulfil such needs are dynamic and differ over time, between cultures and according to context<sup>118</sup>.

In HSD, human needs are seen to be both axiological and existential<sup>119</sup>. The axiological need categories are: subsistence, protection, affection, understanding, participation, idleness, creation, identity and freedom<sup>120</sup>. These needs can be actualised through the existential processes of 'being', 'having', 'doing' and 'interacting' and are satisfied through context-bound actions<sup>121</sup>. The interaction between the existential processes can be understood using the analogy of a bicycle wheel. The centre of the wheel is 'being', the spoke 'needs', rim 'having", the spinning of the wheel 'doing' and the contact with the ground as it spins on it axis 'interacting'<sup>122</sup>. The fulfilment of needs in this way is referred to as 'synergy'. This analogy demonstrates that if one part (existential process) is missing the wheel cannot turn effectively (fulfilment of needs is stunted).

The attempt of an individual to satisfy a particular need does not necessarily lead to that need being satisfied because there are different types of satisfiers

---

<sup>113</sup> Max-Neef et al, 1991:16-17

<sup>114</sup> Bay, 1990:246

<sup>115</sup> Friedman, 1990:257

<sup>116</sup> Galtung, 1990:303

<sup>117</sup> Max-Neef et al, 1991:18

<sup>118</sup> Max-Neef et al, 1991:18

<sup>119</sup> Max-Neef et al, 1991:17

<sup>120</sup> Max-Neef et al, 1991:32

<sup>121</sup> Max-Neef et al, 1991:32-33

<sup>122</sup> De Wet, 2000:4

that can have positive or negative outcomes<sup>123</sup>. There is no 'one-to-one' correspondence between needs and satisfiers as a satisfier may contribute simultaneously to the satisfaction of different needs or, conversely, a need may require a number of satisfiers in order to be met<sup>124</sup>. Needs are inter-related in the sense that one "... cannot have without being, cannot be without doing..."<sup>125</sup>. The best satisfiers are synergistic, satisfying a given need whilst simultaneously stimulating and contributing to the fulfilment of others<sup>126</sup>.

A welfare model is not synergistic as the provider is responsible for defining the beneficiary group and the particular service. Applied to WARMTH, this means that it is not enough to fulfil the need for subsistence only through 'having', as in the welfare soup kitchen model as the recipient has no role in the choosing, sourcing or preparation. Further, soup kitchens (not part of a broader programme) are single satisfiers serving only to fulfil part of the need for subsistence (food)<sup>127</sup>. A better development process will meet needs in a more synergistic manner, for example, food kitchens which provide the community with food whilst simultaneously stimulating community development and empowerment of KOs.

No hierarchies exist within this system, except the need for subsistence that must be fulfilled if we are to remain alive<sup>128</sup>. No need is more important than others and there is no fixed order of precedence in the actualisation of needs<sup>129</sup>. However, a pre-systemic threshold must be recognised, below which a feeling of deprivation may be so acute that the urge to fulfil it may paralyse and overshadow any other impulse or alternative (e.g. sustenance)<sup>130</sup>. This is recognised within the WARMTH kitchen model as the journey towards more developmental practice is accompanied by the desire to continue to fulfil the primary subsistence need of communities.

---

<sup>123</sup> Max-Neef et al, 1991:30-31

<sup>124</sup> Max-Neef et al, 1991:17

<sup>125</sup> Max-Neef in Clarke, 1993:12 in De Wet, 2000:4

<sup>126</sup> Max-Neef et al, 1991:31

<sup>127</sup> De Wet, 2000:6

<sup>128</sup> Max-Neef et al, 1991:17

<sup>129</sup> Max-Neef et al, 1991:49

<sup>130</sup> Max-Neef et al, 1991:49

HSD postulates that it is only possible to promote development processes with synergic effects that satisfy fundamental human needs through the generation of self-reliance<sup>131</sup>. 'Self-reliance' is conceptualised as horizontal interdependence in which people take on the leading roles in defining their lives<sup>132</sup>. Self-reliance necessitates a process of interdependence, recognising that we can't do everything for ourselves<sup>133</sup>. Unlike relationships of dependence that are top-down, relationships of self-reliance have greater synergic and multiplying effects as they are generated from the bottom up<sup>134</sup>. Local self-reliance stimulates regional efforts that foster national self-reliance in which groups and individuals interact interdependently<sup>135</sup>. At WARMTH the levels can be seen between KOs and community, within the KO group and between KOs and staff. This might also extend to the rural KO group and the steering committee.

According to Max-Neef, transforming dependence into self-reliance requires structural change and the creation of critical awareness to ensure that, through participation, people become social protagonists in their own lives<sup>136</sup>. In this way the degradation of people's self-worth that occurs in dependency relationships is reversed through the attainment of self-reliance<sup>137</sup>.

The promotion of self-reliant development results in the more complete and harmonious satisfaction of the system of fundamental human needs (Max-Neef, et al, 1991:65). This is achieved through lessening economic dependence and ensuring that the primary need of subsistence is safeguarded (Max-Neef, et al, 1991:65). According to Max-Neef, HSD geared towards the satisfaction of human needs, attains through self-reliance its true and irreducible value (Max-Neef, et al, 1991:85). Therefore, development interventions must be aimed at achieving self-reliance and actualising human needs (Max-Neef, et al, 1991:85).

---

<sup>131</sup> Max-Neef, et al, 1991:57-58

<sup>132</sup> Max-Neef et al, 1991:58

<sup>133</sup> Max-Neef et al, 1991:65

<sup>134</sup> Max-Neef et al, 1991:60

<sup>135</sup> Max-Neef et al, 1991:60

<sup>136</sup> Max-Neef, et al, 1991:61

<sup>137</sup> Max-Neef, et al, 1991:64

A developmental approach can be seen to be driven by the majority (bottom-up process) in a democratic (representative and inclusive) way with consultation and participation promoting stability<sup>138</sup>. Due to its democratic nature, a developmental approach is responsive, especially to the disadvantaged, and encourages individual and collective self-reliance in an enabling environment<sup>139</sup>. The approach is characterised by the understanding that development is about people and not objects<sup>140</sup>. Further, that human needs and development are "...irreducible components of the same equation"<sup>141</sup>.

According to Freire, true generosity lies in striving in order that the hands of the poor (individuals or 'people') need be "...extended less and less in supplication so that more and more they become human hands which work and, working, transform the world"<sup>142</sup>. This links to the creation of an enabling environment in which individuals and groups take on the responsibility of being self-reliant. In this understanding, the best development process will be that which allows the greatest improvement in people's lives which depends on the opportunities that people have to adequately satisfy their fundamental human needs<sup>143</sup>.

According to Patel, the social welfare system in South Africa (pre-1994) was undemocratic, corrective, urban based and specialised which did not serve to meet the needs of the majority of South Africans<sup>144</sup>. A 1994 ANC policy document asserts that the history of Apartheid and a racially divided welfare system has resulted in "...mass poverty; unemployment; underdevelopment; illiteracy; lack of water, sanitation housing, transport, health and educational needs..."<sup>145</sup>. Since 1994 there has been a fundamental shift in thinking towards prevention and development rather than symptom driven technical/

---

<sup>138</sup> Patel, 1992 and ANC, 1994:7-8

<sup>139</sup> Patel, 1992

<sup>140</sup> Max-Neef, 1991:16

<sup>141</sup> Max-Neef, 1991:14

<sup>142</sup> Freire, 2000:45

<sup>143</sup> Max-Neef, 1991:16

<sup>144</sup> Patel, 1992:46

<sup>145</sup> ANC, 1994:1

administrative solutions<sup>146</sup>. The ANC government's approach to development has started from the understanding that poverty is created and therefore can be eliminated by society<sup>147</sup>. This is coupled with the recognition that people are central to development and are a fundamental resource for the country<sup>148</sup>. A social policy document published by the ANC recognised that a welfare approach is insufficient and acknowledged the need for development, not dependency. The document reiterates that handout welfare approaches are not encouraged because they do not address root causes of social problems<sup>149</sup>.

However, given the South Africa context of widespread mass poverty, it seems unlikely that a purely developmental approach is appropriate. The primacy of ensuring people are fed is an example of this since without food people's opportunities to act in any way are limited. According to Patel, what is required is a developmental role of civil society in which strategies are a balance between prevention and cure, using indigenous workers to ensure responsiveness and relevance<sup>150</sup>. WARMTH has adopted this view and, although striving towards developmental practice, does not oppose a welfare element in the short-term. In fact, much of the work at WARMTH remains welfarist since the transformation towards development is long and difficult.

A more developmental approach allows WARMTH to meet the needs of the KOs and the community more synergistically, not just through food provision, but through employment; empowerment of KOs, higher health levels and the dignity of customers. Max-Neef says that true development is in striving toward self-reliance conceptualised as interdependence<sup>151</sup>. Thus, the best development processes will meet needs synergistically by allowing individuals to operate in an interdependent manner. Since Max-Neef's exposition of 'self-reliance' is underdeveloped, I will draw on Kaplan's related ideas of independence and interdependence in the final section of this chapter.

---

<sup>146</sup> ANC, 1994:9

<sup>147</sup> ANC, 1994:4

<sup>148</sup> ANC, 1994:4

<sup>149</sup> ANC, 1994:4

<sup>150</sup> Patel, 1992

<sup>151</sup> Max-Neef et al, 1991:58

For the purposes of this thesis, it is important to have an understanding of the interlinking concepts of participation and empowerment and the related concept of conscientisation as key components of PAR. These terms will be discussed below and linked to developmental practice.

### 3.2 Key Concepts

#### Participation

Within the emergent development paradigm, many prominent social theorists have asserted that "... all voices that are relevant should be heard" in an effort to ensure a democratising development process<sup>152</sup>. According to Romm, any real "solution" will be "...grounded in a respect for the cognitive involvement of those affected so that they do not become (and remain) onlookers..." in the development process<sup>153</sup>. As a result, participatory methods of investigation and policy development are increasingly promoted by development agencies to ensure the voices of the affected parties are taken into account<sup>154</sup>.

The definition of participation is "the action or fact of partaking, having or forming part of"<sup>155</sup>. However, the use of the term "participation" ranges from that of a legitimating exercise to a transformative one, both at a personal level and at a global level<sup>156</sup>. There are three main ways in which participation is used: as a cosmetic label, as a co-opting practice to mobilise labour and reduce costs, and as an empowering process which enables local people to do their own analysis<sup>157</sup>. The first two are not truly developmental as the first serves only to make what is proposed to donors look good, whilst the intervention is actually a top-down approach, and the second involves the participation of local actors ('they', beneficiary group) in 'our' (external actors)

---

<sup>152</sup> Habermas, 1993:145 in Romm, 1996:213

<sup>153</sup> Romm, 1996:215

<sup>154</sup> Chambers 1995a; Richards: 1995 in Johnson and Mayoux, 1998:147

<sup>155</sup> Oxford English Dictionary in Roodt, 1996:312

<sup>156</sup> Roodt, 1996:323

<sup>157</sup> Chambers, 1995:30

project. The third is a truly participatory development process as it ensures that 'we' (external actors) take part in 'their' (beneficiary group) project<sup>158</sup>.

This links to the Participatory Action Research (PAR) paradigm that informed the intervention and evaluation with WARMTH. Participation ensures relevance of research to participants, increased ownership by participants and, by extension, sustainability<sup>159</sup>. Participation can also serve to transform people's consciousness, which will be discussed further in regard to conscientisation below<sup>160</sup>.

### **Empowerment and Conscientisation**

The process of empowerment of people is "...enhancing the capacity of people to take control of their own lives or the increased power of the disadvantaged in prevailing social conditions"<sup>161</sup>. Empowerment of people is the key element in promoting people-centred development (PCD)<sup>162</sup>. Empowerment leads to confronting the status quo by acting in a way which changes/influences it<sup>163</sup>. Inducing empowerment conceptualised as enabling people to take control of their lives/destinies is accorded high priority in PAR<sup>164</sup>. Empowerment in this context implies the enabling of participants to become "protagonists" in the advancement of their society and group interests<sup>165</sup>. The actions generated and promoted by PAR - as well as participation in the creation of knowledge - set the foundation for empowerment<sup>166</sup>. Therefore, knowledge creation through investigation is not an end in itself, but a means to empowerment<sup>167</sup>. This is achieved through the following: conscientisation, emancipation, learning, strengthening capacity and generating autonomy (self-reliance)<sup>168</sup>.

---

<sup>158</sup> Chambers, 1995:30

<sup>159</sup> Hercules, 1998:24

<sup>160</sup> Roodt, 1996:315

<sup>161</sup> Johnson and Mayoux, 1998:149 and Graaff and Louw, 1992:1 in Roodt, 1996:321

<sup>162</sup> Korten, 1990 in Patel, 1992:17

<sup>163</sup> Johnson and Mayoux, 1998:150

<sup>164</sup> Babbie and Mouton, 2001:322

<sup>165</sup> Babbie and Mouton, 2001:322

<sup>166</sup> Babbie and Mouton, 2001:322

<sup>167</sup> Babbie and Mouton, 2001:322

<sup>168</sup> Babbie and Mouton, 2001:314

Conscientisation (Conscientizacão) refers to the process by which individuals/groups learn to perceive the social, political and economic contradictions in their reality in order to take action against oppressive elements<sup>169</sup>. It is that of 'developing consciousness, but consciousness that is understood to have the power to transform reality'<sup>170</sup>. "Conscientisation" in this context refers to awareness raising of participants<sup>171</sup>. This "awareness-raising" process of participants is necessary for effective transformation and is achieved through the incorporation of participants' local knowledge ("collective self-inquiry")<sup>172</sup>.

The primary result of conscientisation is empowerment<sup>173</sup>. Although conscientisation is not a particularly concrete action that PAR strives to attain, it is nevertheless an important one as it creates the basis from which more concrete actions can take place<sup>174</sup>. In this research process, conscientisation has been and will continue to be a critical action induced by the PAR process.

The concept of conscientisation or critical awareness forms the foundation of Freire's radical pedagogy<sup>175</sup>. According to Freire, critical awareness is made possible through practice defined as "...reflection and action upon the world in order to transform it"<sup>176</sup>. Freire connects reflection and action together in the recognition and transformation of social, economic and political contradictions in a dialectical process similar to PAR<sup>177</sup>. For Freire, the process of conscientisation is at the heart of liberatory education. Liberatory education includes the development of appropriate skills and competencies<sup>178</sup>. In essence, Freire declared that critical consciousness of reality is imperative to human action and social transformation<sup>179</sup>. Empowerment occurs as a result

---

<sup>169</sup> Freire, 2000:Preface, footnote 1

<sup>170</sup> Freire in Smith, 1996

<sup>171</sup> Babbie and Mouton, 2001:322

<sup>172</sup> Rahman, 1991:16 and Babbie and Mouton, 2001:322

<sup>173</sup> Johnson and Mayoux, 1998:149

<sup>174</sup> Babbie and Mouton, 2001:322

<sup>175</sup> Freire, 1970:33 in Hendriks: review

<sup>176</sup> Freire, 1970:33 in Hendriks: review

<sup>177</sup> Freire, 1970:33 in Hendriks: review

<sup>178</sup> Freire, 1970:33 in Hendriks: review

<sup>179</sup> Hendriks review

of participants learning new skills with which they can critically analyse their situation and make strategic decisions.

In summary, a more developmental approach serves to integrate the poor and disadvantaged into decision-making in order to meet their needs successfully<sup>180</sup>. The result of such a process is likely to be empowering due to raising awareness (conscientisation) and developing skills of those involved and is likely to catalyse endogenous and self-reliant strategies for change<sup>181</sup>.

### 3.3 Model of reliance

*This section draws on the theoretical framework outlined in the study by Putter, van Es and Elsley in 2002.*

The notion of self-reliance as postulated by Max-Neef is valuable in understanding how the WARMTH kitchens can develop. However, it is too underdeveloped to be used as a conceptual framework to categorise the realities kitchens face as they move towards self-reliance. This section will refer to Kaplan's model of development, which uses the terms dependence, independence and interdependence to describe the phases of development as a continuum. Kaplan's conceptualisation of interdependence links to Max-Neef's understanding of 'self-reliance' and Freire's 'critical awareness'.

According to Kaplan, individual and organisational development processes go through three phases: dependence is followed by a breaking away from the given towards a state of independence, and finally interdependence<sup>182</sup>.

Development occurs when one moves from dependence to a critical consciousness<sup>183</sup>. Clear links can be seen between Kaplan's understanding of development, Freire's conscientisation and Max-Neef's relating to people

---

<sup>180</sup> Johnson and Mayoux, 1998:167

<sup>181</sup> Johnson and Mayoux, 1998:167

<sup>182</sup> Kaplan, 1996:28

<sup>183</sup> Freire in Kaplan, 1996:22

becoming “social protagonists” in their own lives. Consequently, development can be seen as primarily referring to emerging consciousness<sup>184</sup>.

Dependence is defined as, “needing the help of, unable to do without” or “controlled by another”<sup>185</sup>. According to Kaplan, dependence implies uncritical acceptance of the status quo (a kind of unconsciousness)<sup>186</sup>. A move towards independence is the beginning of a development process. Independence as a concept has multiple meanings, including, “...not dependent on or controlled by another person or thing” and “self-governing”<sup>187</sup>. Kaplan’s understanding of the term is that it denotes a certain separation and differentiation and the development of a critical consciousness<sup>188</sup>.

For Kaplan, interdependence is the final phase of emerging consciousness in which people no longer assert their individuality and independence against the world but are secure in themselves<sup>189</sup>. Interdependence implies the simultaneous understanding of the reality of dependence with the necessity of independence (no longer unconscious or critical consciousness)<sup>190</sup>. Examples of interdependent relationships include employee unions and co-operative savings schemes (“stokvels”).

Interdependence is not an easy state to maintain and it is common to regularly slip back into the other two phases<sup>191</sup>. According to Kaplan, many of us never attain interdependence in more than a few aspects of life with few achieving it in most spheres<sup>192</sup>.

The framework used in the 2002 study chose not to utilise Kaplan’s terms since it was felt that ‘dependence’ is imbued with a sense of inadequacy while ‘independence’ is seen as desirable. To avoid any possible negative

---

<sup>184</sup> Kaplan, 1996:68

<sup>185</sup> Oxford Dictionary, 1987; 169

<sup>186</sup> Kaplan, 1996:68

<sup>187</sup> Oxford Dictionary, 1987; 331

<sup>188</sup> Kaplan, 1996; 21, 25

<sup>189</sup> Kaplan, 1996:20

<sup>190</sup> Kaplan, 1996:68-9

<sup>191</sup> Kaplan, 1996:20

<sup>192</sup> Kaplan, 1996:20

implications a deferment set of terms was utilised. This study will also use the deferment terms since they have been adopted in collaboration with the staff at WARMTH who are comfortable with them. This is important as PAR values the perceptions of the participants and argues for the language used to be understood/owned by them.

The analysis of the level of development chosen is based on the term "reliance". Reliance is, according to one dictionary definition, "to rely on something or someone", or "to depend on for help" or to "trust confidently"<sup>193</sup>. This highlights two very important aspects of this term that need to be understood in the context of this study. First, it can denote a material dependence and second, it incorporates a more mental and emotional aspect of consciousness. This is important in understanding the complexities of the relationship between WARMTH and the KOs. The points on the continuum are represented by degrees or intensity of reliance. These include; full reliance, pre-partial reliance, partial reliance, self-reliance and inter-reliance. Like Kaplan's model, the terms are situated along a fluid continuum and not in fixed compartments<sup>194</sup>. (Note: Max-Neef's conceptualisation relates most closely to inter-reliance and not self-reliance on this continuum)

As in Kaplan's model, backtracking or regression is acknowledged and the terms provide a complex and fluid understanding of the process of development in which subsequent phases will incorporate previous ones<sup>195</sup>. Development is not a linear progression from a start point to a finishing point, but cyclic (move back to dependence, reassert independence achieve interdependence)<sup>196</sup>. It is important to remember Kaplan's assertion that there is no end point in development<sup>197</sup>.

---

<sup>193</sup> Oxford Dictionary , 1987; 556

<sup>194</sup> Putter, van Es and Eisley, 2002

<sup>195</sup> Kaplan, 1996:21

<sup>196</sup> Kaplan, 1996:28

<sup>197</sup> Kaplan, 1996:28

### **Levels of the model**

The theoretical model should be understood to consist of multiple levels that, taken together, better represent the reality of a particular kitchen.

For example, a KO may be at a stage of full reliance financially, but, in terms of attitude and level of conscientisation, may exhibit an attitude that suggests self-reliance.

Each of the following aspects needs to be taken into account before a kitchen can be evaluated/categorised.

- a. Financial
- b. Skills (hard and soft competencies)
- c. Attitude/conscientisation
- d. Value: Value is equal at any point along the continuum (i.e. A self-reliant kitchen is not more valuable than a fully reliant one).

### **Degrees of reliance**

#### ***Full reliance***

This concept is related to Kaplan's *dependence*, implying an unconscious acceptance of WARMTH's authority and dependence on WARMTH for full material and logistical support.

#### ***Pre-partial Reliance***

This term denotes a developing degree of consciousness about the kitchen's standing with WARMTH and/or a greater degree of financial sustainability with higher earnings. This term can also be associated with the initial stage of Kaplan's definition of *independence*.

#### ***Partial Reliance***

This marker is similar to pre-partial reliance but implies a higher degree of conscientisation and/or financial sustainability. Any kitchen at this stage could exhibit either the characteristics of one that is financially self-sustaining but has insufficiently developed consciousness, or vice versa. Alternatively, it could exhibit incomplete states of both aspects at a higher level than in the pre-partial category. It is similar to Kaplan's stage of *independence*.

***Self-reliance***

This term denotes both characteristics of full financial self-sustainability and a high degree of consciousness, in terms of identity and business-mindedness. A kitchen at this stage could very likely operate effectively without continued assistance from WARMTH.

***Inter-reliance***

Like Kaplan's *inter-dependence*, the term denotes a level of consciousness that allows interaction between KOs and between WARMTH and KOs. This state can be seen as slightly separate from the rest of the continuum because relationships which enable inter-reliance could be formed at any point during the process of development. Like Kaplan's *inter-dependence*, the process is cyclical rather than linear; it is unlikely that interdependence could be maintained indefinitely.

This means that, although we may establish structures of inter-reliance, certain individuals and groups may withdraw at some point for any number of reasons. Similarly, the model accommodates new and willing participants in these structures.

The 'reliance, self-reliance and inter-reliance' continuum will be used to help explore the different realities experienced by the various KOs. The process is to help KOs come to consciousness but allowing them to set the pace and direction<sup>198</sup>. This highlights the dual role of the development practitioner: to bring expertise and experience to a particular problem while simultaneously withholding expertise, thus helping the organisation to learn how to solve its own problems<sup>199</sup>.

---

<sup>198</sup> Kaplan, 1996:71

<sup>199</sup> Kaplan, 1996:72

### 3.4 Summary

The need for a more developmental approach to interventions is clear if sustained positive change is to take place. Such an approach will take the needs of the beneficiary group into account by including them in the process and will be evaluated in terms of the improvement in the lives of the beneficiaries. The group must define its needs and attempts to fulfil them should be synergistic. Development processes are primarily aimed at empowerment rather than single satisfier handout service provision. However, within the South African context, a degree of welfare seems necessary but should take place within a development programme.

The foundation of empowering participants is through conscientisation so that they are aware of their needs and can bring about change. These ideas are further linked to the research paradigm PAR with its action-orientation and emphasis on participation. This theoretical framework, using the continuum of reliance adapted from Kaplan to categorise the WARMTH kitchens to assess progress, informed the intervention with WARMTH. A move towards a developmental approach is conceptualised in terms of shifts towards 'self-reliance' and 'inter-reliance'. The next chapter will deal with how this evaluation measures the success of the intervention from data collected and the use of a success/failure indicator framework.

## Chapter 4: Methodology

This chapter will describe the indicators and the methods used to access data and other types of information to answer the research question: How successful was the PAR intervention for the kitchen operators in bringing about a developmental approach to their work?

The nature of undertaking evaluation in the context of primarily qualitative data collection requires the creation of indicators to provide proxy measures to demonstrate the links between the intervention and its outcomes. The criteria of success and their related indicators will be stated and motivated below. These indicators provide the link between the theoretical framework and the methodology. The research methods of data collection and analysis will then be discussed with particular with reference to how it is informed by the PAR paradigm (as discussed in Chapter 2). The final section will discuss how validity is built into PAR through "social verification".

Indicators are an effective tool for communicating complex processes, events or trends to a wide audience<sup>200</sup>. In this study both quantitative and qualitative measures have been used<sup>201</sup>. Although it is much more difficult to choose indicators to measure a qualitative change, this has been necessary given the nature of the intervention<sup>202</sup>. For situations where occurrences could not be measured directly, 'proxy' indicators are used<sup>203</sup>. For example, impact is measured using indicators of attendance at and frequency of workshops. Building upon the research done in 2002, indicators have been refined to include, on the one hand, measures related to kitchen operators' experiences and, on the other, PAR principles.

In this case, the indicators are designed to help the organisation (staff of WARMTH) assess and track change in the kitchen operations. The criteria of success are divided into two types: (a) assessment of the intervention and (b)

---

<sup>200</sup> Hercules, 1998:29

<sup>201</sup> Gosling, 1995:76

<sup>202</sup> Gosling, 1995:76

<sup>203</sup> Gosling, 1995:76

the extent to which PAR principles were used. The indicators of the criteria are outlined below and their choice motivated. Many of the indicators overlap and direct connections are pointed out. Although indicators from 2002 were used in preliminary analysis, the below refined set were used for later analysis,

## **4.1 Assessment of intervention: indicator framework**

### **4.1.1 Trend towards increased self-reliance in kitchens**

- Kitchen shifts along the continuum of reliance towards self-reliance and inter-reliance
- Kitchens earn more money
- Kitchens diversify products sold
- KOs decrease reliance on WARMTH for supplies and maintenance
- Evidence of change of attitude and behaviour of KO – more self-reliant and making decisions for themselves
- Acquisition of more kitchen equipment
- Kitchens employ more people or pay assistants more

#### *Motivation:*

Max-Neef uses the language of 'self-reliance' to refer to the ideal position which Kaplan refers to as 'interdependence' ('inter-reliance'). However, no significant degree of inter-reliance has been achieved yet with WARMTH kitchens. Thus, measures of self-reliance are based on how WARMTH envisions kitchens could operate more independently of WARMTH. Measures are the reverse of a WARMTH kitchen being completely reliant on the organisation for survival. Key is the question "would the kitchen continue to operate if WARMTH was to withdraw its support?"

#### **4.1.2 Increased empowerment of KOs in their kitchens and personal lives**

- Kitchen operators aware of what they are earning
- KOs record their sales and expenditure
- KOs plan for the future of their kitchens
- Increased value and support accorded to KOs by WARMTH
- Increased amount of information shared and dialogue entered into with KOs
- Sharing of ideas and energies referred to as 'synergy'<sup>204</sup>.

##### *Motivation:*

The indicators are based on the ability of KOs to run their kitchens and make decisions for themselves through the provision of skills and access to information. This also links to Max-Neef's conceptualisation of meeting needs synergistically. KOs are not merely provided with supplies to feed people, but with the skills to fulfil a range of their own needs whilst stimulating other needs.

#### **4.1.3 Relevant training is provided to KOs**

- Increased attendance of KOs at workshops
- Increased engagement of KOs at workshops
- KOs perceive the workshops as being relevant to their 'community' kitchen experience
- Recommendations/ advice from workshops adopted
- Application of knowledge learnt in workshop

##### *Motivation:*

The above indicators were designed to indicate relevance through the KOs reaction to the training. The assumption is that if training is not relevant then KOs will lose interest, not attend, not engage and not implement learning.

---

<sup>204</sup> De Wet and Viljoen, 1999:3

#### **4.1.3 Symbiotic relationships between staff and KOs, between KOs and between KOs and their communities are developed**

- KOs perception of relationship with staff
- Staff perception of relationship with KOs
- Evidence of the development of co-operative relationships between KOs
- Participants bring particular insights and experience and take new ones back to community<sup>205</sup>

##### *Motivation:*

The indicators of the development of relationships are based on necessarily based on perceptions. In addition, actions that indicate an inter-reliant relationship highlighted.

#### **4.1.4 Degree of developmental thinking amongst KOs increases (conscientisation)**

- Acceptance of new thinking about model
- Interaction with KOs more equal
- Initiatives from staff/new actions

##### *Motivation:*

This is linked to Freire's conceptualisation of conscientisation indicating that if change is to occur, participants must recognise the causes of oppressive elements<sup>206</sup>. The motivating force of bringing about change can be seen in the ability of participants to perceive change as possible<sup>207</sup>. Freire believes that the role of the facilitator is to talk with people about their actions to induce conscientisation since it cannot be done for others<sup>208</sup>. Evidence of a more developmental approach must be seen in the shifting attitudes within staff and KOs. The shift can be measured in the way they think and act, including any new initiatives they take in line with a developmental approach.

---

<sup>205</sup> De Wet and Viljoen, 1999:3

<sup>206</sup> Freire, 2000:47

<sup>207</sup> Freire, 2000:49

<sup>208</sup> Freire, 2000:53

## **4.2 Assessment of PAR principles: indicator framework**

### **4.2.1 Researcher-researched relationship**

- Evidence of the presence of a symbiotic relationship between staff and Kitchen Operators

#### *Motivation:*

Key to PAR is the creation of symbiotic relationship meaning that the relationship mutually benefits both the 'researched' and the 'researcher'. In this case it can be seen that both parties must have a vested interest in the process and it must have resulted from both parties sharing a perceived need for change. When the relationship is not symbiotic, one or both parties will not be motivated to be a part of the process and, as a result, may drop out or even hinder the process. In addition, within a PAR framework, the researcher must become 'one' with the 'researched' creating a relationship of trust through mutual respect and friendship, as well as respect for the plurality of knowledge. This facilitates working together and also helps to negotiate what can be a difficult process of change and development. Indicators for development of relationships are taken from perceptions because the available information is primarily based on how the people involved feel/experience the situation. This links to the indicators of developing symbiotic relationships between staff (including researcher) and KOs, between KOs and between KOs and their communities in the assessment of the intervention (4.1.5).

### **4.2.2 Creation of useable kitchen and organisation relevant knowledge**

- Intervention results in information used by organisation

#### *Motivation:*

The creation of useable and relevant knowledge influences the success of the process for similar reasons to the creation of symbiotic relationships. There is no motivation to remain in a process that is not generating knowledge that both parties can relate to and use. Similarly, if the knowledge is not

accompanied by action, the process is nullified. This links to the indicator 'practical outcomes' (4.2.6).

#### **4.2.3 Facilitator(s) are accountable to the participants**

- Facilitator continually integrates information back into process
- KOs feel that process is **for them**, aimed at empowering and helping them to succeed

##### *Motivation:*

Facilitator accountability to the participants is integral to the success of the process because, without it, the process will not benefit the participants. Facilitators are not accountable if they are not responsible to KOs for the process. This means ensuring that responses from KOs are fed into the process and that KOs feel that their needs are being addressed.

#### **4.2.4 Increased competence of stakeholders to contribute to the process**

- KOs are more involved in process than previously
- Evidence of increased 'community' kitchen relevant skills of KOs

##### *Motivation:*

Part of the process is to develop capacity of KOs to participate<sup>209</sup>. If stakeholders (researcher and researched) do not increase their competence to contribute, then they have not learnt throughout the process. Again, if either group does not feel like they own the process they won't contribute. This also relates to outcome in that the process is not successful if new skills are not acquired. If the competence of stakeholders is low they will not be able to be involved in the process. Indicators are based on the enabling of the KOs to do this for themselves through the provision of skills that provide them with information to make independent decisions. This links to the indicator 'increased empowerment of KOs in their kitchens and personal lives' in framework 4.1.

---

<sup>209</sup> De Wet and Viljoen, 1999:2

#### 4.2.5 Participation

Since this is the key element of a successful PAR process it will be discussed in more depth. The evaluation of participation involves both quantifiable and qualitative aspects due to it being an activity that occurs throughout the development process in different ways<sup>210</sup>. Although the result of participation may be quantified, the qualitative aspects are more important<sup>211</sup>. The qualitative indicators of a process of participation are directly related to the people involved in the project and, in particular, to the changes which occur in the nature, growth and behaviour of the project "group" as a result of project activities<sup>212</sup>.

The following indicators draw on the provisional indicators compiled by Hercules for the government Poverty and Inequality Report and are adapted to suit the WARMTH context<sup>213</sup>.

##### *Quantitative indicators*<sup>214</sup>:

- Number of KOs to benefit directly
- Number of KOs with knowledge of the development process
- Number of KOs involved in the organisation of the process
- Frequency of attendance at workshops/meetings
- Changing size of membership over time
- Number of groups or associations of project groups formed
- Number of KOs actively involved in workshops
- Total workdays contributed by KOs to workshops
- Number of group members who acquire positions in organisation
- Number to receive awards
- Number of KOs who receive some kind of formal training from the project/establish links with similar projects/internal sustainability of project

---

<sup>210</sup> Hercules, 1998:38

<sup>211</sup> Hercules, 1998:38

<sup>212</sup> Hercules, 1998:39

<sup>213</sup> Hercules, 1998: 39-40

<sup>214</sup> Hercules, 1998:39

*Qualitative indicators*<sup>215</sup>:

- The internal structure of the project group
- Format of workshops is more participatory
- Allocation of specific roles to group members
- Emerging leadership structure and independent action undertaken by the group
- Formalisation of group structure and formalisation of independent identity of group
- KOs more involved in design and implementation of workshops
- Changing nature of involvement of project group members
- Emerging sense of collective will and solidarity
- Involvement in group discussions and decisions
- Ability to analyse and explain issues and problems
- Increasing ability of project group to propose and to consider action
- Changing relationship of group with project staff/group facilitators

*Motivation:*

Participation also relates to the success of the intervention due to its connection with ownership and relevance to participants. If the researched do not participate, their needs will not drive the process and they will not feel that it is **their** process or that it is relevant to them. To ensure impact, it is not enough to invite contribution, therefore participation must allow participants to be heard and shape events<sup>216</sup>. The criteria indicate the ways in which KOs are involved in the process.

**4.2.6 Practical outcomes**

- Workshops orientated to outcomes
- Learnings implemented

---

<sup>215</sup> Hercules, 1998: 39-40

<sup>216</sup> De Wet and Viljoen, 1999:3

*Motivation:*

Practical outcomes have already been discussed in indicator 2 of this framework 'creation of a useable kitchen and organisation of relevant knowledge'. Further, any process should primarily be assessed on what practical change or product it results in. Since processes are inevitably flawed, the outcome takes primacy. There may be other practical outcomes but these criteria highlight the two types of outcomes explicit in the process.

**4.2.7 Plurality of knowledge**

- KO and staff knowledge integrated in quest to 'do things better' and feedback mechanisms implemented and utilised

*Motivation:*

When the plurality of knowledge is not respected either local or academic knowledge takes precedence. The criteria indicate that, on the one hand, both types of knowledge are integrated into the process and, on the other, attempts to gain access to the local knowledge. This can be linked to conscientisation as this process can only occur if participants' knowledge is incorporated<sup>217</sup>.

**4.2.8 Embracing ways of knowing beyond intellect**

- Evidence that the intervention values the participants 'humanness'
- Facilitators demonstrate awareness of 'mood' of group and need to address issues openly

*Motivation:*

Taking account of different types of knowledge enhances the process as the addition of academic to local knowledge produces richer knowledge and therefore a better understanding. The incorporation of both types of knowledge also values individual's different learnings equally and what they have to offer. Being aware and taking account of emotional currents also enhances processes as it ensures that issues are dealt with, and processes are managed, without them hindering the overall development process. These

---

<sup>217</sup> Rahman, 1991:16 and Babbie and Mouton, 2001:322

criteria reflect sensitivity to the subjective knowledge. The criteria serve to assess the process' reflexiveness to subjective reality by taking account of the participants as 'whole' people (emotional, intellectual and physical experience).

*The following three criteria of success are not strictly PAR principles but serve to ensure that the intervention has explicitly been accessible for and accountable to participants.*

#### **4.2.9 Intentionally choosing appropriate research methods**

- Methods accessible to participants
- Multiple languages
- Format of workshops integrates level of education, language and writing skills

##### *Motivation:*

In line with the participatory nature, the choice of appropriate research methods enhances processes as it ensures that all can participate, access and act on the knowledge produced. The choice of appropriate research methods means that they are adapted to the context, taking into account the character of participants.

#### **4.2.10 Significance/worth**

- Evidence that all parties perceive process as worthwhile and beneficial to them
- Can be used by other groups/individuals

##### *Motivation:*

The process is only significant if those involved feel it to be worthwhile and if it can be accessible to others pursuing similar objectives/paths.

#### 4.2.11 New and sustainable infrastructure

- Evidence that process has and will continue to result in new forms of organisation
- Evidence that learnings are implemented and supported

##### *Motivation:*

The process is successful if it results in change that lasts because knowledge for knowledge's sake is useless. Evidence of new and enduring infrastructure cannot ever be completed in its entirety. At this time the criteria will indicate new forms of organisation. It is assumed that, if the process leading to the formation of organisation is 'owned' (relevant and participative), and provided it is supported by WARMTH, it will continue for as long as it remains relevant to those participating.

The above indicators have been chosen because they are able to demonstrate that, at least in part, change results from the development intervention.

### 4.3 Methodological Issues

The choice of PAR as the overarching research paradigm results in a number of methodological decisions that will be discussed below.

This study is an exercise in evaluation research. Evaluation research can be summed up as "...the systematic application of social research procedures for assessing the conceptualisation, design, implementation and utility of social intervention programmes"<sup>218</sup>. Projects can be assessed at any point in the process during conceptualisation, design, implementation, and in terms of utility<sup>219</sup>. The types of evaluation research follow the life cycle of a programme and include the evaluation of need, process, outcome and efficiency<sup>220</sup>. The use of evaluation research directly serves the research objectives, as the

---

<sup>218</sup> Rossi and Freeman, 1993:5 in Babbie and Mouton, 2001:335

<sup>219</sup> Babbie and Mouton, 2001:335

<sup>220</sup> Babbie and Mouton, 2001:340-1

study itself is an evaluation. This research focuses on the evaluation of the outcome (in terms of benefit to KOs) and of the process (in terms of PAR principles).

Evaluation research is a process used to evaluate the impact of social interventions in which multiple methods are used (e.g. in-depth interviews and questionnaires) with a deliberate and conscious focus on the consequences of the intervention<sup>221</sup>. This is suitable, given the PAR research paradigm, because PAR values the experiences of participants above quantitative figures.

There are two types of evaluation: one is summative evaluation, that is focused on forming a judgement of merit/worth of a project, and the other is formative, that is designed to improve projects. Summative evaluation looks at whether the project/programme was successfully assessed against its objectives. Key to this type of evaluation are the criteria used to make the assessment of worth<sup>222</sup>. This involves selecting the criteria of merit/worth, setting standards of performance (outcome measures), measuring performance and synthesising results into a judgment of value<sup>223</sup>. Formative evaluation is directed to improving programmes and asks what are the programme's strengths and weaknesses and whether the recipients responded well and, if not, why not<sup>224</sup>. It is aimed at generating knowledge and is motivated by a concern for use and application. In sum, it improves understanding of how programmes work and how people change their attitudes and behaviour because of successful interventions<sup>225</sup>.

This evaluation focused on looking both at the compliance with PAR principles and the impact of the process on the kitchen operators, which means it primarily involves summative evaluation. However, since this thesis is intended to be used by the organisation it will also involve a level of formative

---

<sup>221</sup> Babbie and Mouton, 2001:334

<sup>222</sup> Babbie and Mouton, 2001:337

<sup>223</sup> Patton, 1997:68 in Babbie and Mouton, 2001:338

<sup>224</sup> Babbie and Mouton, 2001:339

<sup>225</sup> Patton in Babbie and Mouton, 2001:339

evaluation. The criteria of success and worth are outlined in the indicator framework.

The best way to assess whether the project participants changed is to use a method(s) based on the 'pre-test/post-test design'; using data collected before and after the intervention to 'track' change<sup>226</sup>. If pre-test data is not available the researcher must chose 'post-test only' design. The 'post-test only' design cannot answer questions about whether change has occurred; it can only give an indication of whether participants are performing certain tasks/holding certain attitudes which might have been expected after the intervention<sup>227</sup>. In this research, where both pre-test/post-test were available, both were used. However, in all other cases post-test only methods were utilised. The researcher was aware of the possibility of respondents' selective memory, bias and socially desirable responses where data was collected 'after the fact'<sup>228</sup>.

True to the participatory nature of the research, the aim during evaluation was to involve all the relevant stakeholders in as many aspects of evaluation, Babbie and Mouton say this enables the production of more "...empowered and emancipated communities"<sup>229</sup>. However, as Gosling highlights the degree of participation at different stages of the process, and the different people involved are limited by different parties ability/willingness to be involved<sup>230</sup>. This has been the case in this evaluation with only the primary researcher involved throughout. The in-depth interviews and financial data include pre- and post-test information collected in 2002 and 2003. However, all other information is post-test only since no corresponding data was available before 2003.

---

<sup>226</sup> Babbie and Mouton, 2001:348

<sup>227</sup> Babbie and Mouton, 2001:348

<sup>228</sup> Babbie and Mouton, 2001:349

<sup>229</sup> Babbie and Mouton, 2001:369

<sup>230</sup> Gosling, 1995:21

#### **4.4 Data Collection**

The data collection process has been guided by the indicators to provide evidence of change.

##### **Methods used in 2002**

*This data collection section is taken from the paper produced by Putter, van Es and Elsley in 2002.*

The time frame for research for the 2002 study was from August to the end September 2002. The research process was threefold.

##### **a) Survey 2002**

In 2002, a quantitative study of 33 of the 36 kitchens was carried out, using a survey questionnaire. At least one representative from either the WARMTH staff or research team spent almost a day in each of the 33 kitchens. Information was recorded with the use of a simple questionnaire that provided some insight into the customers, income, and products for that day, and possible reasons for the advanced stage of some kitchens on the reliance continuum.

##### **b) Discursive workshop 2002**

This adheres to the evaluation research allowance for 'unconventional methods', including collective research techniques like a "people's workshop"<sup>230</sup>. Although this meeting was intended as a means of informing and including the kitchen operators in the proposed project, it also presented an opportunity for the research team to carry out further investigation into the lives, experiences and ambitions of the KOs. This served to confirm the accuracy of the survey data, provide WARMTH with information about more effective ways of ensuring the success of kitchens and began to build relationships amongst KOs, serving to encourage interdependent relationships amongst them and between the KOs and WARMTH.

---

<sup>230</sup> Rahman, 1988:116 in Babbie and Mouton, 2001:327

Approximately 40 KOs and WARMTH staff members attended the meeting. KOs were divided into five groups; each group was loosely facilitated by an appointed member and observed by either one of the research team or a WARMTH staff member. KOs were encouraged to speak about their experiences, needs and ambitions as KOs. The discussion was guided by a set of five questions<sup>231</sup>. The responses were recorded and presented to the large group.

### **c) In-depth interviews 2002**

Two KOs, each representing a typical example of each of four of the five markers on the proposed continuum of reliance, were sampled based on the theoretical model put forward at the beginning of the 2002 study. The representativeness of the KOs for each marker was determined from the data collected in a) and b). An attempt was made to select an equal number of Afrikaans and Xhosa speaking areas to ensure a diversity of areas and experiences. The fifth marker (inter-reliance) is one that none of the KO's had yet achieved and hence was not represented in this phase of study. An additional kitchen was chosen from the pre-partial reliance group following information gained from WARMTH staff members about the kitchen that did not correlate with the information gained from the survey data. Due to time constraints on the days of the interviews, one kitchen from the partial reliance group (Uitsig) could not be visited and it was decided not to visit this kitchen again, bringing the total number of kitchens interviewed to eight.

Each of the eight selected KOs was visited by two of the members of the research team where possible, one acting as the interviewer and the other as a scribe. Each KO was interviewed for between 20 and 40 minutes, using a crude interview schedule that served to identify themes and pertinent questions to be posed to the KO<sup>232</sup>. This task was carried out informally in the Kitchen itself, during business hours. This was to ensure that the KO felt quite at home and in control of the situation. On some occasions a WARMTH staff

---

<sup>231</sup> See Appendix B

<sup>232</sup> See Appendix C

member or a kitchen staff member was also present but this did not appear to affect the KO's willingness to respond to the questions.

### **Methods used in 2003**

The research in 2003 took place between January and December. This part of the research process was threefold. The first phase involved a combination of quantitative and qualitative methods. In-depth methods were used to interview all WARMTH KOs. The second phase involved the use of unstructured methods to interview key WARMTH staff to provide complementary qualitative data. The third expanded the staff evaluation using a partially qualitative and partially quantitative simple questionnaire form. Each of the three stages will be described in more detail in the paragraphs that follow.

#### **d) In-depth interviews with WARMTH Kitchen Operators 2003**

This built directly on the interviews conducted in 2002. It provided the opportunity to refine the questions ask and obtain more information. Between February and August 2003 the Kitchen Operator Manager and the student researcher audited each WARMTH kitchen. In most cases, both researchers were present at the interviews, but due to time constraints there were kitchens that were audited only by the student researcher. Each audit lasted approximately two hours and took place inside the kitchens or nearby to ensure the least disruption to KOs as possible. Topics covered included resources, finances, kitchen business, future of kitchen, co-operative structures, kitchen community, relationship with WARMTH, accessing additional goods and school based kitchens. This provided the researcher with both quantitative and qualitative data for analysis. The questions were designed to provide WARMTH with important information about the service they are performing as well as getting KOs to think pragmatically about how their 'dreams' could come true. This method adhered to both the PAR principles identified by Babbie and Mouton of respecting local knowledge and the qualitative evaluation emphasis on using participants' own records<sup>233</sup>. In

---

<sup>233</sup> Babbie and Mouton, 2001:328

addition, information observed by the researchers was noted on the audit forms.

An unplanned benefit was the reaction of KOs to the one-to-one contact and led to understanding that personal relationships with KOs are invaluable. "Stories" based on the audit interviews with each kitchen operator were available. In addition, a more quantitative spreadsheet grid format was produced for ease of reference (e.g. a snap shot of all the perceived impacts of the operators). However, only eight of the kitchens that had been analysed in 2002 are dealt with in this study in order to obtain comparative information. Quantitative financial data was obtained from this audit to provide comparison to the survey information collected in 2002

Due to the enormous amount of data produced, not all the sections completed in the audit were assessed except where answers directly linked to the assessment<sup>234</sup>.

#### **e) Interviews with key WARMTH staff members**

Unstructured Interviews were held with two key WARMTH staff members - the Programme manager and the KO Manager (Note: the role of this person is closer to 'facilitator' than 'manager'; since this is the title used by WARMTH staff and KOs it will be used in this paper). This research method was deemed appropriate since qualitative evaluation research advocates interviews that are open-ended (often with a group) and run as suggested by Rahman as "dialogue sessions"<sup>235</sup>. These two staff members were chosen because the Programme Manager could provide an overall look at the direction of the organisation and its interaction with KOs, while the KO Manager could provide more insight into the experience of the KOs with whom she works closely.

The structure of the two interviews originally varied, with a list of guiding questions produced for one and only a theme as a guide for the other. This was done after discussion with the researcher's supervisor who raised

---

<sup>234</sup> See Appendix E

<sup>235</sup> Rahman, 1991:17 in Babbie and Mouton, 2001:326

concerns that the one individual might require more guidance. However, this turned out to be unnecessary during the interview and the questions were used primarily as a guide for the researcher. The interviews were run in such a way that allowed the interviewee to 'tell her own story' in line with PAR respect for embracing ways of knowing beyond intellect because it allowed them to share their subjective experience. Notes were taken during both interviews and written up immediately<sup>236</sup>.

#### **f) Staff evaluation questionnaires**

To supplement the interviews with the two staff members, questionnaires were designed to ascertain pre- and post-data. These were simple surveys (as required for participant access under PAR<sup>237</sup>), allowing for all WARMTH staff involved with the kitchens to complete regardless of literacy levels. There were five respondents representing seven of the eight staff members involved directly or indirectly in the process<sup>238</sup>.

Although other forms of information are available (e.g. feedback forms from workshops and write-ups from kitchen visits), they will only be drawn on when they are able to add value and do not form part of the explicit research methods. The workshop feedback forms are severely flawed as a result of self-administration by the KOs who have varying literacy levels. They are not a clear reflection of the whole group. In this study they form part of the process rather than the evaluation. In addition, not all the information collected was translated and thus is not included in this study.

## **4.5 Critique of methods**

### **a) Critique of the survey instrument 2002**

The questionnaire was not designed specifically for the purpose of the 2002 study and the information obtained was not optimal for the study. The survey instrument was of limited use due to a lack of standardisation of the indicators

---

<sup>236</sup> See Appendices G and H

<sup>237</sup> Babbie and Mouton, 2001:327

<sup>238</sup> See Appendix I

and the survey should ideally take place on more than one day to improve the reliability of the estimates obtained. However, it was useful for a crude analysis of the large majority of the kitchens. There are a number of other factors that may influence the estimated income of kitchens including the number of free meals being given out by individual operators to family members and/or free meals to TB and HIV/AIDs patients.

As a result of this, survey data collected in 2003 was not used but similar and more accurate information was collected through the audits.

#### **b) Critique of discursive workshop 2002**

This workshop was aimed at informing the interviews and adding texture to the quantitative data collected in the first phase of research. It also helped to indicate the level of conscientisation of the KO to be interviewed in the latter phase of research. Time constraints did not allow for the completion of formal analysis before the final phase of research. However, the experience of conducting the workshop did give the research team a good sense of direction and a greater understanding of the KOs relationship with WARMTH. The informal nature of the meeting meant that the grouping of the KOs were not structured according to those laid out in the methodology. This resulted in heterogeneous groups consisting of KOs from all levels of the reliance continuum. It should be noted that some of the groups exhibited stark cultural divisions. This dynamic informed the selection of kitchens for further study. The heterogeneity for the groups made them difficult to analyse in terms of the reliance continuum. Most groups were fairly welfare oriented but some individuals stood out from the rest as ambitious and business minded. This reflected the pattern shown in the placing of kitchens into the continuum in the first stage of research

#### **c) Critique of the interview process 2002**

Since all the interviews were conducted in English, there is some concern that the nuances of what the KOs were saying may have been lost as none of the KOs were first language English speaking. When a translator was used there was some evidence that they were not only translating the language but also

what was actually being implied. The selection process for KOs to be interviewed was flawed because the data available to make the selection was not as accurate as it should have been. Also, the research team was unable to interview two kitchens from the partial reliance group due to difficulties at the Uitsig kitchen and time constraints.

#### **d) Critique of in-depth interview (audit) process 2003**

This process was an improvement from 2002 with the same two researchers being present at most interviews. The interviews were conducted in Xhosa or English. However, the transcriber spoke only English had to rely on the translation from Xhosa, which may have resulted in the loss of some nuances. This was counteracted by the long relationship between one of the researchers and most of the KOs. This relationship also helped in regard to the more 'difficult' or 'scary' questions about the future, as the researcher was able to understand and allay the KO's fears. It was predicted that KOs might be resistant to discussion around possible self-reliance of kitchens. Therefore, the researcher agreed not to use 'threatening' language and provided reassurance that WARMTH is not about to end their support. In the event, there proved to be little resistance.

The questions asked about kitchen business and finances were problematic as often KOs do not know how much they sell/earn and estimates had to be ascertained (by cross-referencing with how many pots cooked etc). The impact of this was minimised in the second half of the audit process following the training of KOs in recording sales. There was no selection or sampling process since all the kitchens were 'audited'. Due to time constraints and the travel required getting to all the kitchens, whoever was in the kitchen on arrival was interviewed although closed kitchens were returned to at a later stage. In one case this was a co-Kitchen Operator and not the operator herself. This kitchen was not one of the sampled so it will not impact this study.

The sample used for analysis was the same as in 2002 for ease of comparison. However, the kitchen sample could have been more

representative. In addition, due to time limitations, the audits took place over six months of 2003 rather than at the end of the year- long intervention.

#### **e) Critique of staff interviews**

Due to time constraints, staff interview were limited to the two key staff members most involved in intervention: the Programme Manager and the KO Manager. This small number should have limited impact, given that most other staff members have only been involved peripherally.

#### **f) Critique of staff questionnaires**

Although questionnaires were given to all staff members involved directly in the development process, not all of them responded. One staff member had left the organisation and the Kitchen Department filled in one questionnaire rather than three. Although the questionnaires were self-administered, one staff member was helped to fill it in by the researcher, which resulted in more information than from the self-administered ones. Further, the questionnaire was designed to track change (2002 to 2003) but is a post-data only technique which might have impacted on the responses due to the risk of staff members giving 'desired' responses or not reflecting accurately.

In the next section, the techniques of analysis will be outlined to demonstrate how the indicator frameworks were applied to the data collected to measure change within the kitchens and KOs, and the process' adherence to PAR principles.

### **4.6 Techniques of analysis**

This section will outline the processes and procedures of analysis. The analysis procedures for data collected in 2002 (a-c) are taken from the paper 'Towards a Developmental Approach' written by Putter, van Es and Elsley in 2002. The comparative analysis from 2002 to 2003 is based on the outcome and process indicators outlined earlier in this chapter.

Analysis began immediately in 2003 allowing the researcher to move back and forth between thinking about data and strategies to collect data as advised by Miles and Huberman<sup>239</sup>. This was possible due to PARs analytic process occurring continuously. Miles and Huberman also suggest that issues arising from field contacts should be reflected upon and written up<sup>240</sup>. In this research, due to the extensive auditing process, this has taken the form of a number of process documents and notes from debriefing meetings after contact (usually workshops). Field note write-ups also facilitate the production of interim reports which make final analysis easier<sup>241</sup>. In this research, data collection through in-depth interviews with KOs and staff and feedback from workshops has been fed back into the design of the process. In particular this informed later workshops and resulted in the production of interim reports.

The use of codes and the process of coding helps researchers to condense and order large amounts of information<sup>242</sup>. Coding is analysis enabling the researcher to synthesise and to dissect information in a meaningful manner<sup>243</sup>. Most of the information collected was pre-coded questions using the data from the 2002 study. Codes were created from the list of research questions and audit questions<sup>244</sup>. Pattern codes indicate an emergent theme./ causes/ explanations/ relationships amongst people or theoretical construct<sup>245</sup>. In the analysis stage, codes were linked to the indicators of process and success. They tend to be pattern codes which are more inferential and explanatory as the indicators infer a connection to the process<sup>246</sup>. Miles and Huberman highlight that the researcher must be aware not to get 'locked' into patterns resulting in an inability to recognise other patterns. Therefore, pattern codes must be qualified – meaning the conditions under which it holds true are specified<sup>247</sup>. In this analysis, this has taken

---

<sup>239</sup> Miles and Huberman, 1994:50

<sup>240</sup> Miles and Huberman, 1994:51

<sup>241</sup> Miles and Huberman, 1994:50

<sup>242</sup> Miles and Huberman, 1994:55

<sup>243</sup> Miles and Huberman, 1994:56

<sup>244</sup> Miles and Huberman, 1994:58

<sup>245</sup> Miles and Huberman, 1994:69-70

<sup>246</sup> Miles and Huberman, 1994:57

<sup>247</sup> Miles and Huberman, 1994:70

place through the use of indicators to support the claims made in the evaluation.

The data collection processes including coding are inevitably a selective process as a researcher cannot collect or identify all relevant information<sup>248</sup>. In this evaluation, data was "reduced" (i.e. not used) as not everything collected was relevant for this evaluation<sup>249</sup>. Further, the transcripts are selected as this is the information provided by informants and what the researcher identifies is also selective<sup>250</sup>. In this case, coding referred to information pertaining to the evaluation indicator frameworks. Further coding was used in the "clustering" of the data. This is a type of second level coding that was used to group data to inform kitchen profiles. The selectiveness of the researcher and the researched is not problematic in this case since PAR requires the process to be 'true' (valid) to the participants and not to external observers.

The data from all sources was analysed in terms of the indicators outlined in the methodology. The data was accessed to provide evidence to support and/or to disprove the indicators of success and the PAR process.

#### **a) WARMTH survey 2002 and 2003**

The financial data used in this evaluation was retrieved from the WARMTH Annual Survey in 2002 and the WARMTH kitchen audits in 2003. This was because a complete annual survey did not take place in 2003 and the same information was obtained through the questions asked in the audit. The 2002 data collected with the use of the questionnaire was captured in a spreadsheet, typified (taken to be a typical day) and crudely analysed. This was cross-referenced with the expenditure on each kitchen in 2002. This enabled the researchers with a means of separating out and identifying crude groups into which the kitchens could be categorized, according to the theoretical model of degrees of reliance, for further study. The 2003 data was accessed from the kitchen audits, written up, typified and captured in Excel. It

---

<sup>248</sup> Miles and Huberman, 1994:55-56

<sup>249</sup> Miles and Huberman, 1994:55-56

<sup>250</sup> Miles and Huberman, 1994:56

was also used to start placing kitchens into preliminary groups on the reliance continuum. This crude grouping was based on how much variance from the average expenditure per kitchen per month (R2000) the kitchens income was estimated to be.

- **Description of categories**

- Full reliance***

- Estimated income is significantly lower than average expenditure

- Pre-partial reliance***

- Estimated income is equal to or marginally greater than average expenditure

- Partial reliance***

- Estimated income is greater than average expenditure

- Self-reliance***

- Estimated income is substantially greater than average expenditure

## **b) Discursive workshop with WARMTH Kitchen Operators 2002**

All of the relevant data from the workshop was captured in electronic form, translated (where necessary), analysed, cross referenced with data collected in a), and used to help inform the research team about decisions and questions relevant for interviews. Unfortunately the translations were not received in time to analyse before interviews and so the information used to inform them was limited. This data was primarily used to supplement and give texture to the 2002 report. It is only relevant in this evaluation as it informed the categorisation of kitchens on the reliance continuum.

## **c) In-depth interviews with WARMTH Kitchen Operators 2002**

The interviews were captured and summarised, emphasising the important points. The appropriateness of the financial categorisation (in a) was then assessed using the data collected through the in-depth interviews. The assessment was based on the following preliminary criteria: level of conscientisation (awareness/desire for change or development): inhibitors to development, synergies and promoters and recommendations that arise out of the operator's experience. This provided a preliminary level of coding to start analysis.

**d) In-depth interviews with WARMTH Kitchen Operators 2003**

The interviews were typed up and throughout 2003 information was used to plan workshops and to provide information to the fundraising department. The interview write-ups were pre-coded according to the composition of the questions. The kitchens were then grouped into preliminary categories on the reliance continuum using the financial data collected and the preliminary indicators used in 2002 (laid out in c). This meant that the data was now in the same form as the data from the sample used in the 2002 study.

To summarise, the preliminary categorisation of the data from C and D involved two stages. Placing kitchens on the reliance continuum based only on the financial information and then re-categorising them using the preliminary indicators used in 2002. With the data from both 2002 and 2003 in the same form, an in-depth comparative analysis of the kitchens from 2002 to 2003 was done and the preliminary classification reinforced or changed (see table 8.3 confirmed groupings). This provided a more accurate reflection of the kitchens as it is more detailed and their positioning on the continuum is in terms of their individual progress. At this point, the indicator framework assessing the intervention itself and in terms of adherence to PAR principles was used to code and subsequently used to provide evidence for the success and failures of the process.

**e) Interviews with key staff members**

Interviews with the Programme Manager and KO Manager took place towards the end of the year long intervention. The interviews were transcribed in summary form. The summaries were then analysed using the indicator framework and used to provide evidence of the success and adherence to PAR procedures.

#### f) Staff evaluation questionnaires

The staff questionnaires collected from the staff that directly interact with the KOs were collated into one table of information for ease of comparison and analysis. The information was then analysed using the indicator framework and used as evidence to answer the research question.

### 4.7 Verification

This section will discuss how validity is built into the PAR process to ensure that the conclusions are a true reflection of the participant's experience. In conventional research a study needs to be deemed both reliable and valid to be accorded respect<sup>251</sup>. Reliability means that it has been conducted using a method that could be reproduced and replicated by other researchers<sup>252</sup>. Internal validity means having no errors internal to the design of the research project<sup>253</sup>. External validity implies that results could be generalised to many groups and situations (from specific to the general)<sup>254</sup>.

However, this is not applicable in the same way in this study as in PAR social verification provides rigour to the process. Specifically, in regard to PAR the mark of quality can be seen when participants are "...energised and empowered by being involved"<sup>255</sup>. Ideally participants should feel 'that was our research and it helped us to see ourselves and our context anew and to act in all sorts of new ways'<sup>256</sup>. The proof of the validity of the intervention is therefore in the actions it induces.

PAR can be described as a "rigorous pertinent science that pays attention to ordinary people's knowledge"<sup>257</sup>. In PAR, the process of validation/verification is social. It is a rigorous process of 'checking the facts' in which ordinary

---

<sup>251</sup> Neumann, 1997:145

<sup>252</sup> Neumann, 1997:145

<sup>253</sup> Neumann, 1997:145

<sup>254</sup> Neumann, 1997:145

<sup>255</sup> Bradbury and Reason, 2001:448

<sup>256</sup> Bradbury and Reason, 2001:448

<sup>257</sup> Fals-Borda, 2001:28

people (usually those involved in the research) validate the data<sup>258</sup>. In addition, 'triangulation' is often used, i.e., more than one method or multiple sources is used to verify results, similar to other qualitative methods<sup>259</sup>. In this study a variety of both qualitative and quantitative methods were used. It is seen that increasing the diversity of informants is beneficial as it increases the diversity of information<sup>260</sup>. High levels of participation serve to provide two sources of rigour: increased richness of data due to high levels of involvement, and the involvement of participants allowing researcher's assumptions to be challenged<sup>261</sup>. In addition, increased participation in all stages of research leads to increased credibility and trustworthiness by its participants<sup>262</sup>. This has been achieved in this study through an emphasis on encouraging and facilitating participation and the systematic collection of KO's experiences through in-depth interviews and numerous feedback mechanisms.

Also, with PAR, the cycle of action and reflection develops understanding and practice, resulting in continual verification of data collected in previous phases<sup>263</sup>. A key indicator of this would be a participant feeling that "...that was useful, I am using what I learnt" and ideally participants should feel that "this work continues to develop and help us"<sup>264</sup>. The co-occurrence of data collection and interpretation (research and action inform each other) means it is possible to design a process in which plans and assumptions are tested immediately in action, and later cycles serve to test data from earlier cycles<sup>265</sup>. This is because it is responsive, constantly redefining interpretations and actions as they proceed and allowing for improved methodologies<sup>266</sup>. The dual aims of Action (change) and Research (understanding) mean that the

---

<sup>258</sup> Babbie and Mouton, 2001:328

<sup>259</sup> Dick, 1999:1 and Babbie and Mouton, 2001:329

<sup>260</sup> Dick, 1999:3

<sup>261</sup> Dick, 1999:6

<sup>262</sup> Dick, 1999:1

<sup>263</sup> Bradbury and Reason, 2001:448

<sup>264</sup> Bradbury and Reason, 2001:449, 451

<sup>265</sup> Dick, 1999:1,6

<sup>266</sup> Dick, 1999:6

measure of rigour is pragmatic – the outcome of research methods which effect action<sup>267</sup>.

Diffusion of research to participants is important, because of an emphasis on accountability to the 'people'. The systematic return of knowledge can be seen as a central obligation of PAR, one that must be appropriate to the level of ability<sup>268</sup>. Throughout the development intervention, information has been fed back to the KOs and the organisation through workshops and reports. Since the volume of information collected is large, it would be unrealistic to provide access to all the information but where appropriate, it has been. Further, because it involves academic plus local knowledge it renders a more accurate understanding<sup>269</sup>.

This verification refers to the entire PAR process including the evaluation which forms the basis of this thesis although it is only built specifically into the intervention. The social verification of the intervention is further analysed in the evaluation of the process embodied in PAR.

In the next chapter, the results of these analytic processes will be laid out using the indicator frameworks to demonstrate change in the kitchens and adherence to PAR.

---

<sup>267</sup> Dick, 1999:1

<sup>268</sup> Babbie and Mouton, 2001:329

<sup>269</sup> Babbie and Mouton, 2001:320

## Chapter 5: Results

It is appropriate at this point to recall the research question. This research is intended to assess the development intervention with WARMTH in terms of its adherence to PAR principles and its success as an intervention in changing the operation of WARMTH kitchens to being more developmental. In this chapter I will draw on the evidence gathered using the following data collection methods, as well as the intervention process discussed in Chapter 2.

- a) 2002 Survey and financial information from 2003 audit (see Appendix A).
- b) 2002 discursive meeting with KOs (see Appendix B).
- c) 2002 in-depth interviews (see Appendices C and D)
- d) 2003 in-depth Interviews (see Appendices E and F)
- e) 2003/4 interviews with key staff members (see Appendices G and H)
- f) 2003 staff evaluation (see Appendix I)

The results will follow the same order as the indicators laid out in Chapter 4. The tools used to collect data (e.g. interview schedules), data summaries and some additional reports can be found in the indicated appendices.

The basis of the discussion will be the re-classifying of the 8 kitchens sampled in 2002 in terms of the reliance continuum presented in Chapter 3. The preliminary categorisation of kitchens was done according to a comparison of WARMTH's average monthly expenditure with the individual operator's average income per month<sup>270</sup>. Kitchens were then assessed using the interview summaries (2002 and 2003) according to the preliminary indicators to situate them on the reliance continuum<sup>271</sup>. Inter-reliance is currently not taking place at a financial level and only in a limited way on the other levels. Inter-reliance will only be referred to where indications of inter-reliant relationships are present. Kitchens are categorised according to an overall assessment, therefore there are variations between kitchens that occupy the

---

<sup>270</sup> Appendix A

<sup>271</sup> See Chapter 4

same categories. The categories are discussed highlighting similarities and differences within each profile.

There is some tension in the reporting of the results because the researcher has the dual role of researcher and participant. The interpretation, therefore, occurs within the context of being involved and observing all the interventions. As a result, some of the evidence derives from my experience and input. This has been documented in part in the intervention report<sup>272</sup> but other parts exist only as my "local knowledge". Where this is unavoidable, it is indicated by 'researcher observation'.

The following tables will be used to provide evidence for the results:

Table 1<sup>273</sup> Classification of sampled kitchens based on financial information

KITCHEN	Kitchen Operator	2002	2003
Crossroads	MHS	FULL RELIANCE	FULL RELIANCE
Silver City	NM	PRE-PARTIAL RELIANCE	FULL RELIANCE
Elsies River	SA	FULL RELIANCE	PARTIAL RELIANCE
Manenberg	EK	PRE-PARTIAL RELIANCE	PRE-PARTIAL RELIANCE
Mbekweni	NK	PARTIAL RELIANCE	PARTIAL RELIANCE
Macassar	RG	PRE-PARTIAL RELIANCE	PARTIAL RELIANCE
Wesbank	JS	SELF-RELIANCE	SELF-RELIANCE
Masiphumelele	NS	SELF-RELIANCE	SELF-RELIANCE

<sup>272</sup> Chapter 2

<sup>273</sup> Appendix A

Table 2<sup>274</sup> Categorisation of sampled kitchens based on financial and preliminary indicators

<b>KITCHEN</b>	<b>Kitchen Operator</b>	<b>2002</b>	<b>2003</b>
Crossroads	MHS	FULL RELIANCE	FULL RELIANCE
Silver City	NM	PRE-PARTIAL RELIANCE	FULL RELIANCE
Elsies River	SA	FULL RELIANCE	PARTIAL RELIANCE
Manenberg	EK	PRE-PARTIAL RELIANCE	PARTIAL RELIANCE
Mbekweni	NK	PARTIAL RELIANCE	PARTIAL RELIANCE
Macassar	RG	PRE-PARTIAL RELIANCE	SELF-RELIANCE
Wesbank	JS	SELF-RELIANCE	SELF-RELIANCE
Masiphumelele	NS	SELF-RELIANCE	SELF-RELIANCE

*Note: in the 2003 categorisation no kitchen was placed in the pre-partial reliance category.*

Table 3 Confirmed classifications after comparative analysis

<b>KITCHEN</b>	<b>Kitchen Operator</b>	<b>2002</b>	<b>2003</b>	<b>CONFIRMED</b>
Crossroads	MHS	FULL RELIANCE	FULL RELIANCE	PRE-PARTIAL RELIANCE
Silver City	NM	PRE-PARTIAL RELIANCE	FULL RELIANCE	FULL RELIANCE
Elsies River	SA	FULL RELIANCE	PARTIAL RELIANCE	PARTIAL RELIANCE
Manenberg	EK	PRE-PARTIAL RELIANCE	PARTIAL RELIANCE	PARTIAL RELIANCE
Mbekweni	NK	PARTIAL RELIANCE	PARTIAL RELIANCE	PARTIAL RELIANCE
Macassar	RG	PRE-PARTIAL RELIANCE	SELF-RELIANCE	SELF-RELIANCE
Wesbank	JS	SELF-RELIANCE	SELF-RELIANCE	SELF-RELIANCE
Masiphumelele	NS	SELF-RELIANCE	SELF-RELIANCE	SELF-RELIANCE

<sup>274</sup> Appendices D and F

The above classifications are based on the degree of reliance from full- to self-reliance discussed in Chapter 3 and outlined below for ease of reference.

***Full reliance***

Related to Kaplan's *dependence*, implying both an unconscious acceptance of WARMTH's authority and dependence on WARMTH for full material and logistical support.

***Pre-partial Reliance***

This term denotes a developing degree of consciousness about the kitchen's standing with WARMTH and/or a greater degree of financial sustainability and higher earnings. This term can also be associated with the beginning stages of Kaplan's independence.

***Partial Reliance***

This marker is similar to pre-partial reliance but implies a higher degree of conscientisation and/or financial sustainability. Any kitchen at this stage could exhibit either the characteristics of one that is financially self-sustaining but has insufficiently developed consciousness or vice versa or incomplete degrees of both aspects that represent a higher degree of each than is characteristic of the pre-partial stage. It is similar to Kaplan's stage of independence.

***Self-reliance***

This term denotes both characteristics of full financial self-sustainability and a high degree of consciousness, in terms of identity and business-mindedness. A kitchen at this stage could very likely operate effectively without the continued assistance from WARMTH.

***Inter-reliance***

Like Kaplan's inter-dependence, the term denotes a level of consciousness that allows interaction between KOs. This process can be seen as slightly separate from the rest of the continuum, in that it could be encouraged at any point during the process of development.

The in-depth comparative analysis<sup>275</sup> served to confirm the preliminary categorisation of the eight sampled kitchens on the reliance continuum except in the case of one kitchen (MHS) which shifted to pre-partial reliance from full reliance<sup>276</sup>. The findings along with the other data will now be discussed using the indicator framework to present evidence of the successes and failures of the process.

## 5.1 Assessment of intervention

### 5.1.1 Trend towards self-reliance in kitchens

#### *Kitchen shifts along the continuum of reliance towards self-reliance and inter-reliance*

According to the data collected from the staff questionnaires, all the respondents (five respondents representing seven of the eight staff members involved directly or indirectly in the process) felt that the overall performance of the kitchens had improved during 2003 as a result of the development process.<sup>277</sup> One respondent felt that it had improved significantly. All the respondents indicated that they felt the improvement in the kitchens were at least partially due to the development intervention (training and audit process)<sup>278</sup>.

Table 2 shows that under the preliminary classification, four kitchens had not shifted along the reliance continuum. One kitchen, (NM) had shifted from pre-partial to full reliance. The remaining three kitchens had shifted towards self-reliance, two making the significant shift from pre-partial to self-reliance and from full reliance to partial reliance (two places on the continuum). In the confirmed categorisation, the preliminary findings hold true except that only three kitchens showed no change. NM still shifts back to full-reliance on the continuum and four kitchens shift towards self-sustainability, two significantly

---

<sup>275</sup> See Chapter 4

<sup>276</sup> Appendix Q

<sup>277</sup> Appendix I

<sup>278</sup> Appendix I

shifting two places. This places six of the eight kitchens in either the self-reliant or partially reliant categories compared to three in 2002<sup>279</sup>.

Seven of the kitchens indicated an interest in the creation of co-operatives with KOs (to improve buying power). Only NS changed her mind from 2002 and declined because she said that the KOs are not selling the same products. This indicates a desire for inter-reliant relationships to start between KOs. Although no kitchens are as of yet situated in the inter-reliant category, aspects where inter-reliant characteristics were present will be discussed below in regard to co-operative relationships.

All eight kitchens diversified their product ranges to some degree.

The following discussion will highlight the similarities and differences between the different reliance profiles and serve to classify individual kitchens.

#### **Full reliance profile**

In 2002, two kitchens were classified as fully reliant. In 2003, neither of these kitchens remained in this category, but a different kitchen was re-classified as fully reliant<sup>280</sup>. This was NM's kitchen. In this kitchen, a strong reliance on WARMTH is clear with requests to WARMTH for salaries and provision of additional goods<sup>281</sup>. There has been limited growth in the kitchen and only marginal earning increase from 2002 to 2003<sup>282</sup>.

#### **Pre-partial reliance profile**

Three kitchens were classified as pre-partially reliant on the continuum in 2002<sup>283</sup>. In 2003, none of these kitchens remained in this classification, but another kitchen (MHS) moved from full reliance to pre-partial reliance<sup>284</sup>. This kitchen was originally classified as fully-reliant in 2003 primarily due to its

---

<sup>279</sup> See Table 3

<sup>280</sup> Table 3

<sup>281</sup> Appendix Q

<sup>282</sup> Appendix Q

<sup>283</sup> Table 3

<sup>284</sup> Table 3

extremely low income<sup>285</sup>. However, the income has increased substantially from 2002 and the KO is presenting fewer obstacles and more inclination to grow her business. For example, in 2003 MHS said she would like to have shelves for a spaza as the absence of a local one gave rise to a demand<sup>286</sup>. This denotes the kitchen's shift to pre-partial reliance.

### **Partial reliance profile**

In 2002, one kitchen (NV) was classified as partially reliant<sup>287</sup>. In 2003, this kitchen remained in this category and two other kitchens (SA and EK) were also classified as partially reliant<sup>288</sup>.

NV was classified in this category because she showed insight into her situation and has ideas for the development of her kitchen. For example, in 2003 she suggested that "...we [KOs] could meet at Athlone [office] and give one person money to buy..."<sup>289</sup> goods co-operatively. This indicates that she had thought about how a co-operative might work practically. She was keen to be self-reliant at some point and wants to get the training to equip her to make this move<sup>290</sup>. However, there are obstacles including the community not being able to afford a R1 plate of food and as a result NV's reliance on WARMTH to supply additional goods bonuses<sup>291</sup>. The evidence here shows that this kitchen is accurately classified "partially reliant" but may move into the self-reliant category in the near future<sup>292</sup>.

SA's thinking and kitchen operation have changed considerably. SA could not have imagined herself being self-reliant in 2002, but in 2003 she is earning and selling more and was working towards becoming more self-reliant<sup>293</sup>. However, the income of the kitchen has remained the same during the period

---

<sup>285</sup> Appendix Q

<sup>286</sup> Appendix F

<sup>287</sup> Table 3

<sup>288</sup> Table 3

<sup>289</sup> Appendices D and F

<sup>290</sup> Appendix Q

<sup>291</sup> Appendix Q

<sup>292</sup> Appendix Q

<sup>293</sup> Appendix Q

under investigation<sup>294</sup>. Given this information and despite wanting to rely on WARMTH for access to additional goods, it seems that this kitchen is well placed in the partially reliant category<sup>295</sup>.

The introduction of a number of new goods and indications of bigger expansion in the future shifts EK's kitchen classified from pre-partial in 2002 into the partially reliant category<sup>296</sup>. Further, EK's attitude towards "her business" indicates a move towards self-reliance<sup>297</sup>. The preliminary classification placed this kitchen as pre-partially reliant in 2002 and partially reliant in 2003. The evidence seems to support these classifications<sup>298</sup>.

The three kitchens classified as partially reliant all earn between R1500 and R2500 per month indicating that they have incomes close to the average spent by WARMTH on goods for the kitchen (R2000p/m). The two kitchens to be re-classified into this profile in 2003 had diversified their product range substantially while NV did not introduce any new products<sup>299</sup>. All three have concrete plans for the development of their kitchen businesses<sup>300</sup>. SA and EK both demonstrated a change in attitude towards their kitchens, becoming more business oriented in describing their operation and their future plans<sup>301</sup>. NV also wants to expand but felt limited by the CWD Manager on site and community poverty<sup>302</sup>. All three KOs support the initiation of KO co-operatives and desire training to improve their businesses<sup>303</sup>. However, they are all to some degree reliant on WARMTH to help them implement their plans.

Although their limitations and opportunities differ, these three kitchens are in a very similar stage of improving and becoming more business like. If they

---

<sup>294</sup> Appendix Q

<sup>295</sup> Appendix Q

<sup>296</sup> Table 3 and Appendix Q

<sup>297</sup> Appendix Q

<sup>298</sup> Appendix Q

<sup>299</sup> Appendix Q

<sup>300</sup> Appendix Q

<sup>301</sup> Appendix Q

<sup>302</sup> Appendix Q

<sup>303</sup> Appendix Q

continue as they are they will most likely move into the self-reliant profile in the near future.

### Self-reliance profile

In 2002, only two kitchens (JS and NS) were classified as self-reliant. These two kitchens remain in this profile in 2003. RG's kitchen jumped from being classified as pre-partial in 2002 to self-reliance from 2003<sup>304</sup>.

In 2003, JS demonstrated a high degree of developmental thinking and seems likely to continue to work her kitchen towards being more self-reliant<sup>305</sup>. For example, she commented that she recognises that WARMTH is an NGO dependant on funding and sometimes money is not available<sup>306</sup>. Her kitchen earns enough to become financially sustainable<sup>307</sup>. However, she still gives some indication of her reliance on WARMTH to access goods and provide more deliveries<sup>308</sup>. This evidence places JS's kitchen on the border between partial- and self-reliance, but the kitchen's high earning capacity places it as self-reliant despite the context of operation<sup>309</sup>.

NS's kitchen fits well in the self-reliant category as NS is clearly a business woman and is aware of the things she needs to do to become self-reliant from WARMTH. For example, in 2003 NS said she wanted to start catering for big events<sup>310</sup>. However, NS expects WARMTH to fulfil their promises to her about paying for the outside area to be set-up although she is quite capable of improving the kitchen herself<sup>311</sup>. Further, NS feels that the set prices cannot change but this has not stopped her selling a variety of items at non-subsidised prices.<sup>312</sup>

---

<sup>304</sup> Table 3

<sup>305</sup> Appendix Q

<sup>306</sup> Appendix F

<sup>307</sup> Appendix Q

<sup>308</sup> Appendix Q

<sup>309</sup> Appendix Q

<sup>310</sup> Appendix Q

<sup>311</sup> Appendix Q

<sup>312</sup> Appendix Q

Resistance to changing the set prices indicates a less self-reliant attitude as KOs will not be able to recover costs of meals without increasing the price and will therefore have to rely on WARMTH.

RG demonstrates a high level of development thinking in regard to improving her business and changing dependency relationships<sup>313</sup>. RG also showed inclination to move towards pricing the food based on a cost recovery model which is still less than what it would cost the customers to buy themselves<sup>314</sup>. This KO demonstrated a high level of development thinking and desire to get training to develop the kitchen despite relatively low turnover<sup>315</sup>. For example, RG said in 2003 that "...communities won't develop if they are dependant..."<sup>316</sup>. This evidence fully supports this kitchen's re-classification as self-reliant in 2003.

Although in 2003 all three "self-reliant" kitchens earned above the estimated R2000 spent by WARMTH per month on goods per kitchen, there is a high degree of variation. RG and JS earn between R2500 and R3500p/m, but NS estimates her income as R7955p/m<sup>317</sup>. This is because NS sells a wider range of goods (including a spaza range) than any other WARMTH KO. However, it should be noted that much of these earnings is spent on buying goods for the kitchen whereas in RG's case very little is spent on kitchen goods. This is because RG is only selling bread and peanut butter in addition to the subsidised range. JS only sells a couple of additional goods regularly- vetkoek and hot chips- and occasionally meat and pap<sup>318</sup>.

All three KOs feel that they can be self-reliant in the future. JS and RG both demonstrate a higher level of thinking about self-reliance and support increasing the price of the set meal<sup>319</sup>. However, NS demonstrates more reliant thinking about being entitled to be supported by WARMTH and not

---

<sup>313</sup> Appendix Q

<sup>314</sup> Appendix Q

<sup>315</sup> Appendix Q

<sup>316</sup> Appendix F and Q

<sup>317</sup> Appendix F

<sup>318</sup> Appendix F

<sup>319</sup> Appendix Q

changing the price of the meal<sup>320</sup>. Possible reasons for this will be discussed in the next chapter.

These kitchens are all run by extremely business minded women. All three indicated that they wanted training to help them improve their businesses and have concrete plans for expansion<sup>321</sup>. However, there were indications (except in RG's case) that their independence is accompanied by further demands on WARMTH for provision of goods.

*For more detailed discussion of kitchen profile classification, see Appendix Q.*

### ***Kitchens earn more money***

The first categorisation indicated was based on the income versus expenditure by WARMTH of each kitchen. According to table 1, the majority of the sample did not have a significant increase in earnings. The income of two kitchens (NV and JS) showed no change in income. Three kitchens showed a decrease in earnings, one significantly while the remaining three showed an increase<sup>322</sup>. However, the KO Manager said that some KOs were making more money in 2003 than before<sup>323</sup>. The evidence does not suggest conclusively that kitchens are earning more money<sup>324</sup>.

### ***Kitchens diversify products sold***

The KO Manager says that KOs are now able to run their own businesses and, although there are those who are "lazy", (language used to be discussed in next chapter)"... many are taking their kitchens forward..."<sup>325</sup>. According to her, the operation of kitchens has improved and kitchens are more prosperous with "...some even selling teas and vetkoek..."<sup>326</sup>. All eight kitchens increased

---

<sup>320</sup> Appendix Q

<sup>321</sup> Appendix Q

<sup>322</sup> Appendix Q

<sup>323</sup> KO Manager, Personal Communication, Appendix H

<sup>324</sup> KO Manager, Personal Communication, Appendix H

<sup>325</sup> KO Manager, Personal Communication, Appendix H

<sup>326</sup> KO Manager, Personal Communication, Appendix H

the number of products sold in the kitchen in 2003. Two kitchens showed significant diversification (more than 3 additional new products)<sup>327</sup>.

***KOs decrease reliance on WARMTH for supplies and maintenance***

A staff member provided the insight that the process was managed in a way that convinced KOs of the long-term benefit, even if they had to give up some things in the short-term<sup>328</sup>. Despite this, the KO Manager commented that the KOs are “very spoilt” (language used to be discussed in next chapter) and will telephone WARMTH to sort out even small issues<sup>329</sup>.

Seven of the eight sampled KOs are buying some of their own supplies. Five kitchens asked for WARMTH to give them access to additional goods, on a ‘cash on delivery’ basis. JS wanted subsidised foods to keep up with the demand on the kitchen. NM wanted WARMTH to give the KOs money to buy the goods to sell. This KOs’ request for access to goods demonstrates a heavy reliance on WARMTH in this area. However, with limited access to transport and money for bulk buying, this seems unavoidable. Furthermore, in NM’s case, her kitchen does not earn enough money to buy additional goods.

Maintenance is not specifically mentioned in the interviews but the majority of all KOs relied on WARMTH for their maintenance needs. The Kitchen department has started a system of KOs sourcing their own maintenance and refunding on production of receipts. Although the financial burden continues to rest on WARMTH, the responsibility for getting the maintenance completed has shifted to the KO. An example of this is the Parkwood KO (JW) getting a community member to fix her pipes and submitting the receipt to WARMTH<sup>330</sup>. This has created more employment opportunities in the community in line with stimulating community development more synergistically. In addition, a staff respondent commented that overall cleanliness in the kitchens had improved<sup>331</sup>.

---

<sup>327</sup> Appendix Q

<sup>328</sup> Appendix I

<sup>329</sup> KO Manager, Personal Communication, Appendix H

<sup>330</sup> Appendix L

<sup>331</sup> Appendix I

***Evidence of change of attitude and behaviour of KO – more self-reliant and making decisions for themselves.***

One of the comments to come from staff as a result of the audit process was the realisation that WARMTH now knows "...that there are many of them [kitchen operators] who are willing to be self-reliant"<sup>332</sup>. According to the KO Manager, in the past KOs could not see themselves running the kitchens independently but this attitude has changed dramatically and now "...most want to go for self-reliance"<sup>333</sup>. According to another staff member "As a result of audits and You and Your Money training (Y+YM, a financial advice NGO), KOs are becoming mindful of how they are working (recording, being asked specific questions in the audits). For example, how much a pot costs, how many people they are feeding- it makes people think"<sup>334</sup>. Another staff member indicated that the WARMTH staff felt that KOs were operating in a more "professional way"<sup>335</sup>. In general staff felt that KOs had changed in that they are recording, saving and diversifying their products<sup>336</sup>.

A staff member also commented that KOs have become more goal orientated and eager to make changes in the kitchens, and another that they (KOs) are "...taking pride in what they are doing". When discussing training it was also commented that "People [KOs] are cleaning up their act – in anticipation of growth"<sup>337</sup>. Further, staff noticed that KOs are seeing the benefit of saving, not just money value, but benefit if seeing themselves as people who can give themselves what they need<sup>338</sup>.

Six of the eight KOs sampled said they would be able to be self-reliant. As EK said "this is my business"<sup>339</sup> In contrast, NM showed a heavily reliant attitude as she requested WARMTH to pay KOs salaries<sup>340</sup>. This might be because

---

<sup>332</sup> Appendix I

<sup>333</sup> KO Manager, Personal Communication, Appendix H

<sup>334</sup> Appendix I

<sup>335</sup> Appendix I

<sup>336</sup> Appendix I

<sup>337</sup> Appendix I

<sup>338</sup> Appendix I

<sup>339</sup> Appendix F

<sup>340</sup> Appendix Q

her kitchen earnings are so low, limiting her opportunities to expand. Congruent with this request is that she also does not think she would be able to be self-reliant. MHS said that although KOs could play some of the roles WARMTH does, she doesn't think she could be entirely self-reliant.

#### ***Acquisition of more kitchen equipment***

All the KOs indicated a desire for more equipment, from additional pots to refrigerators, microwave cookers and stoves. MHS says that in order to reach her dreams, she must try harder and try to invest in the kitchen; she will need shelves and a refrigerator<sup>341</sup>. Only one of the KOs directly requested that WARMTH provide her with additional equipment. This was NS who said she was promised by WARMTH that they would supply her with benches and tables for the outside area. The same operator has paid cash for recently two deep fat fryers<sup>342</sup>. Although KOs in general have not requested that WARMTH supply equipment, five of the eight requested WARMTH provide them loans (assumption is at low interest) to increase their kitchen resources to, as RG says, "pull-up business"<sup>343</sup>. This demonstrates that KOs were interested in increasing their material resources and that their reliance on WARMTH in this area is to access loans rather than supplying outright.

#### ***Some kitchens employ more people/pay assistants more.***

Three kitchens are either employing more assistants or paying their assistants more. Both EK and JS increased the number of people they employ regularly in the kitchens from one to two<sup>344</sup>. NS increased the payment to her regular assistant from R350p/m to R500p/m between 2002 and 2003. For the other sampled KOs there is no change or the information is not available.

#### ***Summary of shift towards self-reliance***

Overall the evidence suggests an increased level of self-reliance. Although the financial evidence neither supports nor denies this shift, the cumulative value of increased diversification, more self-reliant attitudes and behaviours

---

<sup>341</sup> Appendix F

<sup>342</sup> Appendix K

<sup>343</sup> Appendix F

<sup>344</sup> Appendices D and F

and increased employment of staff indicate that the intervention has increased the self-sustainability of kitchens. Reliance on WARMTH appears to be more towards accessing/facilitating (training, goods) rather than a direct demand for services.

### **5.1.1 Increased empowerment of KOs in their kitchens and personal lives**

#### ***Kitchen operators aware of what they are earning***

The WARMTH staff felt that the questions posed in the audit interviews have made KOs more mindful because "...they must consider how they are being right now in order to change"<sup>345</sup>. It was found that through the audit process staff felt that KOs were more aware of the number of people they serve each day<sup>346</sup>. Further, more KOs are recording and, by extension, know how much how they are earning. One of the KOs captured the sentiments of others when she said "...the expenditure is more than we get- we didn't know before..<sup>347</sup>.

#### ***KOs record their sales and expenditure***

In the past, attempts were made to provide KOs with help to price meals and manage their money because funders wanted to know how many meals they served. However, this didn't happen as KOs said it was too difficult for them to count the meals they served<sup>348</sup>. The KO Manager thinks this was because KOs were not committed, but this is no longer the case as evidence suggests that, despite some resistance, KOs are recording the number of meals served per day<sup>349</sup>. The records have been checked at workshops and through spot-checks by the KO Manager and Supervisor in the kitchens<sup>350</sup>. In the future, WARMTH plans to check recordings on the weekly assessment forms to ensure records are kept and to identify KOs in need of additional support<sup>351</sup>. One staff respondent commented that "The workshops and Indaba have really

---

<sup>345</sup> Appendix I

<sup>346</sup> Appendix I

<sup>347</sup> Appendix M

<sup>348</sup> KO Manager, Personal Communication, Appendix H

<sup>349</sup> KO Manager, Personal Communication, Appendix H

<sup>350</sup> Researcher observation

<sup>351</sup> Researcher observation

helped us, especially with recording and implementation of the learnings from the workshop”<sup>352</sup>.

### ***KOs plan for the future of their kitchens***

All eight of the sampled KOs had concrete plans for the future. Plans include the development of two spazas, one “roadhouse”, two kitchens to introduce baked goods, two more to include new types of meat, and two to introduce a sweets and chips range. In the staff questionnaire it was commented that KOs needed more workshops on development thinking to help them think through the plans for their kitchens<sup>353</sup>.

### ***Increased value and support accorded to KOs by WARMTH***

The four respondents who answered the question in the staff questionnaires about the value WARMTH accords to KOs said that it had improved from 2002 with one saying it had improved significantly<sup>354</sup>. One respondent commented that “Most of the KOs have said that WARMTH is now taking a personal interest in them and that’s great”<sup>355</sup>. Another staff member added that “Their personal growth [KOs] is respected...”, WARMTH is taking an interest in them as people and no one is seen as not worth training<sup>356</sup>. An example of this was given that an older KO (LN) from Heinz Park said that she had learnt so much. She had felt like a ‘nobody’ before WARMTH, but the people at WARMTH believed she could learn and exposed her to things she didn’t think she was capable of<sup>357</sup>.

A staff member found the audits to indicate an increased level of value accorded to KOs as it was commented that “Engagement with Kitchen Operators makes them feel valued (seeing themselves in a new light)” and

---

<sup>352</sup> Appendix I

<sup>353</sup> Appendix I

<sup>354</sup> Appendix I

<sup>355</sup> Appendix I

<sup>356</sup> Appendix I

<sup>357</sup> Appendix I

that they [KOs] "Enjoyed being heard"<sup>358</sup>. The KOs appeared to be motivated by such experiences<sup>359</sup>.

According to the KO Manager, talking to the KOs about savings has really helped and they have "pulled up their socks to save..." as a result of the incentivised savings scheme<sup>360</sup>. Although the savings scheme was not formally part of the development process, it has been part of the overall development process at WARMTH and supported by the Y+YM training.

In the general comments section of the staff questionnaire, a staff member mentioned that the titles of 'Business Women of the Year' and 'Kitchen Operator of the year' awards will really give the KOs something to work for in 2004. This indicated that WARMTH is supporting and valuing the efforts of KOs<sup>361</sup>. The KO Manager also said that the prize-giving motivated the KOs although they were a little shocked as they didn't know it was going to happen<sup>362</sup>.

There is no direct evidence available from KOs, but informal feedback from KOs indicated that KOs felt particularly valued at the Indaba where they felt that they were treated as 'delegates' with their name tags, names on their comfortable bedrooms, etc. The KO Manager says the KOs feel more valued as the last two years have been a life-time experience for them<sup>363</sup>.

***Increased amount of information shared and dialogue entered into with KOs.***

The audit process was found to be beneficial for the KOs as they were able to share their ideas with WARMTH<sup>364</sup>. The audits were also found to serve to give KOs an idea of how staff and others view their kitchen in terms of their sales and their role in communities<sup>365</sup>. Information sharing also occurred in the audit interviews where KOs were told about the costs of what WARMTH gives

---

<sup>358</sup> Appendix I

<sup>359</sup> Appendix I

<sup>360</sup> KO Manager, Personal Communication, Appendix H

<sup>361</sup> Appendix I

<sup>362</sup> KO Manager, Personal Communication, Appendix H

<sup>363</sup> KO Manager, Personal Communication, Appendix H

<sup>364</sup> Appendix I

<sup>365</sup> Appendix I

them. They were given the opportunity to ask questions<sup>366</sup>. Many KOs thanked the researchers for their time spent with them at the end of the interview<sup>367</sup>.

According to the KO Manager, there have been inadequate levels of explanation about new initiatives<sup>368</sup>. She says that the development process was not clearly explained to KOs at the beginning of 2003<sup>369</sup>. The example given though is not on a workshop level, but an organisational one (maintenance of donated refrigerators), which is a policy decision not attached to the process. However, she added that the new contracts which were workshopped with KOs are now clear to everyone as the workshop explained everything and the changes were made to ensure WARMTH and KOs work effectively. In general the KO Manager felt that people now know what is happening<sup>370</sup>.

***Sharing of ideas and energies referred to as 'synergy'***

There was much more consultation with KOs in 2003 than before<sup>371</sup>. All eight of the sampled KOs commented that the sharing of ideas at workshops with other KOs was an important reason for more regular workshops<sup>372</sup>. One KO commented that "I enjoyed the workshop so much and I learnt a lot from other people and their talents"<sup>373</sup>.

**5.1.3 Relevant training provided to KOs**

***Increased attendance of KOs at workshops***

In the staff questionnaires, three of the respondents said attendance of KOs at workshops had improved in 2003 and one said it had improved significantly. None of the respondents indicated a lower attendance rate than in previous years<sup>374</sup>. Further, it was noticed that KOs came back to workshops although

---

<sup>366</sup> Researcher observation

<sup>367</sup> Researcher observation

<sup>368</sup> KO Manager, Personal Communication, Appendix H

<sup>369</sup> KO Manager, Personal Communication, Appendix H

<sup>370</sup> KO Manager, Personal Communication, Appendix H

<sup>371</sup> KO Manager, Personal Communication, Appendix H

<sup>372</sup> Appendix F

<sup>373</sup> Appendix N

<sup>374</sup> Appendix I

one staff member had "...thought they might be intimidated, but they came back anyway"<sup>375</sup>. According to the KO Manager it has not been easy for KOs to attend workshops almost monthly, but they have adjusted and now it is enjoyable for them<sup>376</sup>. According to the KO Manager, the relevance of the workshops to KOs has increased; this is indicated by the implementation of learnings<sup>377</sup>.

#### ***Increased engagement of KOs at workshops***

All of the respondents to the staff questionnaire indicated that they felt the engagement of KOs in workshops had increased<sup>378</sup>. One respondent commented that "They are more focused, eager to learn and to attend the workshops"<sup>379</sup>. According to the KO Manager, all the KOs participated in workshops, especially at the Indaba, mainly due to the translation efforts (i.e. extensive use of Xhosa and Afrikaans)<sup>380</sup>. All inputs were translated from Xhosa into English and vice versa. A staff member mentioned that the overall performance of KOs had improved in regard to attendance and participation in workshops as a result of the development intervention<sup>381</sup>.

#### ***KOs perceived the workshops as being relevant to their 'community' kitchen experience***

None of the staff respondents indicated that they felt the relevance to KOs had decreased, one said it had increased significantly, and two said that it had improved<sup>382</sup>. The staff also felt that overall, the feedback from all participants and staff was overwhelmingly positive<sup>383</sup>. Specifically, three staff respondents indicated that the feedback they got from KOs was positive and two respondents said it was very positive. According to staff, KOs have diversified their goods as a result of demonstrations in workshops<sup>384</sup>. A number of KOs demonstrated different recipes to the KO group. According to one staff

---

<sup>375</sup> Appendix I

<sup>376</sup> KO Manager, Personal Communication, Appendix H

<sup>377</sup> KO Manager, Personal Communication, Appendix H

<sup>378</sup> Appendix I

<sup>379</sup> Appendix I

<sup>380</sup> KO Manager, Personal Communication, Appendix H

<sup>381</sup> Appendix I

<sup>382</sup> Appendix I

<sup>383</sup> Appendix I

<sup>384</sup> Appendix I

member this is particularly obvious in the newer kitchens as "...they are still excited"<sup>385</sup>. The training reflects what has been asked for by KOs in interviews in both 2002 and 2003 – financial skills, planning for the future and catering<sup>386</sup>.

In her interview, the KO Manager drew attention to the fact that previously there had been four KO meetings a year but there had never been a workshop component to the meetings<sup>387</sup>. Some KOs had received business skills training through the Triple Trust foundation but it hadn't made an impact because they didn't implement what they learnt<sup>388</sup>. In the past, KOs also took turns to do the Bake-For-Profit baking course sponsored by Pick and Pay. The Planned Parenthood Association (PPA) and St John's Ambulance also approached WARMTH to offer training and some KOs attended<sup>389</sup>. However, before 2003 there was no structured training programme for all the KOs<sup>390</sup>.

On feedback forms after the Indaba eight of the respondents indicated a high degree of relevance and none indicated a low degree of relevance to their experience as KOs for both the Y+YM and development thinking workshops<sup>391</sup>. One KO said "The workshops ... help us to improve the way of operating the kitchens. It improves our learning skills and ability to use calculators..."<sup>392</sup>.

#### ***Recommendations/ advice from workshops adopted***

A staff member said that they felt that the savings aspect of Y+YM had made the KOs see the benefits of saving and also encouraged them to set goals for themselves<sup>393</sup>. In the general comments section of the staff questionnaire it was noted that "It was a very hectic year for some of them [KOs], though they

---

<sup>385</sup> Appendix I

<sup>386</sup> Appendices D and F

<sup>387</sup> KO Manager, Personal Communication, Appendix H

<sup>388</sup> KO Manager, Personal Communication, Appendix H

<sup>389</sup> KO Manager, Personal Communication, Appendix H

<sup>390</sup> KO Manager, Personal Communication, Appendix H

<sup>391</sup> Appendix N

<sup>392</sup> Appendix N

<sup>393</sup> Appendix I

have learnt a lot from the workshops"<sup>394</sup>. One indication that recommendations were adopted could be that in 2003 seven of the eight sampled KOs said they did not think taking a loan was a good idea and one of the workshops specifically focused on this<sup>395</sup>. (Note: this refers to external loan sources and not low-cost loans proposed by WARMTH).

#### ***Application of knowledge learnt in workshop***

All of the staff respondents said that they had seen evidence of KOs implementing the learnings from workshops in their kitchens<sup>396</sup>. In particular, most staff commented that recording systems were now in place in the kitchens they visited and that these recording are accurate<sup>397</sup>. There is some evidence of implementing the recording of expenditure training from Y+YM<sup>398</sup>. Staff also commented that the small-scale home-based kitchens have started wanting to be more structured and organised as a result of the training process<sup>399</sup>.

On the feedback form after the Indaba, nine KOs said that they had applied things learnt in the Y+YM sessions and ten KOs had applied learnings from the development thinking workshops. Four respondents from Y+YM training and two from development training said they still planned to implement and none said they had not and would not<sup>400</sup>. One KO said that "My aim is to start next January [2004]... to use my new knowledge..."<sup>401</sup>.

#### **5.1.4 Symbiotic relationships between staff and KOs, between KOs, and between KOs and their communities are developed.**

##### ***KO perception of relationship with staff***

Some evidence suggests that KOs relationships with each other are stronger as a result of an increased number of workshops and the Indaba weekend, particularly within the regional groupings. As NS said "...we must be as

---

<sup>394</sup> Appendix I

<sup>395</sup> Appendices D and F

<sup>396</sup> Appendix I

<sup>397</sup> Appendix I

<sup>398</sup> Appendix I

<sup>399</sup> Appendix I

<sup>400</sup> Appendix N

<sup>401</sup> Appendix N

(they were informed of the price in advance by WARMTH staff)<sup>410</sup>. Another example is that some KOs received donations in kind directly (e.g. vegetables) and asked the delivery staff to distribute it at the nearby kitchens<sup>411</sup>. A further example is that when the new rural KOs were being trained they were treated to gifts of spices and herbs from the urban KOs, demonstrating that the inter-reliant relationships may expand to a further level<sup>412</sup>. In addition, within workshops, KOs are encouraged to help each other with the tasks and work together to produce presentations of their discussions<sup>413</sup>

***Participants bring particular insights and experience and take new ones back to the community***

Evidence that KOs bring their insights and experience can be found in any of the workshop minutes. KOs work in small groups and present back to the bigger group. Their findings are captured on flipcharts and written up (See Appendix O for example). Although there was no systematic collection of data about insights and experience being taken back to the community, it is assumed that useful learnings will filter back given the status of kitchens in the communities as 'advice centres' (see sections on community in the audits). A particular example is that the Crossroads KO suffers from migraines and struggles to attend workshops. Instead, her daughter and assistant attended in her place and on her return shares the learnings with the KO<sup>414</sup>. This has happened so successfully that in 2003 both mother and daughter qualified for Y+YM certificates<sup>415</sup>.

**5.1.5 Degree of developmental thinking amongst KOs increases (conscientisation)**

***Acceptance of new thinking about model***

Two of the sampled KOs commented on the organisational changes they have observed. JS said that she recognises that WARMTH is an NGO

---

<sup>410</sup> Researcher observation

<sup>411</sup> Researcher observation

<sup>412</sup> Researcher observation

<sup>413</sup> See Appendix O

<sup>414</sup> Researcher observation

<sup>415</sup> Researcher observation

dependant on funding and sometimes money is not available and RG said that she thinks “..we need more kitchens as there are children starving...” she said it will not be easy, but we can help more and she realises that communities will not develop if they are dependant<sup>416</sup>.

The KO Manager commented that she felt that” ...welfare is not going to make people stand on their own feet, but carry on depending on the project”<sup>417</sup>. She adds that the involvement of the consultants (from UCT, the NGO Empowerment for African Sustainable Development, EASD and Gordon Hodgetts) had really helped the staff think through things. The KO Manager also said the student researcher has really made things happen<sup>418</sup>.

#### ***Interaction with KOs more equal***

Before 2002, there was an attempt to help KOs develop their kitchens as spazas and a workshop was held about trading opportunities (AmaTraders). According to the KO Manager, it was a good idea but KOs did not take the opportunity as KOs felt WARMTH was going to “dump” [abandon] them<sup>419</sup>. The fact that this intervention has now taken off indicates that they trust WARMTH staff more than before. The KO Manager says the change in attitude is the result of the Y+YM training and development thinking workshops, especially the Indaba<sup>420</sup>. She says that now KOs have other ideas and are motivated and selling other things<sup>421</sup>. All of the staff respondents indicated that they felt that the quality of interaction with the KOs in the workshops had improved and three indicated it had improved significantly<sup>422</sup>.

#### ***Initiatives from staff/new actions***

There are a few examples of new actions taken in line with a more developmental approach by supporting the KOs in their own development process, although there has been no direct action taken by the KOs beyond

---

<sup>416</sup> Appendix F

<sup>417</sup> KO Manager, Personal Communication, Appendix H

<sup>418</sup> KO Manager, Personal Communication, Appendix H

<sup>419</sup> KO Manager, Personal Communication, Appendix H

<sup>420</sup> KO Manager, Personal Communication, Appendix H

<sup>421</sup> KO Manager, Personal Communication, Appendix H

<sup>422</sup> Appendix I

diversifying their product ranges. The price of the subsidised food had not changed since 1992 but now many KOs were suggesting it needs to be increased despite the poverty they experience in their community<sup>423</sup>. On a staff level, as discussed above, a maintenance system was introduced to shift some of the maintenance responsibility to the KOs<sup>424</sup>. A weekly assessment sheet was designed by the KO department to provide information to the department as well as to encourage KOs to improve the operation of their kitchens. The employee in charge of deliveries was promoted to Kitchen Supervisor<sup>425</sup>. A new initiative in 2004 will be the development of a micro-loan scheme designed to ensure maximum participation of KOs by feeding it through the regional groupings<sup>426</sup>.

## **5.2 Assessment in terms of PAR principles**

### **5.2.1 Researcher-researched relationship**

#### ***Evidence of the presence of a symbiotic relationship between staff and Kitchen Operators and within KO group***

As was discussed above in 5.1.4, there is substantial evidence that a symbiotic relationship has developed between KOs and staff, and within the KO group. Although it is felt there could be some improvement in staff-KO relations, it is thought to be much better than previously. KOs have been responsive to potential inter-reliant relationships and have worked in groups sharing experiences and advice.

### **5.2.2 Creation of useable kitchen and organisation-relevant knowledge**

#### ***Intervention results in information used by organisation***

The audits were considered a positive intervention by staff in general as they felt that the audits gave staff a better picture of what was happening in kitchens<sup>427</sup>. Audits were found to be helpful to the fundraising department for

---

<sup>423</sup> KO Manager, Personal Communication, Appendix H

<sup>424</sup> Researcher observation

<sup>425</sup> Researcher observation

<sup>426</sup> Researcher observation

<sup>427</sup> Appendix I

reporting to funders (especially the recording)<sup>428</sup>. Another staff member stressed that collecting information is only useful if it is used<sup>429</sup>. This demand seems to have been met since a significant amount of information has been fed back into the process in terms of training needs and problem identification. The audits were also seen as an important part of the development intervention because they accessed information about the extent to which WARMTH is succeeding. This was felt by staff to be helpful to plan and strategise further<sup>430</sup>.

### **5.2.3 Facilitator accountability**

***Facilitator continually integrates information back into process and KOs feel that process is for them; aimed at empowering and helping them to succeed.***

There is limited direct evidence of facilitator accountability in this process. However, there is evidence to suggest that the facilitator has remained accountable to the needs of the KOs when comparing requests for training against provision<sup>431</sup>. Further, all the feedback after the Indaba was that the facilitators of the training were open to comments and participation, and that the KOs felt that the facilitators understood them<sup>432</sup>. In the general feedback in the Indaba debriefing workshop it was commented that "Our facilitators were very open and helpful- we didn't feel shy", and that the facilitators were all loving and patient<sup>433</sup>. This indicates that the facilitators created the space for KOs to give the necessary input to ensure facilitator accountability.

### **5.2.4 Increased competence of stakeholders to contribute to the process**

***KOs are more involved in process than previously***

According to the KO Manager there was more consultation in the process through the audits and feedback mechanisms than before<sup>434</sup>. Further, as will be discussed under the participation indicators, KOs were more involved in

---

<sup>428</sup> Appendix I

<sup>429</sup> Appendix I

<sup>430</sup> Appendix I

<sup>431</sup> Researcher observation

<sup>432</sup> Appendix N

<sup>433</sup> Appendix M

<sup>434</sup> KO Manager, Personal Communication, Appendix H

the training and workshops meeting more often with higher levels of active participation. Unfortunately, due to the large number of people involved in the process and the area over which they are spread, it has been difficult to get KOs involved beyond asking their input<sup>435</sup>. However, as will be discussed below a small number of KOs were relied upon to provide further insight into decisions affecting the KO group.

#### ***Evidence of increased 'community' kitchen relevant skills base of KOs***

Of the eight KOs studied, seven of them were awarded You and Your Money certificates for their participation in each financial workshop in 2003 (only NM did not attend enough workshops to be presented with a certificate). Although MHS did not attend all the workshops, she sent her daughter who then workshopped MHS at home. MHS was also awarded a savings award for consistent saving in 2003<sup>436</sup>. SA was given a recording award for the consistency and quality of her sales and expenditure recoding in her kitchen. JS won "best attitude" award<sup>437</sup>. NK was nominated for "best cook" and "savings". She won prizes for attending every workshop and the "WARMTH Innovations Award" for her use of stones in recording<sup>438</sup>. NS was also nominated for "best cook", received the "full attendance" award as well as "WARMTH Business Women of the Year 2003"<sup>439</sup>. Further evidence of an increase skills-base can be found in regard to the increase of KOs keeping records and being more financially aware<sup>440</sup>.

### **5.2.5 Participation**

#### **Quantitative indicators:**

##### ***Number of KOs to benefit directly***

Throughout 2003, 36 KOs received training and were interviewed<sup>441</sup>. Two KOs did not attend regularly because of their family situations.

##### ***Number of KOs with knowledge of the development process***

---

<sup>435</sup> Researcher observation

<sup>436</sup> Researcher observation

<sup>437</sup> Researcher observation

<sup>438</sup> Researcher observation

<sup>439</sup> Researcher observation

<sup>440</sup> Researcher observation

<sup>441</sup> Appendix P

Of the sampled group, all mentioned the process directly or indirectly through commenting on the training from WARMTH or shift to becoming self-reliant<sup>442</sup>.

***Number of KOs involved in the organisation of the process***

All KOs were asked for their feedback during the process. Overall over 75% of the 36 made direct feedback with only a handful making no recommendations or asking for more time to think about it. Three KOs had a high level of involvement in the process arising from issues at the Indaba.

***Frequency of attendance at workshops/meetings***

There was high attendance at workshops. The number of formal contact sessions was eight, three meetings, four workshops and one Indaba with 36 structured interviews. The first five meetings each had a maximum number of 36 attendees, the sixth and seventh 37 and the final 38 giving an average of 36.5 possible attendees over eight sessions. The average number of KOs who attended was 29.3 giving an 80% attendance rate<sup>443</sup>. This is expanded upon in 5.1.3.

***Changing size of membership overtime***

The membership changed as new KOs joined the project. By December 2003 there were 38 participants<sup>444</sup>. The two kitchens which were closed during 2002/3 are not included into the total number of kitchens assessed.

***Number of groups or associations of project groups formed***

At the inception of the savings scheme, three KOs were identified to be signatories. They were chosen by the WARMTH staff on the basis of their availability, representativeness of the KO group and because they are well respected within the staff and KO group<sup>445</sup>. During 2003, this group began to also take on an advisory role and, in one case, a facilitatory role<sup>446</sup>. In addition, due to the format of workshops, 'regional groupings' of KOs were formed to provide a basis for co-operative activity<sup>447</sup>.

---

<sup>442</sup> Appendix F

<sup>443</sup> Appendix P

<sup>444</sup> Appendix P

<sup>445</sup> Researcher observation

<sup>446</sup> Researcher observation

<sup>447</sup> See Chapter 2

***Number of KOs actively involved in workshops***

The level of engagement of KOs in workshops is discussed in 5.1.3. The evidence suggests that the engagement improved in 2003 and that all KOs were participating actively.

***Total workdays contributed by KOs to workshops***

A total of seven one-day workshops/meeting, one three-day Indaba and an average two hours of interviews per/KO were contributed by 80% of the KOs<sup>448</sup>.

***Number of group members who acquired positions in organisation***

Other than the KO advisory group (three KOs), no KOs acquired a position in the organisation.

***Number to receive awards***

Within the KO sample seven of the eight received awards (see 5.2.2).

***Number of KOs who receive some kind of formal training from the project/ establish links with similar projects/internal sustainability of project***

An average of 29 KOs completed the training process with WARMTH and two KOs attended a Bake-4-Profit course in 2003<sup>449</sup>. The involvement of Bake-4-Profit and Y+YM resulted in a training partnership. The training process will continue, given WARMTH's willingness and the KOs continued requests for training support. Although no formal community partnerships were entered, many KOs play important roles in their communities. For example, both SA and LR (Uitsig) are members of PATSY (providing care in their community)<sup>450</sup>.

**Qualitative indicators:*****Internal structuring of project group***

As discussed previously, the facilitation of 'regional groups' altered the structure of the project group and laid the foundation for co-operation and inter-reliance. Inter-reliant relationships with WARMTH are imagined to be possible in the future, but not yet due to the heavy reliance on WARMTH for supplies. This is discussed further in indicator 5.1.4 and 5.2.5 in connection with 'regional groupings'.

***Format of workshops is more participatory***


---

<sup>448</sup> Appendix P

<sup>449</sup> Researcher observation

<sup>450</sup> Appendix F

There is increased active involvement of the KOs due to the shift from 'meeting' to 'workshop' format. This is supported by the training process and the staff responses on levels of participation discussed previously<sup>451</sup>.

***Allocation of specific roles to group members;***

In addition to the KO advisory committee already discussed, specific roles have been allocated to KOs within the workshops. At this stage, the role allocation is primarily logistical but the hope is that they will take on more of the training responsibility as the KOs develop<sup>452</sup>. In 2003, individual KOs were asked to provide the catering and serve the meals at workshops<sup>453</sup>. At the end of the year function, all KOs (and staff) were asked to bring a dessert to share to create a more equal basis for our interaction and sharing<sup>454</sup>.

***Emerging leadership structure and independent action undertaken by the group***

The main leadership structure in place is the KO advisory committee. The KOs would like to form a formal KO committee; this was discussed at workshops and will be facilitated in 2004<sup>455</sup>. Further, one of the KO advisory committee members (NK) requested and was allowed to address KOs before the Indaba. Her concerns were around leaving 'baggage' (issues) behind and building strong bonds between KOs<sup>456</sup>. The KO's initiative and leadership was found to be successful as she is well-respected in the group. It would not have been as successful if a staff member had done the same<sup>457</sup>.

***Formalisation of group structure and formalisation of independent identity of group***

The regional groups were formalised in training during 2003<sup>458</sup> and the KO committee will be elected and formalised in 2004<sup>459</sup>.

***KOs more involved in design and implementation of workshops***

Input from all KOs was solicited through the formal audit process, feedback forms and informally at kitchen visits. This information was then included in

---

<sup>451</sup> Appendices H and I

<sup>452</sup> Researcher observation

<sup>453</sup> Researcher observation

<sup>454</sup> Researcher observation

<sup>455</sup> Researcher observation

<sup>456</sup> Researcher observation and Chapter 2

<sup>457</sup> Researcher observation

<sup>458</sup> See Chapter 2

<sup>459</sup> Researcher observation

the planning and implementation of workshops and other interactions with KOs (see above). KOs were asked to be involved in the catering of workshops, which made them feel valued<sup>460</sup>.

***Changing nature of involvement of project group members***

The nature of the involvement of KOs has become more consultative and participatory<sup>461</sup>.

***Emerging sense of collective will and solidarity***

All of the sampled KOs indicated a desire to meet more often to share advice and ideas, specifically saying KOs 'must be the same'<sup>462</sup>. Similarly, SA noted that she would like to meet more often as she does not yet know everyone and they need to mix together<sup>463</sup>. One of the comments from the Indaba feedback from a KO was "I enjoyed the workshop so much and I learnt a lot from other people and their talents", further demonstrating the value KOs feel they get from each other<sup>464</sup>.

***Involvement in group discussions and decisions, ability to analyse and explain issues and problems and increasing ability of project group to propose and to consider action***

As discussed above, high levels of active participation were noted and, through workshops, KO regional groups discussed issues and presented outcomes to groups (e.g. Indaba minutes)<sup>465</sup>. This is demonstrated by the problem solving section of the Indaba development thinking workshops in which KOs had to think through their collective problems and produce possible solutions<sup>466</sup>.

***Changing relationship of group with project staff/group facilitators***

This is discussed in regard to the creation of symbiotic relationships between staff and KOs, and between KOs.

---

<sup>460</sup> KO Manager, Personal Communication, Appendix H

<sup>461</sup> Appendices H and I

<sup>462</sup> Appendix F

<sup>463</sup> Appendix F

<sup>464</sup> Appendix N

<sup>465</sup> Appendix O

<sup>466</sup> Appendix O

## 5.2.6 Practical outcomes

### *Workshops orientated to outcomes*

The majority of the Y+YM workshops were oriented towards helping KOs record their sales and expenditure. These records were then used for planning purposes<sup>467</sup>. In the final planning workshop, activities were orientated towards the production of a calendar for 2004 to highlight low and high sale times, birthdays and other events that require financial planning<sup>468</sup>. At the Indaba, one of the workshops was orientated towards the production of a 'dream kitchen' transforming the KOs dreams discussed in the development thinking into a physical and creative product<sup>469</sup>.

### *Learnings implemented*

This was discussed at length in regard to indicator 5.1.3 which refers to the provision of KO-relevant training. In summary, according to the feedback form and the KO Manager, many KOs have implemented their learnings and others intend to<sup>470</sup>. No KO has indicated that she feels unable to or does not want to use their learnings to improve her kitchens<sup>471</sup>.

## 5.2. 7 Plurality of knowledge

### *KO and staff knowledge integrated in quest to 'do things better' and feedback mechanisms implemented and utilised*

A staff member commented that the local knowledge of KOs was valued, "WARMTH is listening (improved) more carefully and encourages people to talk. The KOs themselves are giving value to their wealth of knowledge-solutions/answers"<sup>472</sup>. This was achieved through the audits, feedbacks, debriefing and consultation<sup>473</sup>.

---

<sup>467</sup> See Chapter 2

<sup>468</sup> Researcher observation and chapter 2

<sup>469</sup> Researcher observation

<sup>470</sup> Appendices N and H

<sup>471</sup> Appendix N

<sup>472</sup> Appendix I

<sup>473</sup> See Appendices L-O

### 5.2.8 Embracing ways of knowing beyond intellect

*Evidence that process values participants 'humanness' and facilitators demonstrate awareness of 'mood' of group and need to address issues openly*

One of the KOs said in the feedback session after the Indaba that she felt that "Our facilitators were very open and helpful- we didn't feel shy"<sup>474</sup>. Facilitators planned in consideration of the large and diverse group (language, culture, literacy and numeracy levels etc). This produced limited objectives for each workshop, allowing the 'mood' of the KOs to guide each session<sup>475</sup>. In the case that not enough time was allocated for the KOs to feel comfortable, time was set aside at the next workshop<sup>476</sup>. A key example of the researchers sensitivity to the 'humanness' of the group was how the issues arising from the Indaba were dealt with<sup>477</sup>. It was deemed so important to deal with the issues in a way satisfactory to all that a facilitation process was started with the advisory committee<sup>478</sup>.

### 5.2.9 Intentionally choosing appropriate research methods

*Methods accessible to participants, multiple languages and format of workshops integrates level of education, language and writing skills*

All the methods were accessible to participants because of interview translation and translation during workshops<sup>479</sup>. In all circumstances attempts were made to ensure forms, feedback questionnaires and contracts were in the three languages<sup>480</sup>. This occurred with varying degrees of success. For example, the contracts were only available in all three languages towards the end of 2003. However, the indaba feedback forms were sent out in multiple languages immediately. The facilitators made efforts to ascertain the levels of numeracy and literacy using the KO Manager's knowledge and later, by completing numeracy tests and assessing the recordings. This added to an

---

<sup>474</sup> Appendix M

<sup>475</sup> Researcher observation

<sup>476</sup> See Chapter 2

<sup>477</sup> See Chapter 2

<sup>478</sup> Researcher observation

<sup>479</sup> Researcher observation

<sup>480</sup> Researcher observation

awareness by facilitators of the group's mood (discussed in 5.2.8) and took account of the diverse group's needs<sup>481</sup>.

### 5.2.10 Significance/worth

#### ***Evidence that stakeholders perceive process as worthwhile and beneficial to all***

In this study the benefit to KOs is measured in terms of attendance at workshops, active participation, perceived relevance and implementation of learnings. The assumption is that, if the process is not worthwhile for KOs, they will not attend or participate in workshops and will not implement the learnings. Based on these indicators, the intervention is found to be worthwhile to KOs.

The staff felt that, overall, the feedback from all participants and staff was overwhelming positive<sup>482</sup>. The majority of staff respondents said that the attendance of KOs at workshops had increased. This is confirmed by the registers which indicate an 80% attendance rate in 2003<sup>483</sup>. The KO Manager reiterated that although she had feared they might find it difficult, KOs had adjusted, was enjoyable for them, and that they all participated<sup>484</sup>. A staff member also indicated that in 2003, "They [KOs] are more focused, eager to learn and to attend workshops"<sup>485</sup>.

Eight of the KOs indicated a high degree workshop relevance on feedback forms after the Indaba<sup>486</sup>. One KO said "The workshops that we always attend help us to improve the way of operating the kitchens. It improves our learning skills and ability to use calculators..."<sup>487</sup>. Further, the training reflected what was asked for by KOs in interviews in both 2002 and 2003 – financial, planning for the future and catering<sup>488</sup>.

---

<sup>481</sup> Researcher observation

<sup>482</sup> Appendix I

<sup>483</sup> Appendices I and P

<sup>484</sup> KO Manager, Personal Communication, Appendix H

<sup>485</sup> Appendix I

<sup>486</sup> Appendix N

<sup>487</sup> Appendix N

<sup>488</sup> Appendices D and F

The majority of the KOs who submitted the Indaba feedback form indicated that they had applied or planned to apply the things learnt in the workshops<sup>489</sup>. All of the staff respondents said that they had seen evidence of KOs implementing the learnings from workshops in their kitchens<sup>490</sup>.

One staff member suggested that the reason they rated the overall process positively, but not very positive, was that there were still some worrying things that need to be dealt with<sup>491</sup>. The example given was how donations in kind to the organisation should be dealt with by WARMTH. This highlights that there is no end point in development and that there is always room for improvement.

***Can be used by other groups/individuals***

This study can be used to give insight into similar processes. It documents a year-long intervention. It produced information useful to both WARMTH and other organisations with similar objectives, allowing them to improve their delivery.

### **5.2.11 New and sustainable infrastructure**

***Evidence that process has and will continue to result in new forms of organisation and that learnings are implemented and supported.***

The indicators show that this process will continue. Training in 2004 is being planned and relationships continue to grow<sup>492</sup>. Whether the infrastructure endures cannot be predicted, but new forms of organisation, like the KO committee are gaining momentum. The participatory and responsive nature of the intervention should ensure a high level of certainty that the process will continue<sup>493</sup>.

---

<sup>489</sup> Appendix M

<sup>490</sup> Appendix I

<sup>491</sup> Appendix I

<sup>492</sup> Researcher observation

<sup>493</sup> Researcher observation

### 5.3 Summary of Results

There was a general shift towards self-reliance within the WARMTH kitchens during the period under investigation. The evidence suggests that this will continue as KOs are supported to implement their plans. All kitchens remain to a large degree reliant on WARMTH for the majority of their supplies and maintenance although there was an increase in diversification of goods throughout the kitchens. However, there is insufficient evidence to suggest an accompanying increase in income.

The attitudes and behaviours of KOs appear to have become more developmental and all are planning for their futures. The majority of KOs felt they could be self-reliant in the future. However, most are dependant on WARMTH to provide them with loans for the equipment required. Although there are no co-operatives yet, there is support throughout the kitchens for co-operatives and it seems likely that inter-reliant relationships will be formed in the future. The positive shifts towards self- and inter-reliant behaviour were largely attributed to the intervention in 2003.

The results indicate the intervention was largely successful as a PAR process. Relationships between staff and KOs and between KOs were built up although there were some problems. Local KO and academic knowledge were combined to inform the process. However, the evidence indicates that there needs to be a higher level of information sharing with KOs. Furthermore, it appears that not enough effort was put into facilitating the involvement of KOs in the organisation's leadership structures, or to form separate groups or associations.

The evidence indicates some degree of accountability by the facilitator although the evidence is not conclusive. The KO's skills base and contribution to the process has increased but could increase further. Participation was supported and has occurred to varying degrees in all areas. However, participation is not optimal and should be furthered especially in the design and implementation of workshops.

Practical outcomes occurred and learnings were implemented throughout the kitchens. The process was sensitive to the needs and limitations of the KO group. Although efforts were made to ensure the research methods were appropriate, accessibility to participants needs to be improved. The process was found to be significant and worthwhile by all and evidence suggests that it will continue.

University of Cape Town

## **Chapter 6: Discussion of findings**

There are numerous issues that arise from the results. In this chapter I will focus on the ones that I consider to be most relevant to this thesis. The first section discusses the success of the intervention and the second section deals the intervention's adherence to PAR. Additional issues to arise from the results are discussed in the final section.

### **6.1 Success of intervention**

The first criterion of the intervention's success for KOs and the one I consider most important is the shift towards self-reliance. This is a multi-levelled shift relating to income, conscientisation (awareness/desire for change or development), diversification and inhibitors/synergies to promoting development in the kitchens. It must be reiterated that 'self-reliant' on the continuum refers to kitchens most likely be able to continue their operation successfully should WARMTH stop its support.

The evidence suggests that as a result of the intervention in 2003, there was a general increased level of self-reliance in kitchens. However, this was not the case in NM's kitchen. This KO presents severe limitations to the development of her kitchen and continues to have an extremely low income. It is important to note that of the eight KOs studied, only this KO had a low attendance at workshops and did not win any prizes at the end of year celebration. This serves to indicate that the KO is not committed to the process.

It is likely that that some of the non-sampled kitchens have also not developed. Low income is important, as kitchens cannot expand if they do not have a disposable income to buy additional goods. WARMTH must consider what can be done to help these kitchens. This means considering further the cause of the kitchen's low income and lack of expansion. Possible explanations include high levels of poverty in the community, community refusing to pay higher prices for non-subsidised line, unsuitable type of kitchen for the area, or that the KO is not interested in expanding as a business.

The shifts on the continuum need to be assessed with the realisation that the development process is cyclical. As Kaplan says, "...we move back to dependence, reassert our independence, achieve interdependence once more"<sup>494</sup>. Thus, KOs which move backwards on the continuum are not penalised as the PCD approach allows people to "be where they are". This implies that WARMTH would have to continue supporting kitchens in different stages of reliance, which might not be possible if the organisation expands. Ideally, WARMTH would like to be able to allow people to "be where they are" but their supported cannot be unlimited.

Most kitchens diversified the products they sold in 2003 and some responsibility for maintenance shifted to the KOs. The reality of all WARMTH kitchens is that they receive food supplies, cooking and cleaning equipment and have their maintenance needs serviced. Since WARMTH believes that a level of welfare is necessary in the South African context, reliance is not problematic in the short-term. However, if they continue to support kitchens to this degree, there is no incentive for kitchens to become fully self-reliant and WARMTH will not be able to expand its operation. This is not a synergistic way of meeting the needs of the community because it fails to stimulate other needs (e.g. the dignity of KOs) and will result in the continued dependence of the KOs on WARMTH.

WARMTH must make strategic decisions about the best way to decrease the direct subsidisation of kitchens as kitchens develop. This must be considered in the context of KOs having limited access to transport, facilities like telephones, and having unstable incomes, in which some level of dependence seems unavoidable. The question is: How do you facilitate kitchens' self-reliance in this context? One way is to utilise the benefits WARMTH has as a sizeable NGO and extend them to the KO group. For example, the cost benefits of bulk buying and a degree of financial security.

---

<sup>494</sup> Kaplan, 1996:28

Most KOs want more equipment to expand their businesses but very few of their incomes will allow them to do this alone. Although some want WARMTH to provide them with equipment, most indicate the desire for WARMTH to provide access to low interest loans. This may be a good way for WARMTH's role to shift from provider to facilitator.

Except for one of the sampled KOs, all supported the idea of forming KO co-operatives for buying additional goods. There is evidence this is already happening on a small scale. This is positive, since development is aimed at self- and inter-reliance through the creation of interdependent relationships.

The nature of the relationship between KOs and staff is one of reliance, but as kitchens develop, it is possible that this will become more inter-reliant. For example, the formation of the KO committee will aid co-operative decision-making allowing WARMTH to draw on KO expertise. Co-operatives are important in that they are key to inter-reliance which embodies the interdependent relationships described by Max-Neef in his conceptualisation of 'self-reliance'.

A concern with regard to co-operatives is the long distance between kitchens. The regional groups should help mitigate the effect of this, but even within groups, kitchens are not necessarily close to each other. Further, without the full 36 KOs the buying power and knowledge sharing is diminished.

The evidence does not suggest diversification was accompanied by income increases within the kitchens. In some cases, the income has dropped quite substantially. This could be as a result of poor data collection, or it may be the reverse. KOs are now more aware of what they are earning and keeping more accurate records. In addition, the continuum might hide the variation in earnings as the income from the top kitchen's. (NS) income is double that of the others in the self-reliance group<sup>495</sup>. Another possible explanation is that KOs are not pricing their additional goods to give an appropriate profit.

---

<sup>495</sup> Appendix Q

Although none of the sampled KOs mentioned pricing of additional goods to be a problem, a number of other KOs in the interviews in 2003 said they would like help with pricing<sup>496</sup>.

That kitchens can be considered 'developing' without the accompanied income increase highlights that development is cyclical and that different levels of reliance can be experienced at the same time. In this case it is conceivable that financial reliance has not increased while attitudinal self-reliance has increased.

Overall, the evidence suggests that there has been a change in attitude and behaviour of KOs to being more self-reliant and increasingly developmental. In 2003, many KO's felt that they could be self-reliant and those who did not were usually those with the lowest incomes<sup>497</sup>. The change of attitude is important, as according to Freire, people cannot change their lives without first becoming more aware of the contradictions in their current reality<sup>498</sup>. It is that of 'developing consciousness', consciousness that is understood to have the power to transform reality<sup>499</sup>. This was articulated in the KO's plans for the future which indicated a variety of dreams and goals.

All of the kitchens have plans for the future. However, some KOs think that WARMTH will continue to play an integral role in their future kitchen operation. This has implications for WARMTH. The reliance continuum provides space for these types of kitchens and it is hoped that the interventions made with KOs will continually support KOs to move towards self-reliance. Despite this, some kitchens may never develop. How will WARMTH deal with these kitchens? Will they continue to support them? At the beginning of 2004, WARMTH still sees itself in the early stages of a process and does not expect rapid change to occur. Nevertheless, they must start to plan for the eventuality of facing this issue.

---

<sup>496</sup> Researcher observation

<sup>497</sup> Appendix Q

<sup>498</sup> Freire, 1970:69 in Hendriks: review

<sup>499</sup> Freire in Smith, 1996

The KOs' perceptions of the coupon system and giving people free food are linked to developmental thinking. The coupon system provides the most needy with food vouchers through clinics, churches and the WARMTH health and nutrition project. KOs that support/ request this in their area are concerned about community poverty levels. This implies that they do not see the problems associated with people being dependant on vouchers. Whether KOs support the coupons system raises important issues. Should WARMTH be associated with this system as they move to being more developmental? And what level of welfarism is acceptable?

Further, not advocating an increase in the price means that kitchens will not be able to move towards a 'self-reliant' cost-recovery system. It is envisioned that the supply of low-cost food will continue to be provided to the poorest members of communities, with the addition of 'for profit' goods. If costs are not recovered WARMTH must continue subsidisation.

Related to the coupon system are customers who cannot afford to pay. KOs admit that if they know a particular person has no money or is ill and needs food to take medicine, they might give them free food. WARMTH has not supported this explicitly, but allows KOs to make these decisions. However, this is not in line with the move towards developmentalism and it is possible to deal with this more appropriately. For example, some KOs have produced alternative ways of dealing with this problem, by 'paying' people with food for cleaning the area around the kitchen or running errands. Another possibility is for WARMTH to investigate partnerships between KOs and other NGOs. An example of this is the selling of coupons to church groups.

The second criterion relating to the success of

not attending workshops or low commitment of the KO. WARMTH needs to investigate this further and decide on policy to deal with KOs who do not keep records.

The evidence suggests that, despite some isolated incidents, the KOs felt more valued and supported by WARMTH in 2003. Further, in the cases where KOs criticised WARMTH it can be seen that their questioning is a characteristic of asserting their independence. Kaplan's independent consciousness implies that people become critical rather than accepting their reality unquestioningly<sup>500</sup>. This indicates that those KOs questioning WARMTH are at a high level of conscientisation. As KOs move out of the dependency relationship they will start challenging other areas of control by WARMTH. The implication for WARMTH is that as KOs become more critical, they must be prepared to change their interaction as well. WARMTH must continue to be aware that as they support KOs in their development, they must develop alongside them.

In 2003 there was an increased level of sharing within the KO group and between KOs and staff. Future plans, ideas and advice have been shared through an increased number of workshops, consultations, the audits and feedback mechanisms. The KO Manager believes that this has been inadequate since KOs are not always informed of plans in advance. This is extremely important in PAR and must be addressed in the future. It is likely that in the second year of concerted intervention, this will improve as the staff and researcher's abilities increase, following the 2003 experience.

The third group of indicators of the success of the intervention relates to the training of KOs. The evidence suggests that training improved in 2003, becoming more relevant and was conducted in an interactive style. Attendance and engagement levels increased and the learning was implemented in kitchens. More individual attention will be required in the

---

<sup>500</sup> Kaplan, 1996:21, 25

future to facilitate kitchens taking their businesses to new levels and this has been planned in 2004.

The fourth criterion relates to the creation of symbiotic relationships between KOs and staff and within the KO group. It seems that these relationships grew stronger in 2003 with increased contact and respect, despite some unpleasant incidents (discussed previously). In the future, with the development of kitchen businesses, symbiotic relationships should expand to communities. It is hoped that, eventually, mutually rewarding relationships between all stakeholders (KOs, staff, CWD, donors and the community) will be entered into. In this case the researcher was also a participant and has had a mutually beneficial relationship with KOs and staff.

The final criterion of the assessment of the outcomes for KOs relates to the level of developmental thinking (i.e. conscientisation). The evidence here suggests that, in general, there was a shift towards more developmental thinking, although there is much room for improvement. There are no new actions beyond diversification taking place in the kitchens. It seems that this is the most indicative of a changing mindset since, for the change of mindset to take action, means changing the kitchen operation by expanding.

These observations highlight that the shift to more developmental practice in kitchens is extremely complicated and WARMTH must think about their changing role and what they can provide to KOs to support this process.

## **6.2 PAR adherence**

A key indicator of the intervention's adherence to PAR is the creation of symbiotic relationships which seems to have occurred to a greater degree in 2003. This has been discussed above in regard to the creation of relationships between staff and KOs and within the KO group.

PAR also requires that usable knowledge is created through the process and this is clearly evidenced by the reintegration of knowledge into the process and the use of information by WARMTH to inform their interaction with KOs.

PAR requires a high level of facilitator accountability to participants. In this evaluation, the evidence suggests that the KOs are more trusting of WARMTH in general and particularly of the facilitator(s). However, this is an ongoing process, hard to measure and needs to be continually re-evaluated. It is vital that participants feel that the process is beneficial to them and that it serves their needs; the evidence suggests that this is the case.

As discussed above (regarding empowerment and training), KOs have increased their competence to participate in the development process. Participation is a key concept of PAR and should be encouraged at each level. In this case, there are clear signs that participation was encouraged. However, limited participation beyond consultation and in workshops was achieved. This is in part due to the large number of participants in the process (36) and, more important, the large geographical scatter (from Paarl to Fishhoek). However, with the involvement of the KO advisory group and the creation of the KO committee, levels of participation should increase. Importantly, WARMTH is already supporting KO input in policy level decision-making as evidenced by the participatory contract compiling process.

PAR requires that interventions result in practical outcomes and this was achieved successfully. Workshops were geared towards outcomes and the implementation of learnings in kitchens. This was not clearly focused due to the diverse range of KOs in the group. It was suggested that smaller regional groups will meet separately in 2004 to ensure that interventions result in practical outcomes applicable on an individual basis.

Throughout this intervention there were attempts to incorporate the 'plurality of knowledge'. This was limited due to language differences and informal feedback not being recorded. Although there was a greater degree of

incorporating the KOs knowledge than before, this area still needs improvement.

WARMTH and the facilitators have been open to criticism and sensitive to the feelings of the KOs both in and out of workshops, demonstrating a respect for "ways of knowing beyond intellect". This is consistent with PAR "telling it like it is". WARMTH has not been afraid to be honest about where they are as an organisation. The process has to be driven by participants and only went as fast as people allowed it to go. A related important point is that WARMTH takes a personal interest in KOs in line with PCD thinking of interacting with participants, not just as KOs, but as 'whole people'.

Although efforts were made to ensure appropriate research methods were used, this was not achieved with conclusive success. There needs to be further efforts to ensure accessibility to participants due to the range of educational levels and languages.

The evidence suggests that the process was generally felt to be significant and worthwhile by all and that the process should continue.

### **6.3 Additional issues**

An interesting point to come out of the results is that KOs classified as "self-reliant" demand a lot from WARMTH. It possible that their demands are more noticeable within their successful business context. However, it could be that making demands, along with being critical is characteristic of a stage of independent consciousness in which they find themselves.

It needs to be highlighted that the language used by the KO Manager should be seen in context. This staff member used the words "spoil" and "lazy" to refer to KOs. It must be made clear that subtleties may have been lost in translation (from Xhosa to English) and that she is making a relative judgement to how KOs have been in the past. Further, she is intimately

involved with the individual KOs and their mutually trusting relationship gives her the space to not be afraid to "tell it like it is".

The point of this thesis is to recognise complexities of development processes and it must be seen that all the positive and negative aspects are contextual. This evaluation serves to assess the value in theoretical ideas about developmental approaches by pulling the 'concepts' down and translating into programmes of action. Further, the process allows people to stay where they are until they are ready to change. It doesn't force, but provides the tools, motivation, and support for change.

WARMTH does not address the root causes of poverty as advocated by the development paradigm. However, WARMTH's new approach contributes to a broader movement of individuals and groups that generates self-reliance in communities. The organisation's impact is not limited to the 36 KOs reached directly, but the broader community in which the kitchens operate.

## **Chapter 7: Conclusion:**

The evaluation shows that, for the most part, the intervention was successful in bringing about a developmental approach to the work of Kitchen Operators, and as a process that adheres to PAR principles.

Although the assessment of self-reliance in kitchens is multileveled and therefore hard to access, the evidence shows that there is a general shift towards self- and inter-reliant interactions. Kitchen Operators are more empowered to take control of their lives and the future of their kitchens through the interlinking of increased skills, conscientisation and support from WARMTH. These shifts were attributed primarily to the development process in 2003. However, if this is to continue, WARMTH needs to provide more support, given the limitations of progress in the context of communities. WARMTH needs to reassess its role of providing supplies and maintenance and move towards facilitating KOs to provide for themselves. Only then will the WARMTH model be truly developmental and provide space for an increased beneficiary group. The issue here is that WARMTH must take responsibility for the dependency relationship they have created and then attempt to redress it.

If this general shift towards self-reliance continues, WARMTH will be able to expand the group of kitchens they support and the communities they serve. This will result in development as the opportunities for people (KOs) to satisfy their fundamental human needs adequately will be enhanced.

Although there are kitchens that have not moved towards a greater degree of reliance, the reliance continuum and the nature of PAR allows for kitchens at all stages to be incorporated and supported. PAR's emergent nature allows for the obstacles at one stage of the process to be transformed into opportunities in a later stage. At WARMTH this has been greatly helped by the debriefing sessions after workshops and meetings and the beginning of more structured planning meetings before events.

The spirit in which WARMTH committed itself ensured that the process did not become 'window-dressing' to gain funders affections. Despite some initial resistance, the staff have continually gone the extra mile to ensure the success of the process, especially the training. Further, the staff development process empowered them to be honest with funders about "where they are at" and stand firm with their belief that their model is the best in our context.

The process was not perfect since the level of participation could have been higher. Participation was lower than ideal due to the large number of KOs over a large geographic area as well as a limited staff capacity to facilitate their integration into existing processes. However, the levels of participation are higher than before at WARMTH and the spin-offs have been positive. More plans were made through the KO committee in 2004 to include KOs at a policy making level.

This evaluation is useful in highlighting the complexities associated with translating a development process into practice. It has shown that not all eventualities can be anticipated and that interventions must be responsive and flexible. PAR is a research method that allows for this. Translating people-centred development thinking (and rhetoric) into realistic processes and procedures in an organisational context is complex and often messy but nevertheless necessary. The insight into this process can serve to inform the broader academic development debate and provide concrete examples of the issues that other organisations attempting similar processes must be aware of. Most important, it serves as a reflection for WARMTH to inform their operation in the years to come. It also serves as a reminder of how far the organisation has progressed in the last year and how far there is to go.

There are a number of areas for further research. Most important is how WARMTH is going to reduce the financial and logistical support as KOs are given increased skills to provide for themselves. It is suggested that a strategic plan be put in place, as well as a range of policy decisions, to ensure that WARMTH staff are empowered to manage the change effectively. These policy decisions will address managing kitchens that remain fully reliant. It

seems likely that, in areas where there is a need for a kitchen but no possibility for an expanded business, these kitchens would continue to operate until the circumstances change. This means that KOs might be treated differently and might find the discrepancies unfair. Investigation in this area must look particularly at the issue of income not increasing in line with increased products sold and at appropriate strategies designed to address this, since without increased income, future plans of kitchens are limited.

An additional area of research is the capacity of staff to manage this process. At the moment, WARMTH is addressing this by employing consultants to facilitate the KO development process. This is not sustainable in the long-term and capacity needs to be built into the core staff team.

The final point is that WARMTH has had to be honest about their situation of welfare practice and dependency. They must continue to be conscious of where they are and be honest about the organisation's failings and successes in order to ensure continued change. This honesty must extend to staff, to the steering committee, to donors and especially to Kitchen Operators and the wider community. As Freire said "To exist, humanly, is to name the world, to change it"<sup>501</sup>. The shift towards more developmental practice will not be possible without according respect to all stakeholders and allowing them to 'name their world' through this development process.

---

<sup>501</sup> Freire, 1970:69 in Hendriks: review

## Bibliography:

ANC. 1994. "Working Towards Basic Welfare Rights for All", ANC, A People Driven Process. In *National Social Welfare and Development Plan*. South Africa: ANC +SADEP.

Babbie, E. and Mouton, J. 2001. *The Practice of Social Research (SA Edition)*. Oxford: Oxford University Press.

Bay, C. 1990. Taking the Universality of Human Needs Seriously. In Burton, J. (ed), *Conflict: Human Needs Theory*. New York: St. Martins Press

Bradbury, H. and Reason, P. 2001. Conclusion: Broadening the Bandwidth of Validity: Issues and Choice-points for improving the Quality of Action Research. In *Handbook of Action Research: Participative Inquiry and Practice*. London: Sage.

Chambers, R. 1995. Paradigm shifts and the practice of participatory research and development. In *Power and Participatory Development: Theory and Practice*, (eds) Nelson, N. and Wright, S. 30-42. London: Intermediate Technology Publications.

De Wet, J. 2000. Introduction to Human Scale Development. In *A Study of Change and Continuity in the Worldviews of IsiXhosa-Speaking School-Leavers in Their Quest to Succeed in the World of Work Without Abandoning Their African Identity*, pp. 8-14. PhD Thesis. University of Cape Town.

De Wet, J. and Viljoen, M. 1999. *Community Groups, the Multi-Event 99 & Action research*. Cape Town: RICS, UCT.

Dick, B. 1999. *Sources of rigour in action research: addressing the issues of trustworthiness and credibility*. A paper presented at the Association for Qualitative Research Conference "Issues of rigour in qualitative research" at

the Duxton Hotel, Melbourne. Victoria, 6-10 July 1999.

<file:///C:/RESEARCH/RIGOR%20in%20Quali%20Analysis/Bob%20Dick.htm>

(accessed 25/05/03).

Fals Borda, O. 2001. Participatory (Action) Research in Social Theory: Origins and Challenges. In *Handbook of Action Research: Participative Inquiry and Practice*. London: Sage.

Fehnel, D. 1997. Donors and Development. In *Managing Sustainable Development in South Africa*, (eds) Fitzgerald, P., McLennan, A., Munslow, B. Oxford: Oxford University Press.

Fisher, R.J. 1990. Needs Theory, Social Identity and an Eclectic Model of Conflict. In Burton, J. (ed), *Conflict: Human Needs Theory*. New York: St. Martins Press.

Freire, P. 2000. *Pedagogy of the Oppressed*. New York: Continuum.

Friedman, Y. 1990. The Role of Knowledge in Conflict Resolution. In Burton, J. (ed), *Conflict: Human Needs theory*. New York: St. Martins Press.

Galtung, J., 1990. International Development in Human Perspective. In Burton, J. (ed), *Conflict: Human Needs Theory*. New York: St. Martins Press.

Gaventa, J. and Cornwall, A. 2001. Power and Knowledge. In *Handbook of Action Research: Participative Inquiry and Practice*. London: Sage.

Gosling, L. 1995. Assessment and Programme Planning. In *A Practical Guide to Assessment, Monitoring, Review and Evaluation*. London: Save the Children.

Heaney, T. *Issues in Freirian Pedagogy*

<http://www3.nl.edu/academics/cas/ace/resources/Documents/FreireIssues.cfm>,

National-Louis University site, accessed 08/12/03

Hendriks, S. (OISE/UT) *Review: Paulo Freire: Pedagogy of the oppressed*, [http://fcis.oise.utoronto.ca/~daniel\\_schugurensky/freire/sh2.html](http://fcis.oise.utoronto.ca/~daniel_schugurensky/freire/sh2.html), accessed 08/12/03

Hercules, A. 1998. *Monitoring Anti-Poverty Programmes: Input document on Indicators for The Poverty and Inequality Report* (First draft for discussion). <http://www.gov.za/reports/1998/poverty/indicatorspoverty.pdf>

Heron, J. and Reason, P. 2001. The Practice of Co-operative Inquiry: Research 'with' rather than 'on' People. In *Handbook of Action Research: Participative Inquiry and Practice*. London: Sage.

Johnson, H. and Mayoux, L. 1998. Investigation as Empowerment: using Participatory Methods. In *Finding Out Fast*, (eds) Thomas, A., Chataway, J. and Wuyts, M. 147-172. London: Sage.

Kaplan, A. 1996. Paths and Destinations. Phases of Development: Some Initial Thoughts on Direction. Chapter 2 in *The Development Practitioners' Handbook*. London: Pluto Press.

Kaplan, A. 1996. A New Stance: Integration, Interdependence and Organisational Consciousness. Chapter 5 in *The Development Practitioners' Handbook*. London: Pluto Press.

Kogan, L. 2001. Soup kitchens, women and social policy: studies from Peru. In *Debating development. NGOs and the Future*. (ed) Eade, D. 179-189. Oxfam Publication.

Max-Neef, M. A. et al. 1991. Development and Human Needs. In *Human Scale Development*, (ed) Max-Neef, M.A. 3-47. New York: The Apex Press.

Miles, M. and Huberman, A. 1994. Early Steps in Analysis. In *Qualitative Data Analysis: An Expanded Handbook*. Thousand Oaks: Sage.

Moemeka, A. 1996. Interpersonal Communication in Communalistic Societies in Africa. In *Communication in Personal Relationships Across Cultures*, (eds) Guykunst, W.B., Ting-Toomey, S., and Nishida, T. 197-216. Thousand Oaks: Sage Publications.

Neumann, W.L. 1997. *Social Research Methods: Qualitative and Quantitative Approaches*, third edition. United States of America: Allyn & Bacon.

Park, P. 2001. Knowledge and Participatory Research. In *Handbook of Action Research: Participative Inquiry and Practice*. London: Sage.

Parlevliet, M. 2002. Bridging the gap: Exploring the relationship between human rights and conflict management. Occasional Paper, *Track Two*, Vol. 10 No. 3.

Patel, L. 1992. *Restructuring Social Welfare: Options for South Africa*. Johannesburg: Raven Press.

Putter, L., van Es, A. and Elsley, T. 2002. *Towards a Developmental Approach*. Unpublished.

Romm, N. 1996. Critical theory as a way to understand development. In *Reconstruction, Development and People*, (eds) Coetzee, J.K. and Graaff, J. 196-219. Johannesburg: Thomson Publishing.

Roodt, M.J. 1996. "Participatory development": A jargon concept. In *Reconstruction, Development and People*, eds. J.K. Coetzee and J. Graaff, 196-219. Johannesburg: Thomson Publishing.

Smith, M. 1996 *Conscientization*, <http://www.infed.org/biblio/b-consc.htm>, accessed 08/12/03

## Appendices

- Appendix A** Financial data 2002 and 2003
- Appendix B** Notes from Discursive Workshop with WARMTH KOs 2002
- Appendix C** Interview Schedule: In-depth interviews with WARMTH KOs 2002
- Appendix D** In-depth interview summaries and assessment of sampled WARMTH KOs 2002
- Appendix E** Interview Schedule: In-depth interviews 2003
- Appendix F** In-depth interview summaries and assessment in terms of the continuum of reliance of sampled WARMTH KOs 2003
- Appendix G** Summary of In-depth interview with WARMTH Programme Manager
- Appendix H** Summary of In-depth interview with WARMTH Kitchen Operations Manager
- Appendix I** Staff Questionnaires and summary of responses, December 2003
- Appendix J** Documentary Sources- summary of WARMTH in CWD Annual Reports 1996-2003
- Appendix K** Report: Kitchen visit to Masiphumelele January 2004
- Appendix L** Observation of maintenance system at WARMTH 2003
- Appendix M** Summary of Indaba Feedback 2003
- Appendix N** Additional Indaba Evaluation Forms 2003
- Appendix O** Minutes from Development Thinking Workshop at Indaba 2003
- Appendix P** WARMTH KO Attendance 2003
- Appendix Q** Comparative Analysis of Sampled Kitchen 2002-3
- Appendix R** Summary of WARMTH entries in CWD Annual Report 1996-2003

**Appendix A Financial data 2002 and 2003****2002 29 kitchens**

Full Reliance Inc < exp	Pre-partial reliance Inc ≥ exp	Partial Reliance Inc > exp	Self-Reliance Inc sign. > exp
Westlake OV3	Site C K1	Uitsig G4	Masiphumelele OV2
Kleinberg OV1	Silver City K7	Bloekombos G3	Site B Clinic K2
Crossroads G11	New Rest G16	KTC OC G12	Wesbank G19
Egoli G17	Parkwood P1	Samora Machel G13	
Harare K6	St Gabriel's G6	Mbekweni P4	
Elsies River G3	KTC Clinic G7		
Heinz Park G14	Macassar K5		
Site B K0	Manenberg G1		
Witsands P5	Guguletu G5		
	RSC day Hospital G8		
	Malawi Camp G10		
	Barcelona G15		

It should be noted that the average expenditure / kitchen / month varies quite considerably between kitchens. In 2002 almost R3400 is spent on one kitchen, 50% of kitchens (inter-quartile range) received stock valued between R1555 and R2129 per month. A quarter of kitchens received between R1200 and R1555, and a last quarter between R2130 and R2777.

The minimum and maximum expenditure on a kitchen, excluding the single instance of R3400 (non-outlier range), are R1200 and R2777 respectively.

**2003 35 kitchens**

Full Reliance Inc < exp	Pre-partial reliance Inc ≥ exp	Partial Reliance Inc > exp	Self-Reliance Inc sign. > exp
Uitsig G4	Manenberg G1	Elsies River G3	Malawi Camp G10
Guguletu G5	Heinz Park G14	KTC Clinic G7	KTC Orthodox G12
St Gabriel G6	New Rest G16	Town 2 K4	Samora Machel G13
RSC Day Hosp G8	E505 K3	Macassar K5	Lusaka G18
Phola Park G9		Mbekweni P3	Wesbank G19
Crossroads G11			Site B Clinic K2
St Clements P5			Lotus River P6
Barcelona G15			Masiphumelele OV2
Egoli G17			
Site B K0			
Site C K1			
Harare K6			
Silver City K7			
Tafelsig K8			
Bloekombos P2			
Witsands P4			
Kleinberg OV1			
Westlake OV3			
Parkwood P1	unknown income		

## Appendix B Notes from Discursive Workshop with WARMTH KOs 2002

---

Framework of workshop:

Questions:

1. Ndicela usicacisele ubanika ntomi abantu kwelo khitshi lakho?
1. What do you provide for your community through the kitchen?
2. Ingaba unanjongo zini ufuna ukuzi phumeza kwelo kitshi lakho?
2. Goals of the kitchen operation?
3. Ingaba usebaonzan ngoku bhakiselete ekufunanam ukitya amanzi namanze nombane?
3. How do you acquire your resources?
4. Uzibona uphi njemgono khitshi kwiminyaka emithathu eyozo?
4. The goals for the next 3 years?
5. Ucinga ukuba uWARMTH engakunceda njau ukuze ubengino kitshi ongiomo?
5. How can WARMTH help?
6. Ingxaki zokutua
6. Problems.

The following paragraphs serve as a summary of the each group's discussion.

### Group Red

*NS, MP, MD, JS, NV, NL and NK.*

There is a strong sense of wanting to help their community especially the sick, poor and unemployed. The KOs wanted to help people to help themselves, focusing on self-development and community development. These tendencies were especially strong in NS, MP and MD.

All the KOs showed a heavy reliance on WARMTH for basic supplies, but all of the group members bought at least some extra supplies for their kitchens. Most notably NS, who has a wide range of products.

Most of the groups members expressed a will to either improve their skills and resource base and or to expanding their operations in terms of product base and kitchen assets.

Loans were shown to be the most significant need for all of the group members, as well as tables and chairs, and benefits for the KOs.

Theft seems to be a major problem, and concern was expressed about the inefficiency of the coupon system. Another problem that emerges strongly among all groups is people wanting food for free.

### Group Purple

*SL, ML, VG, NW, NM and NT*

This group was shown to be relatively diverse in their outlook. Some of the KOs held strong views on development of their community and their kitchen while others felt insecure about their circumstances and did not feel ready for any type of change in the near future.

All of the KOs in this group rely on WARMTH for supplies but also buy a few extra ingredients themselves. This shows that they show an interest in improving their serve and or expanding their product range. Taking pride in their work can be seen as the beginning stages of developing a more conscious KO. However, the KO's in this group felt that their goals were hindered by their own financial circumstances as well as those of their communities, "We do not see ourselves going anywhere because cost of living is too high and our food prices are standing still at 60c and 20c."

Given this statement all of the KOs felt that the food prices should be raised. However this conflicts with the problem of people in their communities that are too poor to pay even the 60c. Among the other problems that were raised in the discussion were, theft and the minimal supplies that they receive from WARMTH.

Sometimes feel ill equipped to deal with client's problems.

**Group Green**

*MHS, LA), TD, PT, LN and ZL(Retiring).*

This group consisted of both new and old KO, the divisions between them were apparent. The more experienced KOs had higher ambitions while the new operators could not foresee any further development of the kitchen in the near future. Some of the new KOs were making as little as R17 a day. This has informed their inability to see the business potential.

The group shared their views that their role was to provide cheap food for poor and unemployed and building a sense of community. The three strong voices that emerged were those of MHS, LN and LN, the rest of the group was very quiet.

A number of the KOs in this group were relatively business-minded, expressing the will expand product range and start businesses like bakeries and fisheries, while other felt it more important to continue with the service unchanged.

MHS expressed interest in getting involved with community health projects to help TB and AIDS patients, but remains very welfare orientated.

Some group members were interested in training in accounting and catering, while the new KOs were still finding their feet.

The KOs identified problems including:

- Lack of skills
- Gangs
- Unemployment
- Dealing with people who have been abused and not having the skills to help
- Drugs
- Lack of equipment

**Group Blue**

*AS/MR, FL, JK, EK, LR and SA.*

This group was relatively welfare orientated, wishing to provide cheap, healthy food for poor, unemployed and sick.

Some of the member only wanted more facilities to continue running their kitchen like they have been run in the past, while others expressed a will to expand and diversify towards a more business-like operation.

Only one of the members bought extra supplies and ingredients, which highlights an apparent lack of initiative in the group.

Most of the KOs wanted to better their premises, and only two expressed an interest in running a "serious business".

The KOs in this group felt that WARMTH should continue to operate in the same way as it has done in the past.

One of the major problems shared by the group members is that of crime. All the kitchens have been broken into, except for FL's, EK's and LR's.

**Group Black**

*RG, VN, NH, LC, DP, AL, LH and VT.*

Despite the group's feelings that their main role is to provide food to the community, this group was relatively advanced in their business thinking. Each of the KOs expressed interest in running businesses like a spaza, coffee shop or fishery.

LC, RG and AL source and pay for their own electricity and water. This illustrates Showing a relative independence from WARMTH. They also noted that they would like to receive training. Saying, WARMTH can help us by, "Teaching us how to manage our finances, continuing and improving savings scheme and continuing to provide funeral contributions.

The KOs all noted that their major problem was a lack of supplies.

## Appendix C Interview Schedule: In-depth interviews with WARMTH KOs 2002

---

### Interview Schedule (KOs)

**- To be administered and interpreted by interviewer**

- Introduce and contextualise interview to address expectations and fears of the interviewee.
- Resist using the word 'independent' at any point during the interview.

1. What is yr first language?
2. What language/s can you read and write?
3. What language/s can you speak and understand, but not read and write?
4. Your ideas on what you think you could sell to customers beyond soya on a day-to-day basis/What would you (the KO) like to sell beyond what you currently sell?
5. Do you have an assistant/s?
6. Do you pay them in cash? How much?
7. What do you think you could charge more for the standard meal? How much?
8. What is the price of yr other meals (meat, chicken etc if applicable)?  
If not applicable, what do you think your customers would pay for a meat and/or chicken meal?
9. What do you struggle with most as a KO?
  - Tracking money
  - Ordering and obtaining supplies
  - Paying staff
  - Safety
  - Understaffing
  - Up keeping premises and equipment
  - Saving
  - Other... specify
10. What do you use the money you make from the kitchen for and roughly what proportion is used for each of those things? (on the understanding that the operator is free to some degree to dispose of that money as they see fit)
11. How many do you support (family, household etc)?
12. What skills do you currently have which facilitate you running the kitchen?
13. What training would you most like access to?
  - Bookkeeping
  - Sourcing inputs
  - Other
  - Basic education (numeracy and literacy)?
14. What material resources do you have at the moment?
  - Transport
  - Tables and chairs
  - Electricity
  - Water
  - Security (ability to store safely)
  - Pots, plates etc
  - Signage
  - other
15. What material resources would you most like to have?
  - Transport
  - Tables and chairs
  - Electricity
  - Water
  - Security (ability to store safely)
  - Pots, plates etc
  - Signage
  - other
16. What are the primary needs of your community- that are/are not being met by you/WARMTH?

17. Are there other needs of your community (beyond food) that you think you could service?
18. What are the special features of your area/community that help you operate successfully?
19. What are the special features of your area/community that prevent you from operating successfully?
20. How would you describe your area? Tick all those applicable
- Informal
  - Built
  - New settlement
  - Established settlement
  - People are mostly employed
  - People are mostly unemployed
  - Mostly children and young people
  - Mostly adults
21. Are most of the people who buy from your kitchen? Proportions?
- Adults
  - Children
  - Senior citizens
  - Unemployed
  - Employed
22. Do most customers live very close to the kitchen?
23. Do most of your customers come to you because you are close to a special place (school, station, industrial area, taxi rank, other shops etc)?
24. Roughly how much is your turnover per day?
25. Do you open on a Saturday and/or Sunday?
26. Do you open on public holidays?
27. How do you think WARMTH could help you run the kitchen beyond subsidising the basic meal, gas and rent?
- Answer without prompting
- Follow up prompts:
- Training
  - A bigger range of subsidised foods
  - Servicing equipment and premises
  - Access to loans
28. Would you like to meet more with the other kitchen operators? Why/why not.
29. Do you think a co-operative made up of all the operators could perform the same role as WARMTH? Why/why not.
30. Can you imagine your kitchen being self-reliant?
31. What could WARMTH do better (that it does already)?

## Appendix D In-depth interview summaries and assessment of sampled WARMTH KOs 2002

The interviews with WARMTH KOs in 2002 below are summarised and categorised according to the reliance continuum.

### Group: Full reliance

#### 1. Kitchen: Crossroads (MHS) G11

Kitchens were placed at 'full reliance' on the continuum if their estimated monthly income (from the survey data) was substantially lower than the average monthly expenditure on the kitchen by WARMTH. The Crossroads kitchen earns substantially less (approximately R700 per month) than the amount WARMTH spends on it (approximately R1800). MHS estimates her daily income as R25 and since she opens Monday to Saturday that would make her monthly income between R600 and R750 per month, confirming the survey data's estimate. MHS has someone to help in the kitchen but compensation is in the form of food and not money.

Occasionally MHS sells fish for R1 and fishcakes for 50c, but her attempts to sell a chicken meal for R5 and a sausage meal for R4 were unsuccessful as few people could afford it. She stressed that the kitchen is situated in an area that is so poor that even the 60c subsidised meal costs is too much for some people and thus increasing the price is not an option. MHS raised a point that reoccurs in several interviews, that there is a culture of giving food to people who are hungry but have no money. The operators talk of 'knowing their community' meaning they know who is genuinely hungry and has no money. There are indications that there is a moral obligation to provide for someone they know to be in this situation. MHS said she likes to cook and is not lazy but people do not have the money for food that costs more.

MHS spoke of a next year/3 year plan with specific reference to coupons for HIV/AIDs patients and more nutritious foods for these customers (food they cannot afford). This raised the issue of 'skollies' in the area with MHS indicating that any expansion brought with it the danger of attracting unsavory characters, e.g. she says that if she were to stock paraffin or sugar it would be assumed that there was money on the premises. A spin-off of this issue is the idea of moving away from a community kitchen and to establishing a spaza or more commercial operation.

MHS says she does not struggle much with running the kitchen. However, she indicated that she might be wasting her time since the earnings are so low. It seems that her operation is more of a service than a source of income although MHS is using the money she earns to support 6 family members including herself.

The Crossroads area comprises both formal and informal housing with most of the residents being unemployed. The majority of the kitchen's customers live close to the kitchen and many are children from a nearby school. MHS questioned the value of getting business skills training when the community has no money. She would rather have a space with a nice floor (not dusty) for people to sit and eat. She has access to both water and electricity (which she runs to the kitchen from her home). She also has a fridge that allows her to sometimes sell homemade ginger beer in summer.

MHS expressed an interest in meeting with other operators to share experience, problems, ideas and projects. She suggests that WARMTH could give the kitchen operators wages instead of a food subsidy.

#### Inhibitors of development

- community poverty
- risk of development bringing attention.

This kitchen fits well in the fully reliant category.

#### Emerging ideas

Investigate the possibility of giving kitchen operators wages and them paying WARMTH for the supplies they want.

## 2. Kitchen: Elsie's River (SA) G3

This kitchen's estimated income is marginally less than average expenditure per month. SA estimates her daily income to be about R70 and R100 on Thursdays when she sells curry-bunnies. In addition she receives about R200 every two weeks from the coupons she cashes. Thus, the kitchen earns between R1520 and R1900. SA has someone to help her in the kitchen twice a week whom she pays according to how much is sold.

SA is already selling curry bunnies in addition to the subsidised meals. However, she sees the shop across the road as being an obstacle to selling additional good like sweets. She says that no increase in the cost of the food is possible and sells large cups of soup at 50c and the curry bunnies at R1. The kitchen operates a coupon system and local social workers send people to the kitchen.

SA feels WARMTH does a lot for her. She would like to meet with the other operators more often to get to know each other. She expressed an interest in the formation of a co-operative of KOs for bulk buying but she doesn't know whether becoming self-sustaining is possible since WARMTH supplies the bulk of the produce.

Inhibitors of development:

- local shop
- community poverty
- lack of desire on part of KO

This kitchen fits well in the fully reliant category. As the KO exhibits all the characteristics of one at this marker in our model. She unconsciously relies on WARMTH for all forms of support, and expresses little initiative or willingness to change the way that her kitchen operates.

**Group: Pre-partial Reliance****1. Kitchen: Manenberg (EK) G1**

EK's kitchen was placed on the continuum in the group of pre-partial reliance because the expenditure of WARMTH on the kitchen is roughly equal to the estimated (based on the survey data) income of the kitchen. In this case, the income of the kitchen is about R1900 per month and expenditure is about R1700 per month.

EK has diversified the products sold to include vetkoek (50c); snoek rolls (when available, at R5) and curry bunnies (R2.50). She would like to include sweets and suckers in the future. Unlike some of the other kitchens, there are no other shops near by.

The kitchen employs one assistant at a basic of R60 per week regardless of how much the kitchen earns. EK estimates the kitchen's daily income at R60 which since she opens only 5 days a week would give a monthly income of R1200 which is quite a bit lower than that estimated from the survey.

EK's experience of running the kitchen is very positive as she expresses no problems in the running of the kitchen. She indicated that WARMTH fixes everything and she takes part in the savings scheme. This is her experience despite earning considerably lower than some of the other kitchens, this may be because she is not responsible for supporting her family financially. Out of her earnings she buys the snoek and flour necessary to make the other goods she offers.

EK sees that knowing how to cook many different types of foods as a benefit to her running the kitchen but would like some training in management or bookkeeping to supplement this. Currently she has water but no electricity, which she would like in the future.

EK sees the people in her community as being very poor and in need of free food. She notes that the coupon system is not operating in her area and that means that the sick and elderly people cannot get food from the kitchen. The school grounds where she is situated brings a lot of her customers and many people travel quite far to get to the kitchen as there are no other shops nearby.

EK sees a lack of respect for property and gang violence as being obstacles to running the kitchen. People steal the plates and cutlery and often shooting prevents people from accessing the kitchen.

The area of Manenberg that the kitchen is in is mainly formal housing with backyard shacks. EK estimates that 60% of the population is unemployed. Most of her customers are adults buying food for their families. She says that many of these clients are unemployed and living on child maintenance grants.

EK is very grateful for what she receives from WARMTH. She would like access to loans to increase the amount of resources she has. She thinks that meeting with kitchen operators more often would be useful as they can share experience and ideas. She sees the distance between kitchens as being a problem and is not interested in forming a co-operative. She sees the kitchen being self-sustainable as possible but not definite.

The Manenberg kitchen earns very little above what is spend on it by WARMTH despite selling a number of goods other than the subsidised meals. At this point plans for expansion are limited. It is possible that there is less initiative for this kitchen to further expand since it is not a main source of income for the operator.

Inhibitors of development:

- The area is very violent.

This kitchen fits well into the pre-partial reliance group given it's earning and the level of diversification of products as well as the attitude to further development of the KO.

Emerging ideas

- investigate possibility of voucher system.
- possible management training.

## 2. Kitchen: Silvercity (NM) K7

NM's kitchen earns almost exactly what is spent on it by WARMTH, thus it was placed in the pre-partial reliance group. NM estimates her daily income to be between R30-40 which is less than the estimated monthly earnings based on the survey data. She only hires an assistant when she is very busy or sick with whom the money is shared.

Sometimes, the kitchen sells fish but usually nothing more than the subsidised meals. NM would like to sell vetkoek, chicken feet and fish in the future. NM is using a sizing system for the subsidised meals: a large plate is R1; medium is 50c and a small plate for children is 30c.

NM sees her low earnings as an obstacle to diversifying her product range. She is using her earnings to support her family- 5 members in total.

NM sees knowing her community as useful to the running of her kitchen but would like access to catering training to further facilitate this. She currently uses the electricity from a nearby crèche and has a fridge and running water.

NM's area is very poor with many unemployed people. In some ways this prevents the kitchen operation, as people want free food. She sees her kitchen as a place for the poor. The community oversees the centre where her kitchen is and everybody knows about it. The area is mostly informal and newly formal housing with many young people and a high prevalence of AIDS and TB. Her clientele are mostly families from the area but some come from further away. Some of the customers are brought from the clinic in a taxi and since there is no voucher system she does not charge them so they can take their medicine with food.

NM would like to meet with the kitchen operators more often as she can gain experience from them and thinks a co-operative between kitchen operators would help. However, she would like to receive a basic pay from WARMTH.

This kitchen fits quite well in the pre-partial reliance group given the level of productivity of the kitchen but the ideas of the KO indicate that a shift to partial reliance is likely in the near future.

### Emerging ideas

Assess usefulness of sizing system for pricing meals and replicate if deemed positive.  
Investigate voucher system with nearby clinic.

### 3. Kitchen: Macassar (RG) K5

RG's kitchen is often referred to as a very successful kitchen as a result of 'tourist business'. However, according to financial survey data collected through the Annual Survey in 2002 she earns only about R1000 more than WARMTH spends on her – WARMTH spends more on this kitchen than any other (her estimated monthly income was about R4000 with WARMTH spending just under R3000 on the kitchen each month). RG estimates her daily income at R150 that would be between R3000 and R3750, which corresponds to the estimate from the survey. Interestingly despite being held up as one of the more successful kitchens the survey data from this and last year also indicated a low turnover on the day of the survey.

The kitchen is in an informal but established area with most residents being unemployed. According to RG, all sorts of people use the kitchen with people coming from near and far some are tourists and local councilors. In this regard the kitchen is well situated as it is close to the town council and a school. The tourists are charged the same price as the local people for the meals, although a previous report indicated that sometimes RG receives tips in addition the standard charge.

RG shares her income with her one assistant and puts R50 in her bank account every week and being involved in the WARMTH savings scheme at R50 per month. She is using her earnings to support herself and her two children.

RG's kitchen does not cook anything other than the subsidised meals. She tried cooking a meat meal to sell for R5, but she ended up making a loss as people only wanted to pay the subsidised meal cost. She would like to sell meat stew and bread at cost price in the future. RG says that she could not increase the price of the subsidised meal as she would be threatened. She has some of the old WARMTH signs inside the kitchen with the set prices on- she sees this as inhibiting as people hold her to what is on the signs.

RG says she struggles the most with getting supplies and she often runs out of food. On top of this there is a lot of crime in the area with spazas often getting robbed. She has water and electricity but no transport, tables or chairs. She has already been on a baking training course but would like to do further catering courses and a course in money management.

RG would like more communication from WARMTH and between the kitchen operators. She indicated that prior to 1998 the kitchen operators had to pay for their own food. She feels that it was better that way as the operators were forced to be more disciplined and responsible. Although she sees the subsidy as good she says they receive less food than before which is a problem. She would like to meet more regularly with the other operators to share ideas and problem solve. She has been thinking about forming a co-operative with other operators with teams of 5/6 to share business knowledge. RG thinks that her kitchen can become self-sustaining as she has done it before.

RG does not seem overly ambitious in what she sees her kitchen selling in the future. However, this could be attributed more to difficulties in the community than to her own thoughts on the direction of the kitchen. Investigation into what the community would want to buy from the kitchen and what they are prepared to pay needs to be undertaken. The idea of 'regional' kitchen operator co-operatives that RG has suggested seems more realistic than all the kitchens joining a co-operative. As one of the more established kitchens with a history of paying for the food itself it would seem that becoming more self-supporting should not be ideologically difficult. It is perhaps an experience that should be shared with the newer operators.

Inhibitors to development:

- Community attitudes towards increasing the subsidised food prices and resistance to paying higher prices for non-subsidised goods.

This kitchen would probably fit better in the partial reliance group in terms of the KO's attitude however due to community limitations and low income she remains in the pre-partial position.

Emerging ideas

Investigate the possibility of removing the 'misleading' sign.

Investigate regional co-operatives

**Group: Partial Reliance****1. Kitchen: Mbekweni (NV) P4**

Mbekweni was originally put in the partial reliance because the income of the kitchen exceeded the expenditure by WARMTH on the kitchen but not significantly. WARMTH spends approximately R2000 per month on this kitchen and the kitchen earns an average of R4000 per month according to estimates from the survey data.

Currently NV is selling a chicken, vegetables and rice meal in addition to the subsidised goods. She would like to sell cool drinks and fruit next year. She has previously tried to sell meat and pap but it was not successful as the pap was difficult to keep warm. She thinks that the price of the subsidised meal could increase to no more than R1 and the chicken meal from R5 to R6. But she notes that only those employed, like the teachers and clinic nurses can afford the R5 meal at the moment.

NV employs one assistant with whom she shares the earnings of the kitchen each week. They serve about 200 meals per day and estimate their earnings as R100 p/day and R150p/day when they serve the chicken meal. NV uses this money to buy groceries, saving it until the end of the month when she pays schools fees and other accounts. She supports her 6 family members including 4 children's study costs as although her husband works she receives very little of his earnings.

NV sees her biggest problem as not getting enough groceries with delivery every 25 days she always runs out of food before the new stock arrives. She estimates this gap to be 5 days. As a result she is using her own money to stock up on oil, rice, vegetables although the soya and soup seems to last long enough.

WARMTH told NV that she was 'wasting' food and to decrease the amount of rice from 15kgs to 10kgs so that the food will last. NV says she doesn't struggle with tracking the money the kitchen earns as she does not keep a record. Security had also been a problem, but there is now a security guard on the premises (CWD compound). Alice from CWD has been helping with the kitchen's upkeep, e.g. electricity in the kitchen for a light since the kitchen's budget used to be under her, but it is not any longer.

NV would like to gain some bookkeeping skills, but is concerned about her eyesight being poor. She indicated that she would like to learn English as she left school at standard 5 and to have more cooking training and help accessing goods. At the moment she has water supply but only electricity for a light- there is not plug. She would like to have a fridge, a stove to bake as well as a shelter for her customers with tables and chairs. NV would like WARMTH to give her an end of year bonus (financial). She would also like samp and beans to be supplied in summer to make a sour drink.

NV finds the Mbekweni people to be very supportive and give her lots of praise. The kitchen only started 07/01/02 and she wants to see what will happen next year as she makes her business and to see if people will continue to support her. Mbekweni is an informal area with some built houses and some shacks. Most of the community is unemployed and there are lots of young people- often involved in drugs and crime. When the kitchen opens at 10 a.m. there is a long queue of adults, then the children come between 10:30 and 11. Mostly the customers' come from near by and the surrounding areas. NV says there is a need for another kitchen in the area. She also notes that they need to set-up a voucher system, especially for the TB patients as the two clinics nearby refer their patients to the kitchen.

NV indicated she would like to meet with the kitchen operators more often to advise each other and gain experience and was interested in the idea of forming a co-operative. She is willing to become self-sustaining. She wants to lift the standard of the kitchen next year to make it more sustainable than it is now. She is interested in accessing loans.

The site has a food garden on it with which they plan to feed the sick, specifically AIDS patients. They also receive a sponsored delivery of vegetables from Pick and Pay on Thursdays but they do not deliver the same vegetables every time.

Despite being a new kitchen, the Mbekweni kitchen does seem to fit the category of partial reliance. This is because in some ways NV is keen to become self-sustaining but in others she wants a lot of help from WARMTH. One of the prime obstacles seems to be, NV doesn't know how much the kitchen earns and she needs to get training to combat this. Despite this the kitchen seems to earn quite well even though they do not sell an extensive range of goods. NV's ideas to sell a sour drink made of sap and beans seems realistic and appropriate. NV's outlook to becoming self-sustaining seems very positive and this needs to be encouraged by facilitating her expansion (e.g. loan for fridge).

This kitchen is well placed in the partial reliance group, but is likely to move into self-reliance in the next year if the KO's plans are enabled.

Emerging Ideas:

- Track growth of food garden and look into replicating
- Book-keeping training
- Investigate possibility of electricity plug points, then negotiate loan agreement for fridge.
- Look at how much the kitchen receives from WARMTH and P+P in comparison to other kitchen selling a similar amount of meals per day and re-assess deliveries.
- Consider increasing price of subsidised meal since operator thinks it is possible.
- Look into co-operative buying of fruit and cool-drinks.

**Group: Self-reliance****1. Kitchen: Wesbank (JS ) G19**

Wesbank was originally put in the category 'self-reliant' because the kitchen's estimated monthly income exceeded the expenditure on the kitchen by WARMTH by just over R2500. The information gained in the interview confirmed this with the kitchen operator estimating her weekly income as being between R500 and R600. This would, however, indicate less of a profit than estimated from the survey data. The kitchen has no system for wages, but there is a regular assistant (the operator's son) whose pay is dependent on how much the kitchen earns. The kitchen operator occasionally cooks a meat and pap meal that she sells for R3. However, she indicated that the price of the subsidised meal was 'right' at 60c. She is using the money she earns to buy the additional goods, to save, pay school fees and generally support her family of seven (her husband works at the school where the kitchen is situated). She would like to increase the number of goods she sells to include sweets, biscuits and bread (at a low price).

JS indicated that the things she struggles most with as a kitchen operator is getting enough gas to run the kitchen and tracking the money earned. She sees herself as being organised and having a good relationship with the community. She would like to have more cooking skills, specifically baking and to learn some business skills. Currently the kitchen receives customers through word of mouth. The kitchen does not have electricity, but the water pipes are currently being installed. They have never been broken into. JS feels she needs to get a shelter for the children on the community side of the kitchen and more plates and spoons. She would also like access to transport.

JS sees her kitchen as well-placed making it easy to sell the meals. Wesbank has both formal and informal housing and is occupied mostly by unemployed people with more children than adults. The people using the kitchen are often older people, unemployed and tend to live in Wesbank. She would like to open on Saturdays as well, but does not have the gas supply to do so. Currently she opens on public holidays. She would like more money from WARMTH so that she can help more people by giving away food. She would also like WARMTH to get her access to loans and to training to learn how to bake.

JS thinks that meeting with the other kitchen operators more often is good idea in order to share information and ideas. She thinks that forming a co-operative with other operators could mean they can get goods cheaper. She thinks that her kitchen could become self-reliant if it can afford to. As the situation stands, she would like more food and gas from WARMTH.

Given this information, it seems that the Wesbank kitchen is on the path to becoming self-reliant. The kitchen operator has taken the initiative to sell more than the subsidised meal that she pays for out of her profit; she has also indicated a desire to diversify products further. However, she does not see increasing the price of the subsidised meal as an option. JS is willing to take loans for the equipment she will require and already belongs to the savings scheme. She is keen to join a kitchen operator co-operative and is not afraid of becoming more self-reliant. Given the set-up of her kitchen and the poverty of Wesbank as well as the high amount of meals sold per day, her demands for more gas; food; a shelter and more plates and spoons seem reasonable. In conclusion, the need and the incentive for her to expand her business are there. Therefore, a plan for how WARMTH can facilitate this expansion needs to be looked at.

Inhibitors to development:

- Idea of part of aim being to give away food.

This kitchen is well placed in the self-reliance group. It seems likely that the kitchen will grow to be increasingly self-reliant from WARMTH and enter a relationship of interdependence with other KOs and WARMTH.

Emerging ideas:

- Assess amount of food and gas being given to the kitchen in comparison to how much they sell and then look at increasing supply.
- Negotiate loan agreement for shelter
- Once loan for shelter has been paid off investigate running of electricity lines- try and get school to recognise kitchen's worth and negotiate a deal with them.
- Access to cheap plates and spoons that can be easily identified as kitchen- owned.
- Secure appropriate training for JS incorporating baking and business skills. Training for JS can be in Xhosa or Afrikaans only

University of Cape Town

## 2. Kitchen: Masiphumelele (NS) OV2

NS's kitchen was also classed as self-reliant due to enormous difference between WARMTH expenditure on the kitchen and the average monthly income estimated from the survey data (expenditure= +/-R1900, income =R14200). According to NS, the kitchen earns approximately R600 per day that would make her monthly income only slightly below the estimate (about R12000 p/m) since she only opens 5 days a week (although she would like to open on the weekend).

NS has diversified her product range substantially to include soya pies; soya burgers (also from WARMTH soya supply); mutton, chicken and beef stews; samp and beans; pap (but not everyday); vetkoek; crisps; cool-drink; pens; pencils- although her stock of non-cooked goods is relatively low. She indicated during the interview that she would also like to sell fish and chips for which she would need a deep fryer. When asked what other non-food stuffs she would like to sell, she said that the school children had asked for the pens and pencils and would also like tippex and glue.

NS employs a number of on-off casuals as necessary and one permanent assistant who is paid a rate of R350 per month. She indicated strongly that the community could not afford a price increase on the subsidised meals as they are mostly not working and some can only bring maybe 50c. She highlighted the need for patients especially TB patients who need to eat with their tablets – the clinic next door used to give them money for food, but not any more. NS needs to speak to the clinic about the possibility of a voucher system.

NS sees safety as a problem and so she has to bank everyday. She has a car, but needs to learn to drive. She is involved in the saving scheme, but would like help with her other saving. All the money the kitchen makes goes into one bank account from which goods are bought and salaries paid at the end of the month. What is left over is NS's from which she pays 3 sets of school fees monthly and supports her 6 family members helped by her daughters and husbands earnings.

NS see her ability to cook and have a good relationship with the community and her staff as being her major skills which help her run the kitchen. She would like to have access to driving lessons and accounting skills training (including numeracy). NS has a lot more resources than many of the other kitchens including a car; two fridges; a microwave and electric. She thinks the kitchen needs some of the big pots replaced; tables and chairs for outside and a deep fryer.

The community according to NS needs to have a clinic or hospital open on the weekend. She sees that as being a big crime and drug problem and as a result the community needs a mobile police station. The area is both formal and informal and has existed since 1990. The people in the area are mostly unemployed and young. The kitchen serves all types of community members and mostly the unemployed although they may be involved in on-day casual jobs, they come from close and from Ocean View.

NS thinks she could play some sort of advocacy role in the community like speaking to the clinic to get a hospital set-up and there is a possibility of a kitchen network through the Valley Development Project centre in which she is situated.

NS would like WARMTH to get her access to flour, maize and fish- for which she is willing to pay as well as access to loans for equipment. Although NS says she enjoys the kitchen operator meetings she would not like to attend more often as she is too busy. The meetings are good to generate ideas, advise each other and share mistakes. NS thinks that a co-operative would be a good idea and can see her kitchen being self-reliant in the future. She is satisfied with the current service provided by WARMTH.

The interview with NS confirmed that her kitchen is on the more self-reliant side of the continuum and will continue to expand. NS has taken a lot of initiative to develop as far as she had and her ideas to create an even better kitchen are well formulated. She obviously knows her community and what they will buy but is realistic about what they can afford. She has shown a great deal of concern for the patients taking medication and there was talk of her

receiving a monthly fee for feeding them. NS has clear ideas about what she needs to expand and is willing to pay for or take loans to get what she wants, her concern over finances would be settled if she received training in accounting. NS appears to earn an enormous amount in comparison to other operators and would be in a position to pay back loans.

Inhibitors to development:

- Uncertainty over her numeracy skills makes NS seem a little suspicious of income when she is off ill/away- she may be too concerned to take leave to get the training she needs.
- Money is not safe of the property and supplying additional equipment may cause more problems (the kitchen was broken into the day before the interview),

This kitchen is well placed on the reliance continuum and is likely to become increasingly independent of WARMTH.

Emerging ideas:

- Investigate possibility of voucher system, especially with regard to clinic.
- Source supply of fish, flour and maize
- Supply accounting training
- Identify suitable driving school and negotiate terms
- Check pots are in condition to cook hygienically
- Investigate secure tables and chairs for loan agreement- check with Valley Development Project about space.

NS is the highest earning kitchen operator and has by far the most diversified product range. This could indicate a positive relationship between diversification and income.

## Appendix E Interview Schedule: In-depth interviews 2003

### WARMTH AUDIT 2003:

Interview Schedule (KOs)

- **To be administered and interpreted by interviewer**

- *Introduce and contextualise interview to address expectations and fears of the interviewee.*

- *Try not to use the word 'independent' at any point during the interview, the aim is a process towards self-reliance not independence.*

- *Assure KO that WARMTH is in a process of rethinking the way it operates. As the integral part of WARMTH we are surveying KOs so that all the information necessary is obtained to make informed decisions.*

### A. PHYSICAL RESOURCES:

\*Only ask costs of \*\*d items\*

	ITEM	IN KITCHEN (Y/N)	NUMBER IN KITCHEN	PURCHASER	CONDITION OF ITEM	ESTIMATED COST
1	POTS					*
2	STOVES					*
3	BUCKETS					
4	STORAGE BINS					
5	GAS TANKS					*
6	WOODEN SPOONS					
7	SERVING SPOONS					
8	BROOM					
9	MOP					
10	DUSTPAN AND BRUSH					
11	STEEL TABLE					*
12	CHOPPING BOARD					
13	PEELER					
14	KNIFE					
15	GRATER					
16	SOUP LADEL					
17	ENAMEL AND STAINLESS STEEL BOWLS					
18	POLYSTRENE PLATES					
19	SPOONS (PLASTIC)					
20	YOGHURT CUPS					
21	KITCHEN CONTAINER					*
22	WONDER BAGS					
23	STOOL					
24	CUPBOARDS					
25	SHELTER					*

26	SECURITY (ABILITY TO STORE SAFELY)					
27	KITCHEN SIGN					
28	SPONSER SIGN AND SPONSOR					
29	KETTLE					
30	FIRE EXTINGUISHER					
31	FIRE BLANKET					
32	FRYING PAN					
33	ANYTHING ELSE SUPPLIED BY WARMTH?					
33	ADDITIONAL (NOT PROVIDED BY WARMTH)					
33.1	TRANSPORT (your own or access to)					
33.2	FRIDGE					*
33.3	FREEZER					*
33.4	OVEN					

Estimate cost of entire contents and container \_\_\_\_\_

34.

34.1 What material resources (that you do have) would you like more of? Please list

34.1.1 How much do you think this items cost?

34.1.2 How would you be able to pay for them?

34.1.3 Do you think getting a loan to pay for items is a good idea?

34.1.4 If yes

34.1.4.1 Do you think you could keep up with the loan repayments?

34.1.4.2 What would happen if you did not?

34.1.5 If not

34.1.5.1 Why not?

34.1.5.2 Have you had experience with loans before?

34.2 What material resources (that you don't already have) would you most like to have/

Please list.

34.2.1 How much do you think this items cost?

34.2.2 How would you be able to pay for them?

34.2.3 Do you think getting a loan to pay for items is a good idea?

34.2.4 If yes

34.2.4.1 Do you think you could keep up with the loan repayments?

34.2.4.2 What would happen if you did not?

34.2.5 If not

34.2.5.1 Why not?

34.2.5.2 Have you had experience with loans before?

35. Do you have electricity?

35.1 If yes:

35.1.1 How was it connected?

35.1.2 Who paid for connection?

35.1.3 Who pays the electricity bill?

35.1.4 Approximately how much does it cost per month?

## 35.2 If No:

- 35.2.1 Would you like to have electricity? And why?
- 35.2.2 What is your main obstacle to getting electricity?
- 35.2.3 Do you have an idea of how much it would cost per month?

## 36. Do you have running water?

## 36.1 If yes:

- 36.1.1 How did you get access to running water?
- 36.1.2 Who paid for the connection?
- 36.1.3 Who pays the bill?
- 36.1.4 How much does it cost per month?

## 36.2 If No:

- 36.2.1 Would you like to have running water? And why?
- 36.2.2 What is your main obstacle to getting water?
- 36.2.3 Do you have an idea of how much it would cost per month?
- 36.2.4 How do you currently access water?
- 36.2.5 What does it cost you? (either payment for water or for someone to fetch it).

## B. HUMAN RESOURCES:

## B1. Information about KO:

1. What is your first language?
2. What language/s can you read and write?
3. What language/s can you speak and understand, but not read and write?
4. What is your highest level of education?
5. Are you comfortable with basic numeracy?/ Would you like more help with adding and subtracting?
6. Training
  - 6.1 WARMTH training:
    - 6.1.1 Did you undergo training when you became a KO?
    - 6.1.2 What did the training involve?
    - 6.1.3 What other training have you done through WARMTH?
  - 6.2 Have you done any other training since leaving school?
7. What skills do you currently have which facilitate you running the kitchen?
8. What training would you most like access to?
  - Basic education (numeracy and literacy)?
  - Bookkeeping
  - Sourcing inputs
  - Other
9. What do you struggle with most as a KO?
  - Tracking money
  - Ordering and obtaining supplies
  - Paying staff
  - Safety
  - Understaffing
  - Up keeping premises and equipment
  - Saving
  - Other...specify
10. Do you have an assistant/s?

## B2. Information about helper(s)

1. What is your first language?
2. What language/s can you read and write?
3. What language/s can you speak and understand, but not read and write?
4. What is your highest level of education?
5. Training
  - 5.1 WARMTH training:
    - 5.1.1 Did you undergo training when you became part of WARMTH?
    - 5.1.2 What did the training involve?
    - 5.1.3 What other training have you done through WARMTH?
  - 5.2 Have you done any other training since leaving school?

6. What skills do you currently have which help you in the kitchen?
7. What training would you most like access to?
  - Bookkeeping
  - Sourcing inputs
  - Other
  - Basic education (numeracy and literacy)?

#### C FINANCES (back to KO)

##### C1 GENERAL:

1. Do you know how much money your kitchen earns each week/month?
2. How do you keep track of how much your kitchen earns?
3. If you have an assistant, do you pay them?
  - 3.1 If yes, do you pay them in cash? How much?
  - 3.2 Do you pay yourself a salary?
    - 3.2.1 If yes:
      - How much?
    - 3.2.2 If no:
      - How do you remunerate yourself?

##### C2 BANK ACCOUNTS:

1. Do you have a bank account?
  - 1.1 If Yes
    - 1.1.1 How many?
    - 1.1.2 What types of accounts are they?
    - 1.1.3 What are the uses of each account?
    - 1.1.4 How often do you deposit/draw money from each account?
    - 1.1.5 How did you go about setting up the account? (i.e. did you receive help from a family member/friend/WARMTH staff etc.)
    - 1.1.6 Do you pay your accounts from any account?
  - 1.2 If No:
    - 1.2.1 Does any member of your household have an account?
    - 1.2.2 Do you deposit the money you make from your kitchen in anyone else's account?
    - 1.2.3 Do you think having a bank account would be useful to you?
    - 1.2.4 How would you go about setting up a bank account?
2. If no account or account not used for kitchen monies:
  - 2.1 Where do you keep your earnings safe?

##### C3 USE

1. What do you use the money you make from the kitchen for and roughly what proportion is used for each of those things? What do you use the money earned primarily for?
  - 1.1 supporting family/household members
  - 1.2 savings
  - 1.3 buying goods for kitchen
  - 1.4 school fees
  - 1.5 transport
  - 1.6 Other
2. Who is the primary earner in your household?/ How many people do you support with your kitchen earnings?

##### C4 SAVINGS SCHEME:

1. Are you involved in the savings WARMTH savings scheme?
  - 1.1 If YES:
    - 1.1.1 How much approximately do you save each month?
    - 1.1.2 Would you like to save more money each month? (If yes, why are you not saving more?)
    - 1.1.3 What do you intend to do with your savings?
    - 1.1.4 Do you ever draw money from your savings account? (If yes, for what purpose?)
    - 1.1.5 Do you know (approximately) how much your current balance is?
  - 1.2 If NO:
    - 1.2.1 Why not?

- 1.2.2 If because new KO, Would you like to be part of the scheme?
- 1.2.3 What benefit do you think you could get from the scheme?
- 1.2.4 What do you think the main thing you would spend your savings on would be?

#### C5 GOVERNMENT GRANTS:

- 1. Do you receive any grants from the government?
  - 1.1 If yes
    - 1.1.1. How much and for what?
    - 1.1.2 Did you find this grants easy to access, how did you go about it?
  - 1.2 If no:
    - 1.2.1 Are you eligible for any grants you are not receiving and why are you not receiving it?

#### D KITCHEN BUSINESS:

- 1.Meals served
  - 1.1 About how many soya and rice meals do you think you serve each day?
  - 1.2 About how many cups of soup do you serve each day?
- 2. Many days a week do you open the kitchen? Opening hours?
  - 2.1 Do you ever open on a Saturday or Sunday?
  - 2.2 Do you ever open on a public holiday?
- 3. Are there any special times other than these opening hours that you open the kitchen?
- 4. Servings
  - 4.1 How many servings do you get out of a pot
    - 4.1.1 Of stew
    - 4.1.2 Of rice
    - 4.1.3 Of soup
  - 4.2 Serving size (based on large serving spoon)
    - 4.2.1 How many spoons of soya in a serving?
    - 4.2.2 How many spoons of rice in a serving?
    - 4.2.3 How many ladles of soup in a cup? (based on std ladle size)
- 5. Additional goods:
  - 5.1. What additional goods do you sell
  - 5.2. How much do they cost you?
  - 5.3 How much do you sell them for?
  - 5.4 Where do you get them?
  - 5.5 Your ideas on what you think you could sell to customers beyond soya on a day-to-day basis/What would you (the KO) like to sell beyond what you currently sell?
  - 5.6 Where do you think you could get these goods from?
  - 5.7 How much do you think you could charge for these goods?
- 6. Do you know how much WARMTH pays for the food it delivers to you?
  - Soya
  - Rice
  - Vegetables?
- 7. How long has kitchen been open/ how long have you been the KO?
- 8. How would you describe your kitchen?
  - Very busy
  - Busy
  - Not so busy
  - Quiet

#### E FUTURE OF KITCHEN:

- 1. What would you like your kitchen to look like in 5 years time?
- 2. and in 10 years?
- 3. Can you imagine your kitchen being self-reliant?
  - 3.1 What do you think you need to do to fulfill these dreams? (answer without prompt)
  - 3.2 Follow-up prompt:
    - 3.2.1 Training/skills
    - 3.2.2 Equipment

**F CO-OPERATIVES:**

1. Would you like to meet more with the other kitchen operators?
  - 1.1 If Yes, Why?
  - 1.2 If No, why not?
2. Do you know the KOs working in your area? (confirm/share this info.)
3. Do you think it would be possible to buy goods as a co-operative with other KOs for cheaper prices?
4. Do you think a co-operative made up of all the operators could perform the some of the roles WARMTH currently plays?
  - 4.1 If yes, why?
  - 4.2 If No, why not?.

**G COMMUNITY:**

1. What are the primary needs of your community- that are/are not being met by you/WARMTH?/ What are the biggest problems your community faces?
2. Are their other needs of your community (beyond food) that you think you could service?
3. What are the special features of your area/community that help you operate successfully?
4. What are the special features of your area/community prevent you from operating successfully?
5. How would you describe yr area? Tick all those applicable
  - Informal
  - Built
  - New settlement
  - Established settlement
  - People are mostly employed
  - People are mostly unemployed
  - Mostly children and young people
  - Mostly adults
6. Are most of the people who buy from your kitchen? Proportions?
  - Adults
  - Children
  - Senior citizens
  - Unemployed
  - Employed
7. Do most customers live very close to the kitchen
8. Do most of yr customers come to you because you are close to a special place (school, station, industrial area, taxi rank, other shops etc)?
9. What kind of customers buy the goods that are not subsidised?
10. Do you think there will always be a need for subsidised foods in your community?
11. Do you think your customers could afford to pay more for the subsidised meal?
  - 11.1 If yes, how much?
  - 11.2 If No, why not?
12. Do you always charge for each meal served?

**H RELATIONSHIP WITH WARMTH**

1. What could WARMTH do better (that it does already)?
2. How do you think WARMTH could help you run the kitchen beyond subsidising the basic meal, gas and rent?  
(Answer without prompting)
  - 2.1 Follow up prompts:
    - Training
    - A bigger range of subsidised foods
    - Servicing equipment and premises
    - Access to loans

**I ACCESSING GOODS:**

1. Where do you buy the food your family consumes?
  - in community/stand/stall/spaza
  - in town
  - at factory shops
  - at market
  - other
2. Where do you buy the goods that you sell in your kitchen other than the subsidised range?
  - in community/stand/stall/spaza
  - in town
  - at factory shops
  - at market
  - other
3. How do you get to the shops?
  - walk
  - taxi
  - bus
  - someone helps you by buying it
  - other
4. Do you have any suggestions of where you or other KOs might be able to get affordable access to additional goods?
5. If not school based kitchen, ask: Any questions/ feedback you would like to give us?

**J SCHOOL BASED KITCHENS ONLY:**

1. Do you have a community window (as well as a 'school' hatch)?
  - 1.1 If yes
    - 1.1.1 Which is busier?
    - 1.1.2 Which do you make more money from (given different pricing of food)?
  - 1.2 If no:
    - 1.2.1 Why not?
    - 1.2.2 Would you like one?
    - 1.2.3 How much do you think it would cost?
    - 1.2.4 Do you think this cost would be worth the benefit to you?

Finally: Any questions/ feedback you would like to give us?

## Appendix F In-depth interview summaries and assessment in terms of the continuum of reliance of sampled WARMTH KOs 2003 (audit process)

---

### Interviews with selected kitchen operators 2003

#### Group Full Reliance

##### 1. Kitchen: Crossroads (MHS) G11 (12/07/03)

MHS estimates that the kitchen earns between ±R40-50 p/day. She counts the money and writes it down daily. She doesn't pay her daughter, but buys her the things she wants. She pays for the goods for the kitchen then the rest is MHS's- about ±R230p/week. MHS has a pep bank savings account. She uses it to purchase groceries. This was easy to set-up and she only needs R50. She keeps the money from the kitchen safe at home. The primary uses of the money earned in the kitchen are food for family; school fees (still haven't finished paying school fee). The KO is the primary earner in the house- Nonjongo helps, but doesn't live at home- she supports 5 people. MHS is saving with the WARMTH scheme saving R50p/m. She would like to save more but doesn't have the money right now. She will use her savings for clothes for kids and back to school things. She does draw from the account- did so in April for an emergency (funeral). Her current balance is R200. MHS receives one child support grant of R160p/m which was easy to access.

The kitchen sells about ±40-50 soya and rice meals a day and ±35 cups of soup. They are open Monday to Saturday between 8 and 6 and Saturday 8-4. They don't open on a Sunday but do on a public holiday. They open on a Saturday as the community says "stomach has no holiday". They make 2 big pots of stew and 1 big pot of rice; 1 medium pot of soup each day. For 60c customers get 1 spoon of rice and 1 of soya and for 20c one ladle of soup. The kitchen also sells fish (bought for r30 and sold R1 p/piece); chicken feet potjie (cost R30+spices and sol 50c p/foot). These are purchased from WARMTH and the small businesses in the community (butchery). They purchase a bucket of salt every three days for R1,20; spice R1,20 daily; 2 packets cayenne pepper R1p/pkt- R15 p/month. She would like to sell vetkoek; and spaza shop groceries. She thinks she could get these from a wholesalers. MHS buys the food for her family at a wholesalers or J+K, she buys her additional goods in the community; she gets a taxi to the shops. She suggests KOs buy as a co-operative from wholesalers e.g. spices. MHS thinks a bag of soya from WARMTH cost R30; rice R30 and vegetables - potatoes R30 and cabbage and carrot R14p/pocket. The kitchen has been open for 4 years with MHS as the KO. She describes the kitchen as busy.

In addition to the material resources supplied by WARMTH, MHS has supplied the kitchen with: a Fridge (estimated cost ±R700) with small freezer; access to a stove to bake; 1 gas tank (KO) and plastic pint cups for soup). MHS estimates the total cost of her kitchen ±R30,000. MHS would like another medium pot (estimated cost ±R100); plastic pints and plastic plates (estimated cost ±R30) and a bigger gas fridge and freezer (estimated cost ±R1000). She thinks she could pay for the pot out of her savings at the end of the year (but would prefer WARMTH to help); get the plates and pints on lay-by but says the fridge would require more planning. She does not think getting a loan would be a good idea as she is already overloaded financially and the interest would make it worse- she has never had experience with loans before.

In the future, MHS would like shelves (for a spaza as there is no shop close by and there is a demand for it); she also wants to have the splash-plate moved to make space for shelves. She thinks the shelves will cost ±R200 and she would be able to pay for them bit-by-bit – she could make an arrangement with a person from the community- she doesn't think a loan would be a good idea.

The kitchen does not have electricity; MHS would like electricity because it is dark in the kitchen and it would mean she could get in earlier; usually people ask her to stay open later as they are working and don't get back in time to buy food- it's dark by 6pm. The main problem in getting electricity is that the Tsotsis steal the wire- they have tried several times. The kitchen has running water paid for by WARMTH and connected by the council. MHS

thinks WARMTH pays the monthly bill, but she is not sure and doesn't know how much it costs.

MHS's first language is Xhosa and she can read and write in Xhosa and English. She can write a little Afrikaans. Her highest level of education is std 10. She says she has no problem with basic numeracy. MHS underwent training when she became a KO and learnt how to cook the food. Her advice to a new KO would be to be punctual; dedicated to the work and always to try and improve. She has done no other training with WARMTH but has done first aid; trauma and epilepsy training since leaving school.

MHS says that she has a good approach to the clients- trying her best to cook for their community exactly what they need which helps her run the kitchen. She would most like access to cooking and baking training. She says the hardest things about being a KO is that her kitchen is not at her home and the clients come late and it is too dangerous to close later- it would be better if she had space to move the kitchen to her yard, but there is no space. Her daughter- Nonjongo is her assistant who works in the kitchen everyday.

In the future (5years), MHS would like to develop a spaza shop – a big shop with takeaways. In 10 years time she would like to continue with her work. She does not see her kitchen as being self-reliant- can't run it alone, she will be running with WARMTH, She says this depends on where WARMTH will be- if supporting us. In order to reach her dreams she says she must try harder and try to invest in the kitchen. She will need shelves and a fridge.

Crossroads is mostly an informal established settlement. Most people are unemployed and most residents are adults and senior citizens. MHS says the biggest problem in Crossroads is unemployment. She doesn't think she can play a role in the community above the kitchen- she used to be active- AIDS support group in church – founding member. The kitchen is well supported due to the high levels of poverty but is hindered because of the crime which makes it dangerous. Mostly adults and the unemployed buy from the kitchen. Most live close by but some come from far. The kitchen is far away from other operations like schools and shops. The same kind of customers buy the subsidised and non-subsidised goods. MHS says there will always be a need for subsidised food in the area as people are not working. She says her customers could not afford to pay more for the meals and soup as most people do not work. She always charges for every meal served, but sometimes there are TB people who need food and have no money.

MHS would like to meet more often with the other KOs- to share everything- she says they can't get through without the others and gets a lot from the sharing. She knows Nloyiso, Nosikhumbuzo; Nomonde; Nomatile and Daphne working in the area. She thinks KOs could buy goods as a co-operative for cheaper prices- it's right she says and will be cheaper. She also thinks KOs could play more of the roles WARMTH currently does.

MHS says she will need to think about what WARMTH could do better, She would like to be moved to the taxi rank.

This kitchen was categorised a full-reliance in terms of the financial and the other preliminary indicators. Although the kitchen serves additional meals they are relying on WARMTH to provide them to access to fish and only sell chicken feet in addition. However, they would like to sell more and do put some money (e.g. for salt) back into the kitchen. The KO indicated she would like WARMTH to help her buy additional equipment and does not see herself being able to run the kitchen without WARMTH.

## 2. Kitchen: Silver City (NM) K7 (12/07/03)

The amount of money the kitchen earns fluctuates, but is about R200 p/week. The KO daily adds up the earnings and again at the end of the week. She buys some ingredients with the money and then keeps the rest (about R120p/w). NM has a Standard bank savings account which she uses to save- for emergencies. She deposits money in it every month and draws it out when there is an emergency. A family member helped her set up the account. She pays her burial association contribution from the account. NM uses the money she earns in the kitchen to support her household; to save and spends just under half on goods for the kitchen. NM is involved in the WARMTH savings scheme, saving R50 /month (sometimes R100). She would like to save more but cannot due to limited funds. She intends to educate her child and her sister's child with the savings. She only draws from the account at the end of the year. The current balance is R350. The KO is not receiving any government grant and does not think she is eligible.

NM estimates that she serves 400 serving spoons of rice and soya each day and about 200 cups of soup. The kitchen is open Monday-Friday between 8am and 5pm. She never opens on a Saturday and Sunday but does on a public holiday. There are no other times that the kitchen is open. The KO estimates that she can get 200 servings out of a pot of stew and 200 servings out of a really big pot of rice. She gets about 100 servings out of a pot of soup. There is one spoon of soya in a 60c serving and 1 of rice. There is one soup ladle in a cup for 20c. NM also sells vetkoek. She buys flour for R48, salt at R1,50 (small packet), yeast at R1,50 and a 2kg sugar at R11 (bought at Shoprite). She using the oil supplied by WARMTH. She charges 40c for a small sized vetkoek. She would like to also sell chicken feet; ice blocks; cool drink (dolly licks) and biscuits. She is not doing this because she doesn't have the money to buy the goods. She thinks could sell biscuits 10c each (small); chicken feet at 50c and 20c dolly licks. NM buys the goods her family eats in town at P+P. She buys the ingredients for additional goods she sells at Shoprite. She takes a taxi to get there. She suggests that KOs can get affordable goods to sell at Shoprite. NM estimates a bag of soya WARMTH supplies at R80, rice at R70 and potatoes at R40 p/bag.

In addition to what WARMTH supplies the kitchen with NM has supplied 2 buckets. The KO has been running the kitchen for 6 years- took over from Mandisa. Most of the things in this kitchen are in relatively good condition. Except, the mop, the chopping board and the wonderbags. The kitchen doesn't get polystyrene plates from WARMTH. The Kitchen has a fridge which was supplied by WARMTH. Everything except the two buckets was purchased by WARMTH. NM estimates that the container with everything inside would cost R20,000. She estimates a replacement fridge to be R7000. NM would like another frying pan, she estimates that it would cost R150 and she could pay for it in installments, but she doesn't think getting a loan to buy one would be a good idea. This is because she thinks it is hard to pay back a loan. She has never taken a loan before. The KO would most like a bigger fridge in order to sell meat. She thinks this will cost over R10,000 and thinks that getting a loan for this would be a good idea and she could pay in installments. She thinks she could keep up with the loan repayments and that she would be taken to jail if she did not.

This kitchen has electricity – the connection was paid by the kitchen sponsor (I+J) but the KO pays the monthly bill of approximately R10p.m. This kitchen has running water, the connection was paid by the sponsor but the KO doesn't know who pays the water bill or how much it is- she doesn't pay.

The KO's first language is Xhosa and she can read and write in both Xhosa and English. She can understand and speak but not read or write Sesotho. Her highest level of education is grade 12/std. 10. She is comfortable with basic numeracy. NM did not undergo training when she joined WARMTH and has not done any other training through WARMTH. Since leaving school, she has done some HIV and home based care training. She would like access to training to improve her cooking skills. The KO is sure what skills she has which helps her run the kitchen and couldn't think of anything she struggles with. The kitchen does not have an assistant.

NM would like to make her kitchen very nice, but she is still thinking about it.

According to NM the community of Silver City's primarily wants free food. She doesn't see herself as being able to service any other needs of the community. The community support helps her run the kitchen and nothing prevents her from operating successfully. The area of Silver City is a built, new settlement where most people are unemployed and mostly children and young people. Most of the clients to the kitchen are children and most clients live close to the kitchen. The kitchen is near a taxi rank. Mostly employed people [confusion- also said the same people] buy the non-subsidised goods. The KO hopes that in the long run subsidised meals will not be needed in Silver City. NM doesn't think her customers could afford to pay more for the subsidised meal because of the high rate of unemployment, However, she always charges for every meal served.

NM would like to meet more often with the other KOs because there is more experience to be gained from them. She knows who the other KOs operating in her area are and think they could access cheaper goods collectively. She doesn't think that a co-operative of KOs could play some of the roles that WARMTH does as it is too expensive.

NM would like WARMTH to give KOs money to buy other stuff to sell as well as providing training. She cannot imagine her kitchen being self-reliant.

This kitchen fits well in the fully reliant category as it earns significantly less than the average expenditure on kitchens and sells limited additional goods (one using WARMTH products) with the KO providing a limited contribution to the kitchen in general. There are signs of development but in general it fits the fully reliant criteria.

## Group Pre-partial Reliance No kitchens

### Group Partial Reliance

#### 1. Kitchen: Elsie's River (SA) (04/07/03)

SA estimates the kitchen earns from 70-100-120 p/day. She keeps track of the money by putting it in different bowls- she counts it at midday, at 2 and at 4 and then writes it down. She pays her assistant depending on how much is earned in the kitchen. After that she puts aside money for the kitchen and the rest is for her. SA has an ABSA savings account, but this is not related to the kitchen. The kitchen money is kept safe at home. The money from the kitchen is for the personal use of the KO. SA is not the primary earner in her house there are 4 people working with 5 people in total. SA is part of the WARMTH savings scheme, saving R100p/m. She would like to save more and is going to. She uses her savings for special occasions and to educate her child. She also belongs to a savings club at the centre. SA is not receiving any grants from the government and she is not eligible.

SA estimates that she sells 140/150 plates of soya and rice each day (including people buying with coupons) and 60-80 cups of soup. The kitchen is open Monday to Friday between 7:30 and 4pm (or later if there is food left). It never opens on the weekend or public holidays, but sometimes she will cook for events at the hall or the school. SA makes 2 big pots of stew, 1 big rice and 1.5 big pots of soup each day. For 60c, clients get 2 spoons stew, 2.5 spoons rice and for 20c a small cup of soup. \*She gives more to those people in need (e.g. AIDS sufferers). The kitchen also sells vetkoek (sold for R1); chicken curry (R2.50); donuts (M+T, 50c); curry bunnies with beef mince (R1,50 and R1 with soya). She sells these at the school and to the nurses. She makes about twice the price in profit. The ingredients are bought from Foodworld. In the future, SA would like to make fish and chips etc- but the community can't afford it. SA buys the food her family consumes at Shoprite and P+P. The goods for her kitchen are bought at Foodworld. SA walks to the shops. SA estimates that WARMTH pays about R200 for soya; R30 for rice, R90 a wk on potatoes; R15 onions; R15 carrots; R40 cabbage- a total of R160p/w on vegetables. The kitchen has been open 8/9 years with SA as the operator for 4 years (she was at the Uitsig kitchen for a year). She describes the kitchen as busy, but not so busy on a Friday.

In addition to the material resources supplied by WARMTH, SA has access to the fridge and freezer in the centre (estimated cost R800 second hand). SA would like better quality pots; spoons and Wonderbags. She thinks a large pot with cost R400 which she could pay through lay-by. She does not think getting a loan would be a good idea as she doesn't believe in borrowing money. She has not had experience with loans before.

Kitchen has electricity – in centre- paid for by WARMTH in rent.  
The kitchen has running water- in centre- paid by WARMTH in rent.

SA's first language is Afrikaans and she can read and write in English and Afrikaans. Her highest level of education is std 8 and she is fine with basic numeracy. She did not undergo training when she became a KO as she took over from Valerie and had worked with LR in Uitsig. She has done no training through WARMTH or since leaving school. SA says that she likes cooking, baking and has experience with working in the community- all of which help her run the kitchen successfully. SA would most like access to catering/cooking training and does not struggle with anything as an operator. SA has an assistant 3 times a week- Mr Le Grange.

SA likes being the centre, but in the future would like to be an independent kitchen, she asks "will the centre be here?". She can imagine herself being self-reliant. To fulfill her dreams she says she must work harder, make more money and different foods. To do this she says she will need more catering training. She would like to open a spaza shop, but can't as there is a shop opposite. She would like to bake small cakes anyway.

SA says the biggest problem in her community is unemployment. She is a member of PATSY which provides care in the community. The regular supporters, the school and the coupon system at the clinic helps her kitchen be successful. A nearby shop with which she is competition and the church distributing free soup and food on a Friday makes the success of

the kitchen more difficult. Elsie's River is a built, established settlement where people are mostly unemployed and of all age groups. Most of the customers live close to the kitchen since it's situated in the middle of the community. She is close to a clinic and school. The nurses and school teachers tend to buy the non-subsidised foods. SA thinks there will always be a need for subsidised foods in her community. She thinks that customers could afford to pay more- but it must be less than R1 as some can't even afford the 60c. SA charges for every meal served but sometimes not 60c.

SA would like to meet with the other operators more often as even now she does not know everyone and they need to mix together. She knows LR and MD working nearby. She has talked to other operators about the possibility of buying as a co-operative but they all do different things. SA thinks operators could perform some of the roles WARMTH does if they work together as they can then make a difference.

SA has no complaints about the service WARMTH offers her. She suggests giving operators access to additional goods at cost like beans and macaroni would be beneficial.

SA indicated her concern about leaving her young son to attend the training at the Indaba.

This kitchen was categorised partial reliance in terms of both the financial and other preliminary indicators. The kitchen earns marginally more than the average spent on kitchens and has diversified to include a curry bunnies; vetkoek and chicken curry. Despite this there are indications that the KO would be able to be self-reliant and she is not dependant on WARMTH to access equipment. However, there is a low level of conscientisation indicated by a welfare approach to handing out free food and resistance to increasing the price of the set meal. As such, the kitchen is not placed in self-reliant but is well placed in partial reliance.

## 2. Kitchen: Manenberg (EK) G1 (26/08/03)

EK estimates that the kitchen earns ±R70 p/day and more on fish days. She takes the money, pays her assistant buys whatever she needs for the kitchen and the rest is hers. She pays her assistants R15 p/day- she needs to talk to them about it as the income fluctuates. She does not have a bank account and does not think one would be useful to her. She is not in need of a safe place to store her earnings as there is none left to keep safe. The money from the kitchen is primarily spent on supporting household members; saving (R50p/m); buying good for the kitchen; transport money for her daughter in grade 8. Her husband is a pensioner and they support 4 people on their income. EK is involved in the WARMTH savings scheme saving R50 p/month. If she had it she would like to save more but not at the moment. She intends to pay school fees (R500) and use the money she has saved at the end of the year. She never draws from the account. Her current balance is about R400/500 as she skipped for two months. She is not receiving any grants from the government and is not eligible. Her husbands' pension is from Transnet.

EK estimates that the kitchen serves more than 100 soya and rice meals each day and the soup sales vary between 50 and 150. the kitchen is open Monday to Friday between 8 and 4/5. Tried to make food on Sunday as well but her husband is not keen to come with her to the container in the winter- so she sometimes dishes it from her house. She has opened at other times e.g. for a tournament at the school. Each day, the kitchen cooks 2 medium and 2 medium pots of rice and soya and 1.5 large pots of soup. There is one spoon of rice and one of soya for 60c and 1 ladle of soup for 20c. The kitchen also serves vetkoek (60c)fish (snoek platter R7); chicken curry (R5) bean curry (sugar beans R1with rice- bag of sugar beans 10 packets R34.90). they also buy bones to put in the soup. Most of the goods are bought from Shoprite. In the future she would also like to sell suckers (sweets and crisps) and create a SPAZA. She thinks she could buy these goods from Elite Warehouse. EK buys the goods for her family at Shoprite- she gets a taxi there. She thinks KOs could access reasonably priced additional goods from Elite. EK estimates WARMTH delivers bags of soya worth R240; rice R29/38; R100-200 per week on vegetables. The kitchen has been open 1 year 8months with EK as the KO. She describes it as busy but quiet in the school holidays.

In addition to what WARMTH supplies her kitchen with, EK has supplied: a storage bun; buckets; crates; mugs and plates as well as access to fridge and freezer at home if necessary. EK estimates that the total cost of the entire kitchen to be between R9 and 10,000. EK would like an extra medium pot which she estimates to cost ±R110. She would be able to purchase this on lay-by. She does not think that getting a loan is a good idea but would rather try to generate the money by selling something. She has never had experience with loans before. In the future, EK would like a fridge (estimated cost ±R1500-1700 good fridge second-hand at furniture shop, e.g. DEFY).; microwave and an electric kettle. She would go and speak to the people at the shop and make a six month account; generate money and pay in installments. It would not be worth getting a loan due to the interest.

The kitchen does not have electricity; EK would like electricity as when she comes early in winter it is dark and the food is not prepared on time. She needs to get an extension from the electricity pole- she needs a special cord to go through the iron container or get a lead run from the school. She estimates it would cost about ±R50-60 p/m and she would use it for 'emergencies' only. The kitchen has running water – this was connected by WARMTH and the school pays the bill (although the programme manager was supposed to come and sort this out with the school).

EK's first language is Afrikaans and she can read and write English and Afrikaans. Her highest level of education is Std 7 (started but did not complete std 8). She thinks that her adding and subtracting skills are fine BUT she finds recording difficult. She was trained when she became a KO which included going to different kitchens to observe. Her advice to a new KO would be to mix the soup powder before putting it in the pot. With WARMTH she has been attending the Y+YM workshops. Since leaving school she was with SHAWCO or 5 years- worked with community social worker; did ELRU training (child minding; seniors club) and ran a crèche. EK says her ability to cook well helps her run the kitchen effectively. The feedback from the community is good and she has built up a relationship with them. She would most like access to training on book-keeping and baking. The most difficult thing about

being a KO is dealing with drunk and difficult customers; and burglaries which cause her anxiety. EK has two assistants.

In 5 years time EK would like to see her kitchen having a veranda with tables and chairs (secured in the ground). In 10 years time she would like to be in extended premises with a shop and takeaways- open late "ROAD HOUSE". She can imagine being self-reliant "this is my business". In order to do this, EK thinks she must put in more work- walk the extra mile e.g. open on a Saturday and diversify the goods she sells more. She will also have to get baking and bookkeeping and management training (currently her daughter is helping with the bookkeeping).

EK says that the biggest problem in Manenberg is unemployment- fathers stand for teachers when they go on training. EK also plays a role in her community in terms of distributing church donations. Support from the community helps her run the kitchen – she realises that "their money is my electricity bill". Gang fights prevent the kitchen from operating successfully. Manenberg is mostly built- but there are shacks/ wendy-houses in most back yards. It is an established settlement where most people are unemployed and there are a lot children and young people. Most of the people who buy from the kitchen are unemployed adults and school children. Most live close by but some come from Thambo's square. They come to the kitchen because the kitchen is on the school premises. School teachers and children buy the non-subsidised goods. EK thinks there will always be a need for subsidised food in her community but she thinks that her customer could afford to pay R1 and 50c. She does not always charge for every meal- children without food and adults who come with 50c and say they are hungry.

EK would like to meet with the other KOs more often to share- what works and ideas. She says Malmesbury was wonderful. She knows the kitchen operator in Heinz Park. She thinks KOs buying together as a co-operative is a good idea. She thinks KO could play some of the roles that WARMTH plays as there is a relationship with the other KOs.

EK thinks WARMTH must go round and let the KOs know when they are getting e.g. spices from FARGO (Salt River) they could then pay cash upfront- WARMTH could buy more products to sell to the KOs (e.g. beans).

The community window is busy all the time whilst the school window is busy mostly at intervals. She makes more money from the community window.

EK thought that the allocation of accommodation groups was a problem at the Indaba- she would liked to have been with an English speaker. They are very proud of the kitchen at the school and a school sponsor donates bread and vegetables etc. EK was volunteer at the church kitchen for 7 years but she made no money so things are much better now. WARMTH does an amazing job!

This kitchen would be grouped pre-partial in terms of income versus expenditure. However in terms of the level of KOs consciousness and diversification it fits better in particle reliance. This is indicated by the kitchen selling a variety of goods and strongly asserting that it is her business and she could be self-reliant.

### 3. Kitchen: Mbekweni (NV) P4 (24/07/03)

The kitchen earns R500 p/week about ±R100p/day not including coupons. NV records using a stone system- box of stones for soup sold and one for stew sold. The stones are then counted at the end of the day and checked with the money collected. NV has an assistant who is paid according to how long she helps for between R10-20 a day. NV uses weekly earnings to buy goods for kitchen, personal use and what's left is her salary (about ±R200 p/week). NV has a savings account with FNB which she will use to pay school fees in February. She saves monthly but it is not a set amount. She had no problem setting up this account. The money from the kitchen is spent on food for family and kitchen; savings; school fees. NV is the primary earner and she supports 7 people in total. NV saves R50p/m with the WARMTH savings scheme. She would like to save R100 if doesn't have to put in that amount every month. Her savings are for her daughter's school fees- Cape Tech. She never draws from the account. She knows her balance is R700. NV has just applied for a government grant for her high blood pressure and arthritis.

The kitchen serves about 90-100 soya and rice meals and more than 100 (up to 140) cups of soup each day. The kitchen is open Monday to Friday from 6:30 to 4- she starts serving around 10a.m. The kitchen does not open at any other time and not on a public holiday. The kitchen cooks 1 very big pot of stew and 2 medium rice and 2 big pots of soup are cooked each day. For 60c you get 1 spoon stew and 2 rice. For 20c you get a ladle of soup. She also sells chicken, rice and vegetables and rolls and bread (donation from P+P). The plate is R5 and the bread and rolls are free to the community. She buys the chicken from the wholesalers. In the future she would like to sell vetkoek, biscuits, samp and beans. Her main problem is that the CWD programme manger has the power to say what goes on in the kitchen. She could get these goods at wholesalers and sell samp and beans for R1; vetkoek 30c and biscuits 10c each. NV buys food for her family at supermarket in township and for her kitchen from the wholesaler- she takes a taxi there. NV suggest KOs could buy from wholesalers in Paarl but they cannot come that far. NV estimates that a bag of soya is R20; rice R45 and vegetables R150 each week. The kitchen has been open with NV as the KO since 7<sup>th</sup> January 2001. NV describes the kitchen as busy. NV would like to have a fridge in the future, She is close to farms and could buy and sell milk, amanzi and keep viennas and meat. She would like to be independent in 10 years time.

In addition WARMTH supplies to the kitchen, NV has supplied: 4 small pots; plastic plates (100@R1,29); mugs; colander; plastic washing bowls; 3 chairs from CWD and 2 tables CWD; peeler. NV estimates the total cost of the container and contents to be ±R40,000. NV would like another big pot which she estimates would cost R200. She could pay this 'in terms'. She doesn't think getting a loan for this would be good as it would have interest. She has had experience with loans before. NV would like a fridge in her kitchen which she thinks would be ±R2000 or ±R3000 with a freezer. She would have to wait til December bonus and then save to buy it on a cash basis. Once again she doesn't think a loan is a good idea as she would end up paying more.

There is no electricity in the kitchen but a light is run from the other containers- this was connected by CWD. The light is only kept on in winter between 06:30 and 8am. She would like electricity in the container for a fridge. There is no obstacle to get this but she through CWD would do it. Hasn't though about getting her own box before. The kitchen has running water. CWD connected it and paid. Only heard recently that WARMTH pays rent at centre.

NV's first language is Xhosa and she can read and write in Xhosa, English and understand Afrikaans. Her highest level of education is Std 5 and she is comfortable with basic numeracy. She underwent training when she became a KO by being taken to other kitchen and being trained by KOs in the ordering systems and cooking etc. She has also been involved in WARMTH workshops. Since leaving school she has done sewing and knitting courses and a diploma course in business management. NV thinks her finger licking cooking skills helps her to run the kitchen. She would like access to more cooking skills and baking. The hardest thing is when customers demand free food and say it's an ANC kitchen or it's church food. She also struggles when the helper is not there. NV has an assistant but not everyday- irregular.

Mbekweni is a built and established area where people are mostly unemployed. There are some shacks but mostly RDP houses. All types of people buy from the kitchen. Most live close by but some come from far. The kitchen is at the CWD centre, near a school and a catholic church. Mostly people who work buy the chicken meal especially teachers. NV thinks there will always be a need for subsidised food here due to the unemployment. She doesn't think her customers could afford to pay more as she sometimes cooks a R1 plate and the unemployed can't afford it. She always charges for every meal served.

NV would like to meet more often with the other KOs to acquire help, to share and for advice. There are no KOs near her. They could buy as a co-operative if they had accessible transport- she suggest when they meet at Athlone give one person money to buy. She doesn't think KOs could play some of the roles WARMTH plays.

NV couldn't think of anything WARMTH could improve.

This kitchen fits the partial reliance category in terms of all the preliminary indicators. The KO has supplied a lot to the kitchen and sells a range of other goods. She has plans for the future but doesn't think she could charge more for a plate of food as her non-subsidised foods are bought by employed clients.

University of Cape Town

**Group Self-reliant****1. Kitchen: Macassar (RG) K5 (15/05/03)**

RG estimates her kitchen earnings at R580 p/w or R140p/day. She puts it in a safe each day and counts it at the end of the week. She needs more help with this!! She has an assistant with whom she SHARES the money- not paying- E.g. R400- divide but more to KO to buy extras for the kitchen. From the coupons she shares with her assistant each month. RG has a savings account at a bank to keep her from spending the money. She deposits every week (planning for children's future) and has withdrawn once- for her son's initiation. She went by herself to set up the account. She doesn't pay any accounts from this account due to service fees/bank charges. The kitchen money is used to buy herbs and spices for kitchen; school fees (primary expense and uniforms); to save and to raise her two children. She also pays her clothing account at Jet. The KO is the primary earner in her house supporting 3 people. RG is involved in the WARMTH saving scheme, saving R100 p/month. She would save more if she could. She had thought she would keep the money for her children (tertiary education and money for initiation) but then she got her house which she has to pay off. She doesn't want to draw the money out- only in times of need. Her current balance is R1750. RG does not and is not eligible for any government grant.

RG estimates she sells about ±100 plates of food each day. She says they feed over 100 people a day and the children come for the bread 1 hour in the morning. The kitchen is open 5/6 days a week between 7:30 and 4/5 or 5:30 in the winter. She doesn't always open the kitchen on the weekend- used to open everyday and have to open if children are there (especially those with coupons) – then she will serve on the weekend. The kitchen also opens on a public holiday. There only other time they opened was during the 1994 elections when there was a voting station nearby. For 60c, customers get one serving spoon of rice and one soya and for R1 they get 2. Two ladles of soup is 40c and 20c for children. The kitchen also sells bread and peanut butter. They buy yesterdays loaves for R1,80 and the peanut butter is donated. Two slices of bread with peanut butter is sold for 20dc. The bread is from the local bakery. RG would also like to sell meat stews/ curries. She is still looking where she could buy the ingredients. She is not sure how much she would charge- R5p/plate if she gets the meat at a good price. For this reason curries and stews are better as you cut the meat up. RG buys the goods her family consumes from Shoprite/ P+P and for the kitchen from the local bakery. RG takes public transport- taxi/bus to the shops. She would like other KOs to tell her where she could buy affordable additional goods. RG says the soya used to cost R20, but she knows it doesn't actually cost R20 as WARMTH gets a discount. She would pay R33 for rice at a local shop. She estimates a bag of potatoes to be R15 (but used to be R30). RG describes her kitchen as very busy. It has been open 12 years with her as the KO.

In addition to what WARMTH supplies the kitchen with, the kitchen operator also provides 2 fridges (store kitchen food, second hand R800); broom; mop; dustpan and brush and plastic plates. RG estimates that the entire kitchen and contents would cost more than R30,000.

\*Note: RG says she doesn't know how to use her fire blanket!! RG would like more pots for soup (very busy in the morning). She is using the wonder bags for rice. She thinks a big pot cost R600 in late 1990. She would rather use own pots than buy a new one for the moment. Getting a loan for this item is not a good idea now only if she had no pots. She has not had any experience with loans before. RG would also like a stove (she knows how to bake). This would cost about R1500 (new) (second-hand stoves have some problems). To pay this she would have to save and put down a substantial deposit- then pay in 6 month installments (if you put a big deposit they treat it like you are paying in cash). RG does not think getting a loan for this is a good idea as you pay too much on loan.

The kitchen has electricity which was connected by friends and paid for by KO . It's a pre-paid box which costs about R20-30 p/m. The kitchen has running water accessed and paid for by WARMTH. The KO pays the monthly bill which is about R30p/m (she needs to talk to the council about this)- there is a tap outside. \*note: there has been a lot of disruption due to the building of RG's house.

RG's first language is Xhosa and she can read and write in Xhosa and English. She understands some Afrikaans. Her highest level of education is standard 10. She is not entirely comfortable with basic numeracy and would like some more help. RG became a KO in 1990

and did training with Mary Silli. This involved demonstration of the cooking. RG's advice to a new KO would be: you need to work very hard; mustn't be too dependant on WARMTH. RG thinks KOs have depended too much on WARMTH which has created a relationship – she says this would have been different if they hadn't been given food for free. RG has done the Bake-4Profit course; business skills with Triple trust through WARMTH. However, she didn't finish the business training as the man disappeared, however she says she learnt a lot. She has also done computer literacy training, but has forgotten skills now and First aid since leaving school. RG says she is a good KO in her kitchen and in her community; the way she treats the community helps her run the kitchen well. The community is still looking forward to supporting her when she sells more in kitchen. RG would most like access to use of money/ budgeting training and business management. RG says the most difficult thing about being a KO is earning money- can make so much money, but what she earns is not enough (struggling), she says maybe there are too little types of meals being cooked. RG has one assistant (sometimes 2 when KO is away). Second assistant speaks English to tourists when RG is not there.

In 5 years time, RG would like to have a 'community restaurant'. Her vision is serving everything (e.g. cool drinks, coffee), but soya mustn't go away as the children will eat it and the vegetarians. She says even if she was on her own she would buy soya because it is good. In 10 years time, her dream is still the same, but she will be very old by then. To fulfill her dreams is the reason she is saving- she needs to get another bank account for investment (32 day account) to qualify for a loan to pay for her community restaurant. In order to do this she will also need training in how to take care of a business (she is poor at recoding and book-keeping) and a big stove.

RG says the biggest problem in Macassar is unemployment. On Saturdays RG plays a support role to teenagers by teaching them about birth control and HIV awareness. The community protects her kitchen and there are no obstacles in the community to its running. Macassar is informal and built housing (more built) which is quite new- 14 years old. The community is mostly unemployed people and all ages. Most of the people who buy from the kitchen are children and the unemployed. Most customers live close to the kitchen. The city council workers come if they are working in the area. RG thinks there will always be a need for subsidised food in Macassar. She thinks some of her customers could afford to pay more and says r1 for food is still ok. She mostly charges for every meal served, but if people shout at her she just gives it to them.

RG would like to meet with the other kitchen operator's more often to discuss problems and to learn from them. She knows NW and VG working near her. She thinks it would be possible for KOs to buy goods as a co-operative for cheaper prices. However, she is not sure whether KOs could play some of the roles WARMTH plays.

RG says what WARMTH is doing is all fine. She would however like to have access to loans with low interest to pull-up her business.

RG said that workshop 1 was good- teaching the KOs to pay attention to what is going on in the kitchen and to show respect to BG and VS. RG would like to get a Jet stove- a micro loan with low interest (5%) – she is afraid of the banks with their high interest. RG's kitchen receives tourist visitors which she tells them about the project and her community- sometimes they buy soup and sometimes people donate money. RG says the tourists are afraid to bring out their purses/ cell phones. She wants to know why WARMTH is not getting paid for this arrangement with the tour operator- Catherine originally had an arrangement. RG says we need more kitchens as there are children starving – she says it won't be easy, but we can help more- she realises communities won't develop if they are dependant.

\*Note: RG says she doesn't know how to use her fire blanket!!

This kitchen mostly fits the self-reliant category, with some aspects fitting better with partial reliance. The KO shows forward thinking, requests training actively and sells a variety of other goods.

## 2. Kitchen: Wesbank (JS) G19 (25/08/03)

The kitchen earns ±R600p/w. Money is counted at the end of each day, recorded and put in money bag. V is paid half and JS buys for B (who lives with her). JS has a savings account at Standard Bank which she uses to save only. She deposits money whenever she can and draws for emergencies only. She doesn't need to get the money safe and she spends it straight away or saves it. JS uses the money from the kitchen to save, buy food for family and kitchen. Her husband is the breadwinner in the house (he works as a caretaker at the school). JS is involved in the saving scheme saving ±r100 p/m. She doesn't want to save more and intends to use the money for December. She never draws from the account. Her current balance is R300. JS doesn't receive a grant from the government but may be eligible for child support.

The kitchen serves about 110 soya and rice meals and ±64 soup cups a day. They open Monday to Friday between 8 and 4. they don't open on the weekend or on public holidays. They can't open at any other time as the supplies always run out before time. JS cooks 3 large rice and 3 large soya pots each day. She cooks 1.5 medium pots of soup each day. There are 3 spoons of rice and 3 of soya in a 60c serving and 1 ladle of soup for 20c. JS is also cooking vetkoek and hot chips. She tried to sell meat but community couldn't afford it. She spends R50 and sells vetkoek with chips inside for R1. She buys the ingredients at Shoprite in Wesbank. JS would like to also sell drinks and cakes (scones) which she could get the ingredients from a wholesaler and sell drinks for r1.50 a can and a slice of cake for 50c. JS buys goods at Shoprite-which she walks to. She suggest KOs could buy goods at cheap prices from wholesalers in Kuils River. JS estimates the price of soya at ±R40; rice ±R30 and vegetables per week at ±R200. JS has been the KO since it opened in early 2002. She describes the kitchen as busy.

In addition to what WARMTH supplies to the kitchen, JS has supplied mugs. JS estimates that the container and contents are valued at ±R30,000. JS would like 2 more medium pots which she thinks will cost R400 which she could pay 'in terms'. She doesn't think a loan is a good idea for this- she would rather save as loans have interest that she won't be able to pay and there are high rates for non-payment. She has not had experience with loans before but her husband has. JS would like a stove with oven (±R1200); a fridge (R1900) and a microwave R800. She thinks she could pay for these in installments. She doesn't think a loan would be a good idea for the same reasons as above.

JS would like electricity for the items she wants in her kitchen. There is no hindrance to getting it, but she hasn't approached Eskom yet. The previous principal at the school said he would do it, but he left and she needs to do it herself. She thinks it will cost R100p/m. The kitchen has running water which was connected by WARMTH. JS doesn't know who pays the bill and how much it is.

JS's first language is Xhosa and she can read and write Xhosa and English. She also understands Afrikaans and Swazi. Her highest level of education is Std 5 and she is comfortable with basic numeracy. She underwent training when she became a KO which involved how to cook soya. She has been involved in the Y+YM training workshops at WARMTH where she has learnt how to record sales and expenditure. JS says she is good at dealing with people; communication skills especially dealing with children; adults and drunkards. She would most like access to a baking course. The hardest thing about being a KO is when deliveries are finished and it stops the kitchen functioning and the community puts pressure on her. JS is assisted by her son V and B. They both speak Xhosa and English and understand Afrikaans. V has Std 9 and B std 6. JS trained them. They say they are good with the customers and would like to have cooking and baking courses.

JS would like to have a big shelter on both sides of her kitchen in the future as people struggle in the heat and rain currently. She would like to have a fridge, microwave and oven. She imagines that then she will be self-reliant. She thinks she needs to start saving and get training in order to achieve this dream.

The biggest problem in Wesbank is gangsterism (27 and 28 gangs) and the high crime rate. The community housed in RDP houses and is a new settlement where people are mostly

unemployed and there is a mix of all ages. All sorts of people buy from the kitchen, especially school children as the school has a 2-shift system. Customers are mostly from nearby but some come from further from all different areas. Kitchen is on school premises. Adults and school children buy the non-subsidised goods (e.g. vetkoek and chips for R1). JS is involved in her church as an under-deacon. The community support helps the kitchen as they are 'in the mood' for soya. However, when she is running out of food due to deliveries and customers are queuing at both windows this makes running the kitchen difficult. JS thinks there will always be a need for subsidised food in Wesbank but clients could afford to pay more as most buy R2/3s worth. Food should be increased to 80c. She always charge for every meal served but there are cases who are unable to pay.

JS would like to meet with the other KOs more often in order to share ideas which she says is of great importance in their operations.

No one works near her but she know other KOs and thinks they could buy together for cheaper prices. They could also try to play some of the roles that WARMTH plays. She says when they are self-reliant this will not be a problem. She recognises that WARMTH is an NGO dependent on funding and sometimes money is not available.

JS would like WARMTH to provide more soya and improve deliveries. She would also like us to supply samp and beans and fish regularly.

Kitchen has a community and school windows, both are very busy, but more money is made from the community window.

Bricks used to elevate pots above stoves. Indaba= very very nice!

This kitchen just enters the fully reliant category financially but in other areas fits it well. The KO plans to be self-reliant eventually, sells a variety of foods and plans more for the future.

### 3. Kitchen: Masiphumelele (NS) OV2 (02/05/03).

NS's kitchen earns ±R1800-1900 p/w (doesn't use coupons). She tracks the money every day and write in book with money used (expenditure). She pays her assistant R500p/m in cash. She pays herself R700 p/w and the rest of the money goes back into the business. NS has 2 bank accounts- 1 personal and 1 for the kitchen – she uses them to save and deposits once a week. It was easy to set-up these accounts. She pays her mortgage from her account. The money earned in the kitchen is primarily spent on schools fees and the mortgage. NS is the primary earner with 5 people in the household and 2 supported in the Eastern Cape. NS is involved in the WARMTH saving scheme saving R100 p/m. She would like to save more and aims to save more this year but her husband left his job. She intends to use her savings to help her kitchen. She doesn't want to draw from her savings and does not do so very often. She is aware of her current balance. NS doesn't receive any grants from the government she doesn't know how to go about this.

The kitchen serves about ±300 soya and rice meals and ±200 soups each day. It is open Monday to Friday from 6 til the food finishes (about 6/7pm). She doesn't open on the weekend (unless asked to) or on a public holiday. She gets about ±300 servings of soya out of a big pot of stew; ±250 servings of rice out a medium pot and 200 soups out of a medium pot. In a 69c serving there are 2 spoons of rice and of soya and for 20c 2 spoons of soup. NS also sells: soya burgers (R1 in roll); chip roll (R1); fish roll (R1); fish R1. She also sells a variety of spaza goods (e.g., pencils) and meat stews. She buys the goods from a stationary shop in Woodstock; wholesalers in Mitchell's Plain; Elite in Athlone and oil and flour from Makro. NS would like to make fish and chips (needs deep fat fryer); y and sell yoghurts; ice creams and suckers but her fridge is in bad condition. NS uses her car to go shopping. She suggests KOs discuss where to shop in a workshop.

NS estimates a bag of rice WARMTH delivers to be R39.99 but is unsure of the other food costs. The kitchen has been open since 1990 with her as the KO since 1992. NS describes he kitchen as very busy- always busy!

In addition to what WARMTH supplies to the kitchen, NS has supplied: Access to vehicle; 2 fridges- 1 bought second-hand (R500) by KO and one donated. NS would like more serving spoons, plastic spoons; locks, pots and a fridge. She estimates the fridge would cost R800/900 second-hand. She couldn't afford it now but in the future could pay in installments. Getting a loan would not be a good idea- she is afraid of loans as if you couldn't manage to pay it back it would be paid. Got a loan for the bakkie which is paid off. She would also like baskets for her deep fat fryer – she doesn't know how much these will cost or whether she could pay for it (it depends on how much it costs). Also, tables and chairs with a shelter for the customers. She thinks WARMTH should pay for this since "she was supposed to have this". Or she can plan to buy separate things. NS is the second KO and she wasn't told how much the kitchen cost but she estimate ±R16,000.

NS's kitchen does have electricity since it is in a centre. Payment is shared with the other tenants- about R100 p/m. The kitchen also has running water. WARMTH pays the rent in which water is included.

NS's first language is Xhosa but she can read and write in Xhosa, English and a little Afrikaans (although Afrikaans is difficult). She completed standard 10 in 1961. She would like more help with basic numeracy. NS was not trained when she became a KO. Her advice to new KOs would be – you must plan ahead; you must have the qualities of love and a good relationship with the people. Through WARMTH she did the Triple Trust training which a little useful as it was just 2 days. Other training she has done herself are Bake-4Profit; Business-1-Up; cooking course; home based care and lots more. NS thinks the fact that she well organised; neat and her food is well-cooked helps her run her kitchen. She also has a good relationship with the community, is patient with people, good at communicating and mustn't get cross if the customers are angry.

She would most like access to training numeracy (counting);profit margins (how to price goods) and catering skills (for events, meeting etc). As a KO she doesn't struggle with anything in particular. She is assisted in the kitchen by C and N.

In 5 years time, NS would like to have shelter for people to sit (speak to CWD); to be employing people to serve; she wants to be the manger but must also help cook as she doesn't want to be the 'boss'. She thinks there must still be a place in the kitchen for the poor people to eat soya. In ten years time she is not sure. But her aim is that them who put her where she s now, they must be No 1. She thinks she will need to save and plan for these dreams to be fulfilled. She will need more training especially in catering and budgeting. She will also need tables, chairs, deep fat fryer, fridge and more plates etc. She can imagine her kitchen being self-reliant if she has the skills.

NS says the biggest problem in her community is unemployment which she says leads to violence. She aims with the community to try and help the unemployed and the children not going to school- e.g. by talking to the parents on how to teach at home and having food etc. She says you can teach them while they are at home- e.g. the colours in the house and counting. Site 5 is informal and built housing and has only been there since 1990. People are mostly unemployed and there are a range of ages. The people who buy from the kitchen are all types and ages, most live close to the kitchen. NS says the customers would come regardless of whether the clinic is there or not. Employed people (at the clinic and school) buy the goods that are not subsidised. She thinks there will always be a need of subsidised foods in her community and that her customers could not afford to pay more as they are suffering. She doesn't always charge for every meal as sometimes people have nothing.

NS would like to meet with the other KOs more often to share ideas- she thinks they 'must be the same'. There are no KOs near her (until DY) but she has been to Parkwood. She doesn't think that KOs could buy goods as a co-operative as they are not doing the same but maybe for things like flour. She doesn't think KOs could play some of the roles WARMTH currently plays because they are "still suffering".

NS thinks that WARMTH has not been doing well this year in regard to delivering- fortnightly- unsure about which week. Another problem is 2 gases sometimes are brought every week- she is not sure WARMTH is claiming the money back. She wants WARMTH to supply fish regularly- why do they not care about the fish now? She is satisfied with everything else. However, it must be clear who is doing what at the office so KOs phone the correct person.

This kitchen remains well-placed in the self-reliant category earning a lot more than any other kitchen, carrying a wide cooked foods and spaza range and the KO believes she will one day be independent form WARMTH. However, there is a degree of welfare thinking in regard to her extremely poor community.

## Appendix G Summary of in-depth interview with WARMTH Programme Manager, LB, 17/12/03

---

THEME: Tracking change

Levels:

Kitchen Operators

- interaction with WARMTH
- workshops/meetings/skills
- support

Staff

Organisation

- ideology
- operation

WARMTH started as a welfarist response – in the 'Green Point' area of Khayelitsha (tents). Started by group of white catholic liberals. They pre-pared soup to be distributed in the area. It started as church welfare response. This happened until they couldn't manage this type of response on a wide-scale. It was too difficult to pre-prepare enough soup to take into areas [organisational issues]. So they organised people to cook in the areas.

When LB joined the project 5 years ago, the project was more structured- kitchens in old shipping containers. About 17/18 kitchen sin late 1998. So, in the last 5 years there has been tremendous growth (to 39 kitchens). This was in part possible due to the staff being more organised- office set-up more structured, bigger premises and employed a full-time fundraiser. Also, funding available for kitchens. At this time, the organisation was beginning to think about 'development' in terms of being more effective in the community [level of organisational consciousness about the developmental issue]. At the time WARMTH model was well-known [as developmental] as no-one else was doing it in that way [selling food at low-cost]. However, with the demand for new kitchens they couldn't continue to do it in the way they were operating. There was also pressure from kitchen operators to change the operation- those who had been operators a long-time wanted to grow and were demanding salaries and benefits. The organisation had to reflect and decide that such growth (more developmental) might be possible if there was an incentive and so they began to support the move to 'small businesses'.

CWD has always looked to WARMTH for it's image- CWD acts as the social arm of the church so it has been in their interests to support growth and encourage WARMTH, but has not supported the kitchens developing as businesses- their funding is based on welfare (things like kitchens and crèches etc). However, they seem to be coming on board now- there has been lots of uncertainty around if kitchens become independent how will it look for CWD (image of church feeding people)- it's a different kind of development. On a donor level, there has definitely been a big shift to more and more sustainability- people don't want to be contributing to a bottomless pit. Long-standing donors like Breadline Africa will support welfare initiatives, but the majority of donors and the new ones require sustainability as a component.

On a staff level there has been some resistance. Some of the people serving the communities live in the same communities. It's possible there is some level of self-interest at work and an attitude of entitlement in some communities. It is difficult to see the difference between community and staff. Perhaps it is a fear of losing out. Also, for some staff, they see change as bringing more work. There is also the issue of being looked up to in the community [supplication] both from staff, relations within CWD and steering committee with people who were previously involved in the project [issue is continuing the dependency relationship so that we remain the giver]. People want to be looked up to and respect – if they don't need us then what will be our role (if at all) in communities?

Turning point: "the more empowered people are, the greater their ability to learn" – input of Dr Jacques de Wet from UCT.

On a staff level there has been more effective learning. Staff empowerment (focus on training) has led to people being more open to doing things differently and take up more responsibility for where we (as an organisation) want to be. This has occurred within the Kitchen Operator group as well. They are more interested in training, more empowered. Their courage and faith to explore new things (ways of doing things) has improved.

The climate (staff) was ready for this change. At the evaluation at Goedgedacht (1998/99) CWD 'family and culture' [entrenched] was challenged. Before, people were not challenged to think differently, but their were new people being employed who were asking questions= a trigger. People were defensive about how developmental the WARMTH model was- it was better than other soup kitchens, but that didn't mean it was developmental. LB and other new people started breaking down the institutional inertia and questioning the unquestionable (holy cows and cautions challenged). Major question was around kitchen operators earning their keep on hand-outs [customers were already being charged].

Another turning point was the introduction of the savings scheme- this helped make a shift [within kitchen operators] to planning for the future. This didn't happen until after LB became programme manager although it had been suggested before as she had had a positive experience of it at her previous job- importance of financial empowerment.

LB was very intimidated at first partly as the last manager was able to speak Xhosa- so she decided to speak to them in another language they understand – money! The savings scheme was launched at the first meeting (incomplete as it was) [not scared of sharing with operators not fully formed plans].

Dr Jacques de Wet brought the first bunch of interns (first study, before savings scheme introduced) which captured WARMTH's history. The second was about how viable it was to develop kitchens into businesses. The third took it a level further to look at individual kitchens opportunities and obstacles. Now, WARMTH has some direction, it's an ongoing process.

There has been a paradigm shift at WARMTH – change throughout, but there are still people resisting. LB sees Jacques having a role there.

The introduction of debriefings after events has been good- need to find a way to make it happen every time. It's important because often we plan in broad sweeps (tendency) and then when some things are not successful we don't look at why didn't we achieve them but go straight into the next things. We need to get into the rhythm of reflecting and remember that mistakes are ok. There seems to be a natural resistance to 'clean-up'- perhaps it is fear of criticism or exposing mistakes.

It is difficult to change paradigms, you can change activities but paradigms are much harder. However, we are making inroads [progress].

It would help if there were a core of people who have shown change in a concerted way- then they could inspire other people.

It's difficult to see the effect [of embarking on this process] overall, but when you pull in closer then it is better.

Turning point: was when LB took on process for herself [made it her own], development must occur within the individuals first- everyone w\must take it on. She became hopeful of growth and had experience [this reinforced itself].

## Appendix H Summary of In-depth Interview with WARMTH Kitchen Operations Manager, NMF, 19/01/04

---

### Guiding Questions:

1. How did WARMTH start?
2. What kind of project was it? How do you think this has changed in general?
3. When did you join WARMTH?
4. What was your role within the organisation? How has this changed?
5. How was WARMTH operating? What kind of interaction did they have with KOs? What was the kitchen set-up like?
6. What do you think the impact of this has been for WARMTH; KOs and the community?
7. What changes have occurred in the time that you have been with WARMTH-significant moments?
8. What were the main problems with the way WARMTH was operating? Specify when.
9. What have been the pressures for you on the WARMTH model to change? Funders? CWD? Other staff? Yourself?
10. What were the first changes to place?
11. What was the reaction from KOs? Other staff to changes made?
12. How have you personally felt about the changes? What has been your experience – how has it impacted on you, your work and your department?
13. Have the changes brought about positive change in the operation of the kitchens? How? At what cost?
14. What has been the value of taking a more developmental approach?
15. What have been the difficult things/ not positive about taking a more developmental approach?
16. What have been the unexpected outcomes?
17. What has 'the process' been like? How is it different from other processes the organisation is involved in?
18. What has been the most useful part of the process- training and auditing?
19. How have the KOs reacted? Community? Staff?
20. What are the main things you have learnt by being involved – relating to the model?
21. How do you think things should change in the future?
22. How do you think KOs have changed?
23. Have the relationships between different groups changed? Steering com, CWD, KOs, staff, community? Have relations improved/ gotten worse?
24. Specifically, in the last year how have things changed:
  - value accorded to KOs
  - operation of kitchens
  - workshops- attendance; content; engagement;
  - consultation
  - impact on community
  - audits
25. How have these changes been as a result of the intervention process? What other contributing factors (inhibiting or promoting) have there been?

WARMTH has been operating more than 20 years. NMF started with WARMTH on the 1<sup>st</sup> of August 1992. NMF was employed by CWD as a soya demonstrator; demonstrating in townships to groups of women, especially those benefiting from the kitchens. We educated them on how to cook nutritious meals at low-cost. People don't know how to cook soya mince. I was a demonstrator for 1 year when the post of kitchen supervisor was advertised at what was then called CWD community kitchens. NMF got the post. In 1993 there were about 17 kitchens. Her new job involved supervising the kitchens; keeping the kitchens clean; opening hours etc. Ensuring kitchen operators did what was signed for in the contract; prepare meals as well as attending to their personal issues. NMF handled that for almost 5 years; working with Barbara on the deliveries; ordering. After 5 years, Poppie [project leader] left the project and Catherine joined- we worked well together. In the sixth year, NMF was asked to become assistant project manager to Catherine. NMF handled that very well until Catherine left. Then

LB became project leader. There were about 23/25 kitchens. At this time WARMTH was expanding the number of kitchens; kept setting up new kitchens until now.

The project was working under CWD criteria- "auspices" but not exactly how we do things now. Before there were kitchen operator meeting 4 times a year only- never work-shopped at meetings. They were meetings to discuss problems and sharing good and bad things. During Poppie's time, we tried to train the KOs in business skills through Triple Trust, but didn't make a difference because they didn't implement what they learnt. They learnt to price meals and manage their money- it didn't help because they said it was difficult for them to count how many meals served per day. There had been pressure from funders to know how many meals served per day. KO's were not committed. They all did Triple Trust at the same time, but Bake-4-Profit course the KOs took turns- Christmas prizes from Suzanne Ackerman. Two KOs, NH and NS did training with Planned Parenthood Association (PPA) on life-skills, PPA asked for interested people. At this time there was no structured training programme- only necessary for staff to be trained not KOs. Also, St John's approached to offer training and some went.

When NMF started at WARMTH, the kitchens were only allowed to sell soya and rice, soup and fortified biscuits. Plus donations in kind – given to the Kitchen Operators free of charge to sell and make money for themselves. KOs were paying for their supplies (including gas, oil). They would place orders for what they wanted and WARMTH would collect payments, bank it and order for the Kitchen Operators. KO's could choose what they wanted and buy it at a subsidised price (1/2 the normal cost). Soya was not expensive then- about R20 in 1992. WARMTH was servicing the kitchens (it's maintenance etc).

During Catherine's leadership; efforts were made to change the system. This took a long time and it was difficult. Change happened because KOs were not making a profit as they were taking the money they earned to pay for the supplies. They were always complaining that there was no profit [pressure from KOs] and wanted WARMTH to pay salaries. Catherine suggested giving free supplies and then seeing how it goes. Previously they had been giving free condiments, now free supplies and KOs must buy their own condiments. KOs accepted this (easy) and were very excited and happy. With the free supplies a profit was made.

All the team members were working very well together- the departments were involved with each other- no separation including all being involved in the senior citizens club (Wednesday all together) and all involved in deliveries. But the organisation grew bigger and bigger, so many kitchens which resulted in separate departments. The growth affected the relationship with KOs. Not to be one, but problems with meetings and workshops [currently] all team members should be one. It doesn't work like that now. It has been a bit better in the last year because it was raised with the staff. It was bad the year before. An example is that at the last workshop – NMF, BG and Vs were left alone to clear up and do the washing up.

When Catherine joined, KOs were selling differently. She came up with a programme with her friend [Rhodi Bray?] called AmaTrader. The idea was to deliver stuff to KOs to sell [beyond the subsidised range] so they could develop spazas. They had a workshop for the KOs about trading opportunities to encourage them to make kitchens businesses. It was a very good idea but KOs didn't take the opportunity. KOs had the feeling WARMTH was going to dump them – at that time they see themselves as running the kitchens independently. That attitude has changed drastically, most now want to go for self-reliance.

Before WARMTH was only cooking soup, for free. The price has been the same since 1992. It's a problem.

There is currently no soya education in communities.

**Significant Moments:**

1. NMF has always had a negative attitude to change, but through workshops she has learnt that change is healthy; got to accept changes. As long as people benefit from the changes. A significant moment was when KOs did not have to pay for supplies but instead received them for free. There was no negative effect. They can now see [the benefit] of what they are doing in the kitchen.
2. Meetings; now meet almost monthly to workshop. Not easy for NMF or KOs but have adjusted and it is now enjoyable.

\*NB is provision of explanations for change.

3. Contract not as concrete as it is now. So many things omitted before- now it is clear to everyone. For example, no specification of probation period for new KOs. Bonus not clearly explained. The workshop held for KOs explained everything. Once explained, they had to accept- more understanding. Possibility of not renewing contracts shocked KOs. These are changes that make us operate effectively.
4. Savings Scheme not in existence- talking to them about savings but now they pull their socks up to save as it is incentivised savings scheme.

**Welfare vs Development:**

Welfare is not going to make people stand on their own feet, but carry on depending on the project. KOs are very spoilt, even small things they will phone the project to sort out. For example, the donations in kind they still want free of charge.

**Staff Resistance to developmental approach:**

Resistant to Catherine's push for development. Better now, the way LB is doing things. By employing people like GH, AvE and SP to make things happen. They have helped staff to think through things. AvE has really made things happen/change.

**Pressure from funders:**

Marie Paul has pushed for health to function more effectively and pressure to develop KOs by giving money specifically for those things. It is pressure for money. WARMTH is forced and bound to make development take place in KOs. Example of Micro-loan funding with the fundraiser feeling the pressure to go ahead.

**CWD:**

No pressure. Thought they were pressuring for WARMTH to be independent, but then heard otherwise. Either way is we can do it. Pressure from CWD around steering committee creation.

**KOs:**

Most prepared to be self-reliant, different to situation with AmaTraders. The change is a result of workshops; You and Your Money; Development thinking; Indaba, especially Indaba. Now they have other ideas; are motivated and are selling other things.

Hope this year things are going to be possible- KOs assertive to run their own businesses now. Some making more money than before. There are those who are lazy, but we talk about those who are taking things forward. People now know what's happening – contract [renewal]. KOs are more motivated through workshops (big difference). Incentivised savings schemes has also motivated them (most saving more than R50). The prize giving has also motivated although they were shocked as they didn't know.

Some KOs complained about the assistant gifts. WE gave assistant parcels, we started this, we must sort this out ourselves.

The development process was not explained clearly to KOs- process, step-by-step should have been explained. Workshops should have had a clear direction of where going. Example is the fridge story where it was unclear what was expected.

**NMF personally (20):**

Has learnt a lot. Was a person in the kitchen department who doesn't have support- just overloaded without support from a leader. But ever since AvE joined it has been better. NMF has learnt to be organised; to plan- most NB thing has been to learn to plan [value of]. AvE is always next to her and she has learnt so many things. The last support she had was from Catherine, no 1 on 1 meetings with LB, things are better now. NMF is more assertive. She has opened her mind and KOs- was blank on how to approach process- had thought it would never happen.

**The future (21).**

Carry on with workshops and Indaba (important). Plus more explanations to KOs (we must be more organised to do this).

**Tracking change (24):**

Value accorded to KOs: more valued; this has been a life-time experience for them, the last 2 years. E.g. nice room at Goedgedacht; name tags.

Relevance of workshops: more relevant; big change made by workshops- implementation indicates relevance.

Operation of Kitchens: improved since BG started being Kitchen Supervisor- he is very strict. Kitchens are also more prosperous- some are even selling teas and vetkoek.

Attendance of workshops: good, few not attending [indicates relevance and usefulness]

Participation in workshops: all participating, because of translation (esp at Indaba); wonderful participation.

Consultation: much more.

These changes have been a result of the development process- many drastic changes that have been good.

**Staff member not being a part of the workshops**

- KOs ask where everyone is

BG being Kitchen supervisor

Asking KOs to cook and be involve in catering workshops- makes them feel valued

## Appendix I Staff Questionnaires and summary of responses, December 2003

In order to support the information collected through the audit process and to assess staff perceptions of change a short questionnaire was administered to all staff involved with the kitchen operators. The questionnaire was self-administered except with the programme manager which was done within a longer interview.

### WARMTH STAFF PERCEPTIONS OF KITCHEN OPERATOR DEVELOPMENT PROCESS 2003 RESULTS:

In order to support the information collected through the audit process and to assess staff perceptions of change a short questionnaire was administered to all staff involved with the kitchen operators. *Outstanding are forms from VS, BG, JF and HG (unlikely to get having left organisation mentally if not physically).* The questionnaire was self-administered except with the programme manager which was done within a longer interview.

### WARMTH STAFF PERCEPTIONS OF KITCHEN OPERATOR DEVELOPMENT PROCESS 2003 RESULTS:

PLEASE TICK THE APPROPRIATE BOX:

#### A. KITCHENS

	GOTTEN SUBSTANTIA	GOTTEN WORSE	NO CHANGE	IMPROVED	IMPROVED SUBSTANTIA
From 2002, the overall performance of the kitchens has...				✓ ✓	✓
In your opinion has this been in any way as a result of the intervention (workshops +audits) with the KOs?	YES ✓✓✓✓		NO		
How? (please give an example)					
<ul style="list-style-type: none"> <li>- The workshops and Indaba have really helped us, especially with recordings and implementation of the learnings from the workshop.</li> <li>- They are more focused, eager to learn and to attend the workshops.</li> <li>- Most of the KOs have said that WARMTH is now taking a personal interest in them and that's great.</li> <li>- Cleanliness has improved.</li> <li>- As a result of audits and Y+YM, operators are being more mindful of how they are working (recording, being asked specific questions in the audits). E.g. how much a pot costs, how people they are feeding- makes people think.</li> <li>- Operating in a more professional way.</li> <li>- Recordings, savings, diversifying.</li> </ul>					
From 2002, the overall performance of the Kitchen Operators has...				✓ ✓	
In your opinion has this been in any way as a result of the intervention (workshops +audits) with the KOs?	YES ✓✓✓		NO		
How? (please give an example)					
<ul style="list-style-type: none"> <li>- Attendance and participation in workshops</li> <li>- They have become more goal orientated and eager to make changes in the kitchens</li> <li>- Taking pride in what they are doing.</li> <li>- Process done in a way that has convinced people of long-term benefit, even if they had to give up some things in the short-term.</li> <li>- Their personal growth respected- taking an interest in them as people. No one seen as</li> </ul>					

<p>'untrainable'.</p> <ul style="list-style-type: none"> <li>- LN said that she had learnt so much- she had felt like a nobody before WARMTH, but the people at WARMTH believed she could learn and exposed her to things she didn't think she was capable of.</li> </ul>						
From 2002, the value that KOs feel WARMTH gives to them has...					✓	✓
<ul style="list-style-type: none"> <li>- Kitchen Operators are seeing the benefit of saving, not just money value, but benefit if seeing themselves as people who can give themselves what they need.</li> <li>- Training- people came back, thought they might be intimidated, but they came back anyway.</li> <li>- Local knowledge valued- WARMTH is listening (improved) more carefully and encourages people to talk. The operators themselves are giving value to their wealth of knowledge- solutions/answers.</li> </ul>						

## B. WORKSHOPS

	DECREASED SUBSTANTIA	DECREASED	NO CHANGE	INCREASED	INCREASED SUBSTANTIA
From 2002, attendance at workshops has...				✓✓✓	✓
From 2002, engagement of KOs during workshops has...				✓✓ ✓✓✓	
From 2002, relevance of workshops to KOs has...				✓✓	✓
From 2002, the quality of the interaction with KOs in workshops has...				✓✓	✓✓ ✓

## C. AUDITS

	NOT AT ALL	NOT USEFUL	NEUTRA	USEFUL	VERY USEFUL
How beneficial do you think undertaking the audit process has been for the organisation?				✓✓	✓✓ ✓
If possible, please give an example of the above	<ul style="list-style-type: none"> <li>- knowing that there are many of them [kitchen operators] who are willing to be self-reliant</li> <li>- given staff a better picture of what is happening in kitchens, especially about sales, hygiene etc.</li> <li>- assist fundraising department with reporting (recording).</li> <li>- Very useful EXCEPT we have information, but need to make it more accessible- of we can use it.</li> <li>- Posing questions to KO's has made them more mindful- good as they must consider how being right now in order to change.</li> <li>- Knowing the extent to what we are succeeding to do- help to plan and strategise.</li> <li>- Helps us understand where we are at with specific kitchens</li> </ul>				

How beneficial do you think undertaking the audit process has been for the KOs?				✓✓	✓✓
If possible, please give an example of the above	<ul style="list-style-type: none"> <li>- to be able to share their ideas with us</li> <li>- given KO's an idea of how staff and others view their kitchen in terms of their sales, their role in communities etc.</li> <li>- Kitchen operators are now more aware of the number of people they serve each day.</li> <li>- Engagement with Kitchen Operators makes them feel valued (seeing themselves in a new light)</li> <li>- Enjoyed being heard</li> <li>- Motivating for them</li> </ul>				

**D. OVERALL RATING OF PROCESS (workshops+ audits) WITH KITCHEN OPERATORS: (answer in your understanding)**

	Very negative	Negative	Neutral	Positive	Very positive
FEEDBACK FROM YOU				✓✓✓✓	✓
FEEDBACK FROM OTHER STAFF				✓✓✓✓	✓
FEEDBACK FROM KOs				✓✓✓	✓✓

**E. APPLICATION**

To your knowledge, have Kitchen Operators implemented learnings from workshops in their kitchen	<b>Yes</b> ✓✓✓✓✓	<b>No</b>
If No, why do you think they have not?		
If yes, please give an example....	<ul style="list-style-type: none"> <li>- Recordings are in place in most kitchens, accurate too.</li> <li>- Especially the Y+YM workshops. The recording of sales +expenditure.</li> <li>- It has also given them more pride in their kitchens.</li> <li>- Recording systems in place when visiting kitchens.</li> <li>- Most kitchens cleaner than before.</li> <li>- In the new kitchens, it is more obvious as they are still excited (e.g. JK, AC)</li> <li>- The small-scale home-based kitchens have started wanting to be more structured and organised (e.g. NW, PT)</li> <li>- People are cleaning up their act – in anticipation of growth.</li> <li>- Recordings, savings, diversifying meals</li> </ul>	

## F. GENERAL COMMENTS:

Please specifically mention here any information that you might have received that might reflect on the process with the Kitchen Operators.

<ul style="list-style-type: none"> <li>- It was a very hectic year for some of them [kitchen operators], though they have learnt a lot from the workshops.</li> <li>- Need more workshops on development thinking!</li> </ul>
<ul style="list-style-type: none"> <li>- the savings aspect of Y+YM have made the KO's see the benefits in saving and also getting them to set goals for themselves.</li> <li>- The titles of 'Business Women of the Year' and 'Kitchen Operator of the year' will really give the KOs something to work for in the coming year.</li> </ul>
<ul style="list-style-type: none"> <li>- test of this is going to be whether we see it [the process] through to the end</li> <li>- If we are not really passionate about this [it won't work]</li> <li>- It calls for personal commitment to carry through and taking the stand for people</li> <li>- It is a test of personal commitment not just on an organisational level. We must believe in what we are doing.</li> <li>- The 'victim stuff' must first [be dealt with], must look past it and see the great things in order to encourage and inspire them [kitchen operators] to grow</li> <li>- No more 'Ag shame' [poor them] attitude and not in regard to ourselves either.</li> <li>- Some things are still worrying like donations, but it is a process [reason for rating overall process positive not very positive].</li> </ul>
<ul style="list-style-type: none"> <li>- on staff interaction with operators: still room for improvement but there was no staff involvement didn't exist at all. There has been train the trainer and the empowerment of staff.</li> </ul>

## Appendix J Documental Sources- summary of WARMTH in CWD Annual Reports 1996-2003

---

### 1996/1997 CWD ANNUAL REPORT WARMTH PROJECT

Formerly Community Kitchens, this project decided on a name change to WARMTH (War Against Tuberculosis, Malnutrition and Hunger) to encompass both the 18 kitchens serving over 1.34 million meals a year and the valuable health and nutrition education work undertaken by Sr Lyette and Sr Leiola. A recent survey shows that our sponsor's money is well used; WARMTH's kitchens serve nearly 7000 meals daily which, for many hundreds of families, are their only source of food. We are hoping to open kitchens outside of the Peninsula, initially in Vredenburg, Elandsbaai and Worcester.

### 1997/1998 CWD Annual Report WARMTH PROJECT

WARMTH (War Against Malnutrition, Tuberculosis and Hunger) have at present 19 community kitchens in under-privileged areas around Cape Town providing:

- low cost food to people in need
- job opportunities for people to operate the kitchens
- health and nutrition education workshops for deprived mothers

1998/1999 - missing

### 1999/2000

33% of children in South Africa are malnourished by the time they reach school-going age. The vision of our project is that **NO CHILD IN CAPE TOWN NEED GO TO BED HUNGRY**. In the last year we have increased our kitchens from 21 to 27 in order to achieve this dream. Our hope is to have 32 community kitchens established by March 2001. At each of these kitchens we provide an employment opportunity for women from the communities. Our health workers also run over 240 Health and Nutrition education workshops per year.

### 2000/2001

WARMTH now operates 30 community kitchens, which each serves an average of 250 cheap but healthy meals per day to children, HIV/AIDS patients, the elderly and unemployed adults. The programme also held 240 health and nutrition workshops, reaching an average of 25 women per workshop. Additional services include 46 craft workshops, health monitoring of 18 mentally and physically disabled children, home visits and referrals.

### 2001/2002 CWD Annual Report

WARMTH is one of the oldest and largest community based feeding scheme in Cape Town, providing low cost food to extremely impoverished communities. A total of 37 community kitchens in vulnerable areas around Cape Town serve more than 9000 meals a day – giving impetus to their vision **that no child in Cape Town needs to go to bed hungry**. WARMTH also runs 240 health and nutrition educational workshops each year, sharing knowledge about primary health care issues. Home care workers also extended their services to the Clarke and Eureka communities while a container office was erected for health and nutrition, and a sewing and craft group in Uitsig. In the financial year under review seven more community kitchens were opened in the flood-stricken areas such as Brown's Farm, Lusaka, Paarl and Atlantis. Shelters for 14 of the kitchens vulnerable to bad weather conditions were erected. Future plans include extending the WARMTH model and developing partnerships with NGOs in outlying areas.

2002/2003

**WARMTH (War Against Tuberculosis, Malnutrition and Hunger)** is one of the largest and oldest community based feeding schemes in Cape Town, providing low cost, nutritious food through a network of 37 community kitchens in vulnerable areas around the Cape. More than 9500 are being fed daily. More than 200 women are reached through the health and nutrition workshops. This year WARMTH experienced many exciting developments. Two new school-based kitchens were opened in the areas of Grassy Park and Zeekoevlei, where nutritious food is now accessible to school children and the broader communities. In addition to this the programme is currently working in partnership with Peninsula School Feeding Association to establish two more kitchens in the areas of Eastridge and De Duine. This will bring the total of school-based kitchens to nine. WARMTH also recently entered in a funding partnership with the Provincial Government's Department of Social Services and Poverty Alleviation to establish nine community kitchens in the rural areas in Central Karoo and along the West Coast.

Apart from managing food distribution and security, WARMTH also stimulates community development, creates jobs and teaches self-respect and dignity. More than 200 women are reached on a weekly basis through health and nutrition workshops, while kitchen operators attend regular training workshops focusing on financial and business skills training, personal finance and savings. The main aim is to encourage the kitchen operators towards self-sustainability.

WARMTH was rewarded in a fitting way this year when they received the silver award from the **Impumelelo Awards Trust**, which recognises innovative projects, which make an impact on poverty alleviation and community development in South Africa. The programme was also one of the winners of the Sappi Ideas that Matter competition, which designed and executed an awareness campaign for WARMTH at primary schools in the Western Cape.

## **Appendix K Kitchen visit to Masiphumelele January 2004**

---

### **Visit of AvE and LB to NS 20/01/04**

NS would like more book-keeping training. In addition she is interested in catering large events and would like more catering skills to do this (all types of cooking). NS has bought two deep fat fryers and started making fish and chips on the day of our visit.

#### **Concerns:**

- re-use of oil in chip-pans
- use of WARMTH oil for variety of uses – need to work on formula for supplying!!!

University of Cape Town

**Appendix L . Observation of maintenance system at WARMTH 2003**

---

In 2003, there was a shift in thinking within the WARMTH Kitchen department. With the rapid expansion of kitchens in the last few years, it has become increasingly difficult to keep up with the maintenance needs. This has led to a situation where operators are being encouraged to source appropriate people in their communities to undertake work and claiming the money back from WARMTH. This policy has been widely accepted in the organisation due to it's dual impact of ensuring that maintenance is completed and the creation of work opportunities in the communities. Further, it places a level of responsibility for the Kitchen operators to ensure their maintenance needs are met.

University of Cape Town

## Appendix M Summary of Indaba Feedback 2003

## WARMTH KITCHEN OPERATOR INDABA EVALUATION MEETING MINUTES 11/09/03

## A. INDABA EVALUATION:

1. LOGISTICS (transport, accommodation; meals etc)
  - What went well?
  - What did not go well?
  - What did I learn?
  - At future events, I would like...
2. SOCIAL EVENT/ ENTERTAINMENT (braai, band and videos)
  - What went well?
  - What did not go well?
  - What did I learn?
  - Recommendations for the future.
3. COMMUNITY PROFILES (KO presentations)
  - What went well?
  - What did not go well?
  - What did I learn?
  - Recommendations?
4. WORKSHOPS (Y+YM, development thinking; dream kitchens)
  - What went well? (time well spent)
  - What did not go well? (time wasted)
  - What did I learn?
  - What learning have I applied in my kitchen/do I intend to apply?

1.

☺	☹
<ul style="list-style-type: none"> <li>- Meals went very well</li> <li>- Good organisation of workshops</li> <li>- Accommodation was good-comfortable and warm with electricity ✓✓</li> <li>- Workshops ✓</li> </ul>	<ul style="list-style-type: none"> <li>- Transport was VERY late and leaking!</li> <li>- Liquor issue- it's not allowed in contract and should not be allowed at events- it never has been before!</li> <li>- No electricity in some rooms for heaters and kettles!</li> <li>- Room doors did not lock properly.</li> <li>- KO (VG) was 'ill-treated' by a staff member (i.e. jokes about being naked and undermined for being illiterate).</li> <li>- ALL hurt by issue of team member exposing that a KO is not educated.</li> <li>- Sharing of rooms</li> <li>- Noisy people at the end of Lieola's farewell</li> <li>- People bringing family members but KOs not allowed to.</li> </ul>
Recommendations:	
<ul style="list-style-type: none"> <li>- Meals should be served by the team members as there are people who don't get enough food!</li> </ul>	

<p>enough food!</p> <ul style="list-style-type: none"> <li>- KOs should choose who to stay in a room with!</li> <li>- Team members should allocate rooms as it is good to mix with people you don't know!</li> </ul>	
--	--

ISSUES 2-4 were merged due to time constraints!

☺	☹
<ul style="list-style-type: none"> <li>- All workshops were well planned</li> <li>- Y+YM budgeting was good.</li> <li>- Y+YM recording of sales and expenses was good- now KOs know where their money is going and that in some cases their expenditure is higher than their income!</li> <li>- Learning to calculate using a calculator</li> <li>- Storage boxes to keep kitchen records- tidy</li> <li>- Aprons and caps- tidy and clean (reminder to explore for assistants)</li> <li>- Community profiles- learn names and about different communities.</li> <li>- Facilitators all patient and loving.</li> </ul>	<ul style="list-style-type: none"> <li>- Using calculator- need to work on</li> </ul>
Friday night celebration was WOW, so much so that some kitchen operators had painful knees the next day!	
OVERALL- SHOULD WE DO THESE WORKSHOPS AGAIN? (i.e. was each workshop useful and relevant?)	<ul style="list-style-type: none"> <li>- Y+YM= YES!</li> <li>- DEVELOPMENT THINKING= YES!</li> <li>- COMMUNITY PROFILES= YES!</li> <li>- DREAM KITCHENS= YES!</li> </ul>

**STAFF FEEDBACK TO KOs:**

NMF gave the KOs an overview of the high and lowlight to come out of the staff debriefing process.

☺	☹
<ul style="list-style-type: none"> <li>- COMMUNITY PRESENTATIONS</li> <li>- TEAM WORKED HARD AND SUPPORTED EACH OTHER</li> <li>- LOVE AND RESPECT BY KOs</li> <li>- LEARNING, LISTENING AND LOVING</li> </ul>	<ul style="list-style-type: none"> <li>- TRANSPORT</li> <li>- LACK OF CLARITY ON RESPONSIBILITIES</li> <li>- COOKING</li> <li>- ON DUTY ALL THE TIME!</li> </ul>
FUTURE: IT WAS GOOD TO DO, BUT CAN'T GUARANTEE EVERY YEAR DUE TO FUNDING!	

## Group feedback:

- please respect us so that we must respect you as staff
- no families but there is one who brought husband and daughter
- Y+YM was very good and we gained a lot
- The expenditure is more than we get- we didn't know before, now we know because of the workshop
- We started to do recording weekly to monthly one
- Red box kept our record book and stationary
- Workshops were well planned
- Our facilitators were very open and helpful- we didn't feel shy
- The staff did not represent themselves
- Being patient, do out book-keeping and to develop our kitchens
- Not in favour of alcohol
- To mix with other cultures and to be patient and to improve
- We were not thinking of each other when serving (food)
- I was not satisfied at the party due to the alcohol, our rules said no alcohol- next time please save us on your own.
- Singenxaki yetransport eyafika kade ngexesha elingelilo ixesha lohamba ibingu 8a.m. Saphuma ngo10:30 asinangxaki nenkangeleka yayo ibus. Naxa sibuya yafika ngexesha yalijaziswa sithi.
- Sifike intle ingo inkangeleko yamagumbi neguba nazo bezanele ezethu Azasebenza ingxaki ibingumbane kwicala le ketule ne Hlita. Nendlela esahlulwe ngayo. Ayizange yoneliswe kwabanye abantu abanye bonele.
- Ukutya kona anisanxaki nako kuba bekwanele kukuninzi kumnandi. Zaba khona ingxakana ezathu zakho ekuqibileni malunga nokutya.
- Asikhange saneliseke sisiselo ebexikhona
- Kwixesha elizayo kufuneka siyiplane sonke sibonisane sisonke.
- Tonke into esasiyifunda pha yasakha ezingqondwenu ngoba ngoku siyakwazi ukuqoqosha imali ngendlela zonke a esasicetyiswa ngazo.
- Siyazama ngoku ukusebenzisa iCalculator iyasinceda ekubalenu. Saiyakwazi ukungama imali. Siyakwa ukucwangcisa imali ngokufanelekileyo.
- Siyazama ukuba sikhule emakhitshini ethi. Sinazo nezimye izinto esizithengisayo ebesingazithengisi. Siyazama ukuba abantu bazifumane izinto abazifunayo abanozitya.
- Siyaluzama noCoceko.
- Siyazama yonke into ihambe ngendlela.

## Appendix N Further Indaba Evaluation Forms 2003

Since there was a lot to evaluate and we wanted to value everyone's input, the debriefing workshop did not manage to cover all the aspects we wanted to. As a result, a further evaluation form was sent out focuses on the key learning parts of the Indaba. Since, many people had already given input, this gave those who still wanted to the opportunity. Fifteen operators returned the forms, the results are shown below.

WORKSHOP 1: YOU AND YOUR MONEY (Two representatives from Y+YM and NMF, HG, BG from WARMTH)

### A. FACILITATORS

	1	2	3	4	5
Facilitators were open to comments and participation				***	*****
I felt the facilitators understood me			*	****	*****

### B. WORKSHOP

	1	2	3	4	5
Visual materials		*		***	****
Relevance			*	***	****
Understandable			**	****	*****

### C. GROUP SIZE

Too small	Fine	Too big
	*****	**

### D. DURATION OF WORKSHOP

Too short	Fine	Too long
*	*****	

### E. OVERALL RATING OF WORKSHOP

Poor	Weak	Good	Very good	Excellent
		****	***	****

### F. APPLICATION

I have applied the things I learnt in this workshop in my kitchen	*****
I have NOT applied the things I learnt in this workshop	
I will apply the things I learnt in this workshop in my kitchen	****

WORKSHOP 2: DEVELOPMENT THINKING (JdW from UCT and AvE, VS and MS from WARMTH)

A. FACILITATORS

	1	2	3	4	5
Facilitators were open to comments and participation				****	*****
I felt the facilitators understood me			**	****	*****

B. WORKSHOP

	1	2	3	4	5
Visual materials		*	*	*	****
Relevance			**	*	*****
Understandable			*	*****	****

C. GROUP SIZE

Too small	Fine	Too big
	*****	**

D. DURATION OF WORKSHOP

Too short	Fine	Too long
*	*****	

E. OVERALL RATING OF WORKSHOP

Poor	Weak	Good	Very good	Excellent
		***	****	****

F. APPLICATION

I have applied the things I learnt in this workshop in my kitchen	*****
I have NOT applied the things I learnt in this workshop	
I will apply the things I learnt in this workshop in my kitchen	**

OVERALL COMMENTS:

VERY GOOD (SA, LN, PT, AC)

GOOD

My aim is to start in Jan next to use my new knowledge in start of year. Because this year is already up.

I was very impressed and pleased and grateful of workshops and everything that you did for us and my baby.

THANKS.

(NT, Guguletu)

VERY GOOD

(SL)

In response to the statement: I have not applied the knowledge gained in the development thinking workshop- Ndiyisebenzisa

(VN)

Y+YM workshop:

Ndifunde lukhulu kubo ndacacelwa apho bendishiyeka khona. iWork ibimmandi ngaske ingaphummi bendomwabile kakhulu. Enkosi ngentsebenziswano yabo entle. Enkosi. (Daphne)

Akukho nto inyina, ntonje zimeselo. (NW)

The workshops that we always attend help us to improve the way of operating the kitchens. It improves our learning skills and ability to use calculators, but as we are too old we also have eye problems. (EK)

I enjoyed the workshop so much and I learnt a lot from other people and their talents.

Should have more workshops like this. (AC).

Le workshop iguna iingondo zethu zihlakaniphile ingakumbi kwicala lezemali. Enkosi ngoku ndisoloko ndiyisebenzisa imali ndineejongo zento endiyifunayo kunyaka ngamnye. (NL)

DEVT THINKING workshop:

Ndifunde lukhulu phaya and nezinto ebesithethwa pha kwi workshop zitsho zandakhha ndayayazi nook into endiyenzayo ubumhle umsenbenzi. Enkosi. (DP).

Kwa ku mmnandi kakhulu. (PT)

Ndafunda lukhulu phaya nangezphiwe zabonye. (NV)

Ixesha leWork ibingu rush-rush. Besi baniniza eGroupini. (LH)

Sivune lukhule kuba besifumana iingcebiso nakwesinye iiKitchen Operators. (NL)

## Appendix O Minutes from Development Thinking Workshop at Indaba 2003 (groups and A and B)

### DEVELOPMENT THINKING WORKSHOP MINUTES- GROUP A 08/07/03

#### OBJECTIVES:

1. CELEBRATE what we are already doing!
2. THINK about ways we can do things BETTER!

#### TASK 1:

What else do does group A want to achieve in this workshop?

Kitchen Operators in group A want to:

- share our goals
- talk about developing our kitchens (e.g. selling other goods to make more profit).
- Talk about workshops

It was decided that these additional objectives could fall under overall objectives 1+2.

#### TASK 2:

Talk about what is going on in our kitchens:

- what are we selling?
- What and where are we buying additional goods?
- What are we proud of? As women, as WARMTH, as KOs?
- Recipes? Anything special you cook with?
- Anything YOU are involved in? in your community?
- Have you completed any course? Any achievements?

#### RESPONSES:

- Cooking: meat, chicken, beef stew, sausage- sonke sithengisa isoya ne rice ne soup. Bought from butchery. (SL)
- Chicken (Metro); fat cakes (flour from Metro); fish from WARMTH; chips (potatoes from market); chicken livers from Metro; hot dogs (Score) (NW).
- Amagwinya- flour from Spaza shop; rolls from donation; samp from spaza (NH)
- Member of SANCO (SL); member of health committee (NH).
- Baking, first aid, triple trust, home nursing (NW)
- D.O.T., first aid, health committee course, nutrition, AIDS (NH).
- Siyaphi nalento siyenzayo- Imiqweno yethu iya phambill empumelelweni. Isphuma ngentseni siye emakhitshini ukuya kunceda abahlali sima oko simile ngentliziyo zethu zonke ezikhululekileto singena 18 hours si proud ngento esiyenzayo.
- Before I had the baby I was on the street committee for youth (NT).
- Women's league, SANCO, F.C.M, Iliso labentwene, Volometee at Hokise; school committee (NS).
- Leadership in church and youth and children (VN).
- First aid, train of the trainees, One Up business course, Iliso yabentwene course, sewing, baking (NS).
- Ilita labantu for women (abuse) rights and children (NT).
- Cooking curry bunnies, curry and rice, donuts, fish, spaghetti, macaroni, frikadels, bean curry and lentil curry.
- We get up very early to prepare food for the community. That is why we are very proud of this. It is a pleasure to feed the hungry.
- We buy from Foodworld and get fish from WARMTH.
- I am proud to see my business growing (food selling is very good).
- We are proud of WARMTH for supplying the goods to us because it makes a difference in the health if our community.
- Pickled fish recipe- fry the fish, pickle in onions, bay leaves, pickle spices, vinegar and tumeric.
- Volunteer- caring for the old and abused people.
- Bereavement course and caring and abuse; needlework and knitting and caring course and abuse; comfort course and rape crisis.
- Cooking chicken feet; samp and beans; vfat cakes and fish cakes; pap and chicken; Mogewu; soya and rice; soup.

- Mix stew (mutton); burgers; fish and chips; Mdundu (fat cakes with potato chips); viennas; pap and spinach (Sanza).
- Buying from various wholesalers, butchers, Score supermarket, Shoprite.
- We are proud because we make a difference in our communities. We feed those who are hungry.
- Magewu recipe: maize meal, self-raising flour and sugar. You cook pap (porridge) and cool it and add one cup of flour to it and one cup of sugar. Close the bucket over night and in the morning taste- it should have a bit sour taste and then it is ready.

**TASK 3:**

Talk about new ideas/innovations in kitchens:

- DIVERSIFICATION- samp and beans instead of rice (guided by needs of clientele). Next step is pap. (NH)
- Keeping RECORDS of sales and expenditure- managing money better! (NS)
- FEEDBACK from clients- amazi and pap- also they prefer milk in winter and sour milk in summer. (VN)
- LEARNT that lay-by is better than hire purchase (interest) as you pay more! (DP)
- INTRODUCED 'chips' now people buy locally rather than going into town to buy. Becoming more of a take-away (NW)
- COOKING cabbage with mealie meal. Saw cabbage was fresh- make Freno (?) (LR)
- Lots of pumpkin- COOK pumpkin fritters! Learnt to introduce a NEW LINE when lots of something is available. (LA)
- BUYING IN BULK from wholesaler is cheaper – buy as CO-OPERATIVE. (NT)
- Wonderful to come to Goedgedacht to LEARN new things and SHARE! (DP)

**TASK 4:**

Imagine a dream kitchen (well-run /perfect):

- Electricity to have fridge in container; microwave to warm up food cooked in morning; someone to help with purchasing goods whilst she is busy in kitchen and baby-access to transport. (NT)
- SOLAR ENERGY
- Tell BG and VS when there is a special on at a store in order to share with other KOs.
- A take-aways; deep fat fryer and microwave but keeping subsidised line for those who can't afford take-aways; needs to think about limitations of operating from the crèche. (LR)
- Electricity for a fridge to keep stock of meat fresh; limitations of clinic- attract skollies but has already been broken in. (NH)
- Cookie shop. Break-ins – all goods stolen puts you back- therefore an ideal kitchen is a SAFE kitchen- but how? (LN).
- INSURANCE for expensive goods- group policy through WARMTH?
- Buy from wholesalers- negotiate discounts as group.
- INVESTIGATE better prices- Score, Metro, Makro (cards?); Pedro, Winners, Foodworld.
- An ideal kitchen is run effectively- good bookkeeping.
- No accounts and NO hire purchase (lay-by only).

**TASK 5:**

Problems you have experienced in the last year:

- access to running water (switched off)
- access to electricity
- break-ins
- customers take plates and spoons
- toilets not being made available to clients
- teachers from school come into kitchen- need space for clients to sit and eat- shelter, or shelter too small.
- Safe place to keep money
- Drunk customers hassles KOs
- Mentally ill customers cause problems
- No toilets at all
- People who want free food

- Drainage is not sufficient which makes kitchen smell
- Deliveries are late or don't arrive
- Gasmasters don't arrive when they are meant to
- Vegetables are not always fresh by the time they arrive
- Fish supply irregular (prob for customers)
- Blocked drain- sink
- Cupboards broken
- Coupons not paid out on time
- Not enough tomato paste- should be delivered weekly
- Soya delivery is less than before.
- Maintenance slow.

COMMON PROBLEMS:

1. Break-ins and stealing of plates and spoons.
2. Electricity.
3. Shortage of water.

POSSIBLE SOLUTIONS:

1. Cover padlock with metal plate; get proper security gate- steel door.
2. Negotiate with committee- letter from WARMTH; get someone to bore hole in container; take line from house but make sure it is protected- do it properly (underground). SOLAR ENERGY?
3. Store back in container – put drop of jik in to keep water fresh.

SOLUTION to blocked drain- bicarbonate of soda and hot water!!!

**DEVELOPMENT THINKING WORKSHOP MINUTES: GROUP B 07/07/03****OBJECTIVES:**

1. CELEBRATE what we are doing.
2. THINK about how we could do things BETTER!

Kitchen Operators in group B want to talk about:

- problems with deliveries
- ideas
- to empower with knowledge
- to share
- to be taught how to cook other things
- voucher problems
- loans (suggestion to WARMTH to give access to loans0.

**TASK 1:**

- WHAT ARE WE DOING (IN OUR KITCHENS) AT THE MOMENT?
- THINGS WE ARE PROUD OF?
  - o what we are selling?
  - o what we are buying?
  - o Where?
  - o Recipes?
  - o Things we have achieved?

**Group 1:**

- We are happy with what WARMTH has done for us in the last year.
- Would like WARMTH to add more food due to large amounts of customers.
- Selling Amarehu and baking bread in kitchens.
- Want WARMTH to give bread.
- Cooking meat and veg.
- Vetkoek
- Proud of treating customers well and the competition.

**Group 3:**

- containers, equipment and food supplies.
- Proud of our community
- Proud of WARMTH management.
- Proud to be in Malmesbury- learning
- Proud of workshops- advice.
- Courses- esp baking- 2 in group have completed successfully.
- Community disasters- WARMTH helps.
- Soya, soup, bake pancakes an vetkoek.
- Don't just cook for community- advise role.

**Group 4:****Jackie**

- proud of achievements in 3 years with WARMTH- didn't know anything about business and cooking for community
- proud of community and vice versa. (with partner)
- WARMTH team has helped her to achieve
- restoration of dignity

**AC**

- suggests recipes workshop 1X month and more demonstrations
- making toffee apples, rolls, fruit salad, cup cakes, pancakes (with fillings)
- Health of community has improved as eating at kitchen- strong and healthy especially sick people from nearby clinic.

**LH**

- Viva WARMTH Viva



## Group 5:

- proud of our kitchens and our communities
- happy with supplies of veg from WARMTH
- happy to be at Goedgedacht
- proud of workshops
- recipes
- to come together- to learn
- savings
- baking course

## TASK 2:

What makes a good Kitchen Operator?

- clean/hygiene
- respect for community and good behaviour to WARMTH too.
- Friendliness (smile)
- Very good attitude
- Recognise they are your own people
- Compassion
- Reliable
- Hard-working
- Saving- aims- for kitchen
- Looking after and improving kitchen
- Independent KOs- manage small things without complaint.
- Good kitchen IF WARMTH maintains it well
- Job creation – e.g. small jobs done by community in return for food

INSIDE YOU	INSIDE KITCHEN
Catering skills	Electricity
Baking	Microwave
Financial management	Fridge
Positive attitude	Calculator
Writing and reading skills	Calendar
Calculation	Safe
Savings	
Planning	
Plan a menu	
Confidence in your self	

## TASK 3:

IDENTIFY 3 PROBLEMS YOU HAVE EXPERIENCED THIS YEAR

PROBLEM	ADVICE
<b>ML</b>	
kitchen closed for 3 months due to problems with helper	Never employ someone you don't trust
Gasmasters bring empty tank	Check tank and tell BG
Deen's deliveries late	Tell BG
<b>NL</b>	
Drunk customers- swearing and she has to keep quiet	Ignore, prayer and praise Lord or get social worker to intervene. Noticeboard saying NO SWEARING; NO SMOKING etc
Kitchen Closed due to burnt arm= no money for kids	Prayer, trusted helper
Changing helpers due to low pay (they say it is too low)	Be firm
<b>NE</b>	
Coupons – when coupons run out, customers demand them anyway	Be firm; card system when no coupons
Drunk customers	
Untrustworthy helper	

## Appendix P WARMTH KO Attendance 2003

COD E		KITCHEN OPERATOR	ATTENDANCE							
			MEETING 1 MARCH	WRKSHIP 1 APRIL	WRKSHIP 2 MAY	WRKSHIP 3 JULY	INDABA AUGUST	MEETING 2 SEPTEMBER	WRKSHIP 4 OCT	MEETING 3 CELEBRATI
G1	MAN ENBERG	EK	✓	✓	✓	A	✓	✓	✓	✓
G2	VAL HALL A PARK	CLOSED								
G3	ELSI ES RIVER	SA	✓	✓	✓	✓	✓	A	✓	✓
G4	UITSIG	LR	✓	✓	✓	✓	✓	✓	✓	✓
G5	GUGULE TU	NT	?	✓	✓	✓	✓	A	✓	✓
G6	ST GABRIEL S	NE	✓	✓	A	A	✓	✓	✓	✓
G7	KTC CLINIC	NH	✓	✓	✓	✓	✓	✓	✓	✓
G8	RSC DAY HOSPITAL	NL	✓	✓	✓	✓	✓	A	✓	✓
G9	PHOLA PARK	ML	✓	✓	✓	✓	✓	✓	✓	✓
G10	MALAWI CAMP	MD	✓	✓	✓	✓	A	✓	✓	✓
G11	CROSSROADS	MHS	✓	✓	✓	✓	✓	✓	✓	✓
G12	KTC	DP	✓	✓	✓	✓	✓	✓	✓	✓
G13	SAMORAMACHEL	MP	✓	A	✓	✓	A	✓	✓	✓
G14	HEINZ PARK	LN	✓	✓	?	✓	✓		✓	✓
G15	BARCELONA	NM	A	A	✓	✓	✓	A	✓	✓
G16	NEW REST	NK	✓	✓	✓	✓	✓	✓	✓	✓
G17	EGOLI	FL	✓	✓	A	A	A	✓	A	A
G18	LUSAKA	SL	✓	✓	✓	✓	✓	A	A	✓
G19	WESBANK	JS	✓	A	✓	✓	✓	A	✓	✓
K0	SITE	PT	✓	A	✓	✓	✓	✓	✓	✓

	B										
K1	SITE C	LC	✓	✓	✓	✓	✓	A	✓	✓	
K2	SITE B CLINIC	VN	✓	A	✓	✓	?	✓	A	✓	
K3	E505	LL	✓	A	✓	✓	✓	✓	✓	✓	
K4	TOWN 2	NW	✓	✓	✓	✓	✓	✓	A	✓	
K5	MACASSAR	RG	✓	✓	✓	A	A	✓	✓	A	
K6	HARARE	VG	✓	✓	✓	✓	✓	✓	A	✓	
K7	SILVER CITY	NM	✓	A	✓	A	A	✓	✓	✓	
K9	TAFELSIG	LA	✓	✓	✓	✓	✓	✓	✓	✓	
P1	PARKWOOD	JK	✓	✓	✓	✓	✓	A	A	✓	
P2	SPANDAU CAMP	CLOSED									
P3	BLOEMBOSS	AL	A	✓	✓	A	✓	A	A	✓	
P4	MBWENI	NV	✓	✓	✓	✓	✓	✓	✓	✓	
P5	WITSANDS	TD	✓	✓	✓	✓	✓	✓	✓	✓	
P6	STLEMENTS	AC	✓	✓	A	✓	✓	A	✓	✓	
P7	LOTUS RIVER	PW	✓	✓	✓	✓	A	✓	✓	✓	
OV1	OCEANVIEW	DY	A	A	✓	A	A	A	A	A	
OV2	MASIPHULELE	NS	✓	✓	✓	✓	✓	✓	✓	✓	
OV3	WESLAKES	LH	✓	A	A	A	✓	A	✓	✓	
P8	DeDUINE	LJ						✓	✓	✓	
			NEW								
P9	Joe Slovo	NC								✓	

## Appendix Q Comparative analysis of sampled kitchens 2002-3

---

### Crossroads kitchen (MHS)

In both 2002 and 2003 the categorisation of MHS's kitchen in Crossroads was that of Full Reliance. However, based on the KO's estimations the kitchen earned substantially more in 2003 than in 2002 (increased from R25p/day to R40-50p/day)<sup>1</sup>. Despite this the kitchen still earns less than R50p/day and it would appear that even with a 100% increase the income is not large enough to expand the kitchen in ways other KOs have (e.g. equipment or large amounts of stock).

In 2002, MHS was selling fish and fishcakes in addition to the subsidised line. She had tried to sell meat dishes, but this was unsuccessful as the community could not afford the meals. In 2003, MHS was still selling the fish but had added to her menu "chicken feet potijie". This demonstrates a willingness to expand her business despite the limits placed on her by her communities' high poverty level. This is because cooking using chicken feet is more appropriate as they are much cheaper than other meat cuts.

In 2002, MHS indicated her future plans were to provide more nutritious foods to her community specifically through a voucher system. She mentioned that any expansion of the kitchen brought with it the risk of attracting crime<sup>2</sup>. In 2003, the KO indicated her desire to expand as a Spaza and sell additional goods like vetkoek<sup>3</sup>. At this time she makes no mention of crime being an obstacle to doing this. This indicates a shift away from a focus on facilitating free food through vouchers to a more business like mentality.

In both interviews, MHS indicated a willingness to meet more often with other KOs to share ideas<sup>4</sup>. In 2002, MHS felt that receiving training, specifically business skills was pointless since the community cannot afford to pay for goods. However, in 2003 she indicated that it would be useful if she could have access to cooking and baking training<sup>5</sup>. Once again, this seems to be evidence that MHS's thinking about her kitchen business is more proactive.

In 2002, MHS requested that WARMTH pay KOs a salary. Whilst there was no mention of this in 2003 she responds that KOs could play more of the roles WARMTH currently plays<sup>6</sup>. MHS also indicated that she thought forming a KO buying co-operative was a good idea. This is a big shift as it demonstrates that in 2003 MHS is feeling that she as a KO could conceivably provide some of the things at least that WARMTH currently does. Despite this, MHS does not feel her kitchen could ever be self-reliant<sup>7</sup>. It is possible that she feels this as the kitchen earns such a small amount of money compared to what WARMTH spends on it (average kitchen income is R967.50p/month, average expenditure is R2000p/m).

The kitchen was originally classified as fully-reliant in 2003 primarily due to its extremely low income. However, given the above information it seems that this kitchen would be better suited in the pre-partial reliance category. This is because

---

<sup>1</sup> Appendices D and F

<sup>2</sup> Appendix D

<sup>3</sup> Appendix F

<sup>4</sup> Appendices D and F

<sup>5</sup> Appendices D and F

<sup>6</sup> Appendices D and F

<sup>7</sup> Appendix F

the income has increased substantially and the KO is presenting less obstacles and more inclination to grow her business. Earning such a small amount of money continues to be a limitation for the growth of the kitchen.

#### **Silver City kitchen (NM)**

The grouping of this kitchen indicated a shift from pre-partial to full reliance from 2002 to 2003. This was the only kitchen to not demonstrate a shift towards self-reliance. However, the kitchen did increase its income marginally (from approximately R752 to R860p/month) and added an additional good to its menu (vetkoek)<sup>8</sup>. The selling of vetkoek was something NM had said she planned to do in 2002. She had also said she would like to sell chicken feet and fish more regularly and this in addition to wanting to sell ice blocks, dolly licks and biscuits remains her future plan in 2003<sup>9</sup>. NM said she thought her main obstacle was not having the money to buy these things to sell<sup>10</sup>.

In 2003 NM said she would like catering training to help her kitchen. In both interviews there was a desire to meet KOs more often to gain experience and that a buying co-operative would be good<sup>11</sup>. In neither interview did NM indicate a willingness to become self-reliant. In 2003 she indicated that she would like WARMTH to give KOs money to buy other things to sell in the kitchens in addition to training. Further, she said she would like WARMTH to pay KOs a basic wage indicating a heavy reliance on WARMTH<sup>12</sup>.

A strong reliance on WARMTH is clear and with limited growth within the kitchen and marginal earning increase confirms the kitchens shift into the full reliance category.

#### **Elsie's River kitchen (SA)**

Between 2002 and 2003 the Elsie's River kitchen moved from full reliance to partial reliance on the continuum (see table 5.2). There has been a marginal increase in the income of this kitchen between 2002 and 2003 (from approximately R1700p/month to R2150p/month). In addition, the kitchen has diversified the goods sold substantially. In 2002, the kitchen's only additional products was curry bunnies. In 2003, the kitchen sells doughnuts, chicken curry, vetkoek; and soya/beef curry bunnies<sup>13</sup>. In 2002, not much initiative was shown by the KO to change the kitchen operation. Although, SA would have liked to sell sweets she saw the shop nearby as an obstacle. In 2003, she was selling many more goods and indicated that she would also like to sell fish and chips, but felt the community couldn't afford it<sup>14</sup>. She reiterated that the shop nearby was an obstacle to selling spaza goods, but she would like to bake cakes in the future anyway. There seems to be a shift from SA feeling limited by the nearby shop to making goods the shop does not sell. As a result, the kitchen has diversified considerably. This substantiates her move from categorisation as a fully reliant to a partially reliant kitchen.

Furthermore, SA could not imagine being self-reliant in 2002 as she noted WARMTH was supplying most of the produce<sup>15</sup>. In 2003 she said she could imagine being self-

---

<sup>8</sup> Appendices D and F

<sup>9</sup> Appendices D and F

<sup>10</sup> Appendix F

<sup>11</sup> Appendices D and F

<sup>12</sup> Appendix F

<sup>13</sup> Appendices D and F

<sup>14</sup> Appendix F

<sup>15</sup> Appendix D

reliant and requested catering training to help her get there<sup>16</sup>. In addition, the KO indicated that she felt KOs could play more of the roles WARMTH currently plays if KOs work together<sup>17</sup>. Despite this, SA would like WARMTH to access additional goods at cost for KOs (e.g. beans, macaroni etc)<sup>18</sup>. In 2002, she said it would not be possible to increase the price of the set meals but in 2003 supported an increase to R1 (R1 or less, as some people cannot even afford the 60c)<sup>19</sup>. In 2002, SA felt the kitchen could not be self-reliant and that the price of meals could not change. However, this has changed in 2003 and she now feels that the kitchen could be self-reliant and wants help to do so. This evidence suggests that SA's thinking about her kitchen operation has changed quite substantially.

In both interviews, SA indicated a desire to meet with other KOs more often for them to get to know each other. She added in 2003 that she had already approached some KOs about starting a possible buying co-operative but it had not happened because they all do different things<sup>20</sup>. SA advocated for a coupon system providing free food to the community in 2002 but in 2003 indicated that she charges for every meal even if not always 60c and gives extra to those in need (e.g. AIDS sufferers)<sup>21</sup>. This demonstrates a shift in thinking to the importance of charging for each meal rather than supporting a coupon system. This is critical as supporting a coupon system demonstrates a welfarist approach.

In summary, SA's thinking and kitchen operation has changed considerably. She is earning and selling more and seems to be working towards becoming more self-reliant. However, the income of the kitchen has remained the same. Given this information and despite wanting to rely on WARMTH for access to additional goods it seems that this kitchen is well placed in the partially reliant group.

#### **Manenberg kitchen (EK)**

This kitchen shifted from pre-partial to partial reliance on the reliance continuum from 2002 to 2003 (see table 5.2). The estimated income of this kitchen decreased by R400 p/month during this period (from R1900 to R1505p/month)<sup>22</sup>. EK said in 2003, that "I don't need a safe place to keep my earnings as there is none left to keep safe"<sup>23</sup>. However, she has diversified its product range from the additional menu of vetkoek, snoek rolls and curry bunnies to include chicken curry, bean curry and bones in the soup<sup>24</sup>. This expansion seems to indicate the data is not accurately reflecting the income of the kitchen or that the new products introduced are not correctly priced to ensure increased profit in the kitchen. In 2002, said she EK planned to introduce sweets and suckers. In 2003 this dream was built on and she indicated the desire to start a spaza as well as develop the kitchen as a "Road-house" staying open late and serving meals and takeaway<sup>25</sup>.

In 2002, EK thought it may be possible (but not definite) for the kitchen to be self-reliant, but in 2003 she strongly asserted that "this is my business" and she could imagine being self-reliant<sup>26</sup>. One of her requests in 2003 was for book-keeping and

<sup>16</sup> Appendices D and F

<sup>17</sup> Appendix F

<sup>18</sup> Appendix F

<sup>19</sup> Appendices D and F

<sup>20</sup> Appendix F

<sup>21</sup> Appendices D and F

<sup>22</sup> Appendices D and F

<sup>23</sup> Appendix F

<sup>24</sup> Appendices D and F

<sup>25</sup> Appendices D and F

<sup>26</sup> Appendices D and F

baking training to help her run her business<sup>27</sup>. In both interviews, EK indicated an interest in meeting more often with other KOs to share ideas and experience as well as possible buying co-operatives. In 2002 EK said that WARMTH could play a role in accessing loans for KOs to increase their kitchen resources and in 2003 she said that WARMTH could buy products to sell to KOs (cash upfront)<sup>28</sup>. This indicates that EK still sees a big role for WARMTH in the progress of her kitchen.

In 2002, EK said she saw the people in her community as being very poor and in need of free food and linked this to a voucher system. In 2003 she still didn't always charge 60c per meal as she gives to hungry children and adults who come with 50c. However, in 2003 she felt that the prices could increase from 60c to R1 (soya and rice) and from 20c to 50c (soup)<sup>29</sup>. Although EK's community remains very poor she is no longer supporting keeping the prices so low or not charging (vouchers) which shows a shift away from a welfarist mentality.

The introduction of a number of new goods and indications of bigger expansion in the future shifts the kitchen grouped as pre-partial in 2002 into the partially reliant category. Further, EK's attitude towards "her business" indicates a move towards self-reliance. The preliminary grouping placed this kitchen as pre-partial reliance in 2002 and partial reliance in 2003 and the evidence seems to support these classifications.

#### **Mbekweni kitchen (NV)**

In both 2002 and 2003, the Mbekweni kitchen was grouped as partially reliant. The estimated average income of this kitchen did not change and the kitchen continued to provide a chicken, vegetable and rice meal in addition to the subsidised line. The only further addition in 2003 has been a donation of bread from Pick and Pay which is given free to the community<sup>30</sup>. NV had tried selling meat and "pap" but couldn't keep the pap warm. She still plans to expand the line. Her wish list grew from fruit and cool drinks in 2002 to include vetkoek, biscuits and samp and beans in 2003<sup>31</sup>. However, NV feels her expansion is limited by the CWD manager on site. In 2003, she added that she would also like to get a fridge to store milk, amanzi, viennas and other meat as her kitchen is close to farms<sup>32</sup>.

In 2002, NV said she was willing to become self-reliant and in 2003 said she would like to be self-reliant in 10 years time<sup>33</sup>. NV would like training to become self-reliant including book-keeping, English, cooking skills and baking<sup>34</sup>. At both interviews she indicated a desire to meet with KOs to share and advise each other. She was interested in a KO co-operative in 2002 but in 2003 she further suggested that given her distance away (Paarl) "...we could meet at Athlone [office] and give one person money to buy..."<sup>35</sup>. This indicates that she is thinking about how a co-operative might work practically.

In 2002 and 2003, NV felt that increasing the price of the set meals would not be possible<sup>36</sup>. In 2002 this was linked to a need for a voucher system especially for the

<sup>27</sup> Appendix F

<sup>28</sup> Appendices D and F

<sup>29</sup> Appendices D and F

<sup>30</sup> Appendix F

<sup>31</sup> Appendices D and F

<sup>32</sup> Appendix F

<sup>33</sup> Appendices D and F

<sup>34</sup> Appendices D and F

<sup>35</sup> Appendices D and F

<sup>36</sup> Appendices D and F

TB patients who need to eat to take their medication. In 2003 she said this was because when she cooks a R1 plate of food customers can't afford it. NV would like WARMTH to provide access to loans and samp and beans (to make a sour drink in summer) and she planned to use her end of the year bonus for a fridge (2003)<sup>37</sup>. This shows a reliance on WARMTH to access further equipment.

The KO shows insight into her situation and has ideas for the development of her kitchen. She is keen to be self-reliant at some point and wants to get the training to equip her to make this move. An obstacle will be the community not being able to afford a R1 plate of food and as a result NV's reliance on WARMTH to supply additional goods bonuses. The evidence here shows that the Mbekweni kitchen is accurately classified "partially reliant" but may move into the self-reliant category in the near future.

### **Macassar kitchen (RG)**

In the categorisation, the Macassar kitchen shifted from being grouped as pre-partial to self-reliant. However, the KO's estimate of her earnings decreased marginally between 2002 and 2003 (from R150p/day to R140p/day)<sup>38</sup>. In 2002, RG was not selling any additional goods from the kitchen. She had tried meat but had been unsuccessful as the customers only wanted to pay the subsidised price<sup>39</sup>. In 2003, she started selling bread and peanut butter, buying the yesterday's bread at low cost and using peanut butter donated to the kitchen<sup>40</sup>. This should have been reflected in an increase in income but does not. This is possibly because the profit on the bread is very low as they pay R1,80 a loaf and sell it for 20c for 2 slices<sup>41</sup>.

In the future RG said that she would like to sell meat curries/stews and get a loan to expand her community kitchen (2003)<sup>42</sup>. In both 2002 and 2003 RG indicated she would be able to be self-reliant as she has done it before. In 2002, RG commented that "...prior to 1998 KOs had to pay for their own food and that was better as the operators were forced to be more disciplined and responsible..."<sup>43</sup>. RG said in 2003 that her advice to a new KO would be "...you mustn't be too dependant on WARMTH..."<sup>44</sup>. She added that she thinks "...KOs have depended too much on WARMTH which has created a relationship...[dependant]" she says this would have been different if they hadn't been given food for free<sup>45</sup>. This evidence indicates a changing mindset and an evolving sense of self-reliance.

RG said in 2002 that the price of the set meal could not be increased due to the community 'holding' her to the prices on the signboards, but in 2003 she felt it could increase to from 60c to R1<sup>46</sup>. In 2003, she says she mostly charges for meals, but sometimes people shout at her and she has to give to them for free<sup>47</sup>.

In both 2002 and 2003, RG indicated her desire for training in money management (budgeting) and in 2002 requested catering training and in 2003 business

---

<sup>37</sup> Appendix F

<sup>38</sup> Appendices D and F

<sup>39</sup> Appendix D

<sup>40</sup> Appendices D and F

<sup>41</sup> Appendix F

<sup>42</sup> Appendix F

<sup>43</sup> Appendix D

<sup>44</sup> Appendix F

<sup>45</sup> Appendix F

<sup>46</sup> Appendices D and F

<sup>47</sup> Appendix F

management<sup>48</sup>. At both interviews she indicated that meeting with other KOs more often would be good and supported the idea of a KO co-operative<sup>49</sup>. In 2003, RG said she wanted WARMTH to provide her with access to loans to "...pull-up business"<sup>50</sup>.

RG added in 2003 that she thinks "...we need more kitchens as there are children starving.." she said it won't be easy, but we can help more and she realises that communities won't develop if they are dependant<sup>51</sup>. This demonstrates her support for a more developmental interaction with WARMTH.

RG demonstrates a high level of development thinking in regard to improving her business, increasing the price of food and changing dependency relationships. This evidence fully supports this kitchen's re-grouping as self-reliant in 2003 due to high level of development thinking and desire to get training to develop the kitchen despite relatively low turnover.

### **Wesbank kitchen (JS)**

In the preliminary grouping in 2003, the Wesbank kitchen remains in the self-reliance group. The KO's estimation of the kitchen earnings remain roughly the same from 2002 to 2003 at R600p/week<sup>52</sup>. In 2002, the kitchen occasionally served meat and pap in addition to the subsidised but in 2003 they added vetkoek and hot chips to their regular menu<sup>53</sup>. In both interviews, JS indicated a desire to expand her range of additional goods<sup>54</sup>. In 2002 these were sweets, biscuits and bread. In 2003 JS indicated a move towards baked goods including scones and cakes. In 2002, she wanted a shelter for the community window and access to transport to purchase goods. In 2003, she still wants a shelter for the community but adds she also wants a stove, microwave and a fridge to help her improve the kitchen<sup>55</sup>.

In 2002, JS felt the price was 'right' at 60c, but in 2003 said it could increase to 80c. She said she always charged for every meal, but there are some cases when she doesn't. In 2002, JS suggested a number of things that WARMTH could do to help her kitchen including: more money to help community with free food; access to loans and more food and gas. In 2003, this changed slightly to request for more soya; improved deliveries and a regular supply of fish, samp and beans<sup>56</sup>.

In 2002, JS said she could become self-reliant if she could afford to and in 2003 she imagines that she will be self-reliant but says she needs to start saving and get training to do this<sup>57</sup>. In both interviews she indicated a desire for training (specifically baking and business skills) and to meet with other KOs more to share ideas to improve their kitchens. JS feels that co-operatives are a good idea. In 2003, when asked about whether KOs could play some of the roles WARMTH plays she said "...when we are self-reliant this will not be a problem..." and that she recognises that WARMTH is an NGO dependant on funding and sometimes money is not available<sup>58</sup>.

---

<sup>48</sup> Appendices D and F

<sup>49</sup> Appendices D and F

<sup>50</sup> Appendix F

<sup>51</sup> Appendix F

<sup>52</sup> Appendices D and F

<sup>53</sup> Appendices D and F

<sup>54</sup> Appendices D and F

<sup>55</sup> Appendices D and F

<sup>56</sup> Appendices D and F

<sup>57</sup> Appendices D and F

<sup>58</sup> Appendix F

The shift here is complicated. In 2002, the kitchen seemed to be primarily grouped in 'self-reliance' due to its high income, in 2003 this continued. In 2002, JS was clearly very reliant on WARMTH. In particular, the desire for "free food" for the community and sticking to the 60c price indicates a welfare outlook. However, in 2003 this changes to a more self-reliant outlook. Although, JS still requests additional goods from WARMTH this is within the context of being an extremely busy kitchen and running out of supplies rather than asking WARMTH to supply free food to the community.

This KO demonstrates a degree of developmental thinking and seems likely to continue to work her kitchen towards being more self-reliant. Her kitchen earns enough to become financially sustainable. However, she still gives some indication of her reliance on WARMTH to access goods and provide more deliveries. This evidence places the Wesbank kitchen on the border between partial- and self-reliance, but due to the kitchen's high earning capacity despite the context in which it operates it is categorised as self-reliant.

### **Masiphumelele kitchen (NS)**

In both 2002 and 2003, the Masiphumelele kitchen was classified as self-reliant. However, despite earning more than any other kitchen, the KO's estimation of her earnings drops significantly from R600p/day to R370p/day from 2002 to 2003. This could be accounted for as the kitchen was not keeping records and NS has indicated that she needs help keeping records and thus the estimation may not have been accurate. The kitchen continues to sell an extremely wide range of cooked (meats stews, samp and beans etc) and spaza type goods (including pens, pencils etc)<sup>59</sup>. In 2002, she wanted to increase this range to include fish and chips but needed a deep fat fryer. In 2003, she continued to make and sell her large range of goods and at the beginning of 2004, NS bought two deep fat fryers and is now making fish and chips<sup>60</sup>. In both interviews, NS indicated that she felt the price of the set meal cannot change as her customers cannot afford it as most are not working and they are suffering<sup>61</sup>.

In 2002, NS felt that she could become self-reliant in the future and thought this was also possible in 2003 if she had the skills<sup>62</sup>. In both interviews, she indicated a desire for training including numeracy, book-keeping. Catering for big events and deciding on profit margins was added to this in 2003<sup>63</sup>. In 2002, she indicated the need for a voucher system and in 2003 said she does not always charge as sometimes people have nothing<sup>64</sup>. This shows that despite her business initiative, the KO sees a need for a level of welfare in her community.

NS felt in both years that meeting with other KOs more often was good, as "they must all be the same". However, in 2002 she thought a co-operative would be good, but in 2003 she said no to this as she felt KOs are "...not doing the same things in the kitchens"<sup>65</sup>. NS felt in 2002 that WARMTH should provide access to KOs to flour, maize and fish and loans for equipment. In 2003, her requests decreased to a regular supply of fish<sup>66</sup>. However, she did say that she thinks WARMTH should pay for a

---

<sup>59</sup> Appendices D and F

<sup>60</sup> Appendix K

<sup>61</sup> Appendices D and F

<sup>62</sup> Appendices D and F

<sup>63</sup> Appendices D and F

<sup>64</sup> Appendices D and F

<sup>65</sup> Appendices D and F

<sup>66</sup> Appendices D and F

shelter, tables and chairs for her kitchen as she says “..I was suppose to have this...”<sup>67</sup>.

It is clear that she expects WARMTH to fulfill their promises to her about paying for the outside area to be set-up although quite capable of improving the kitchen herself. Further, NS feels that the set prices cannot change but this has not stopped her selling a variety of items at non-subsidised prices. As a result, this kitchen fits well in the self-reliant category as NS is clearly a business woman and is aware of what things she needs to work on to become self-reliant from WARMTH.

University of Cape Town

---

<sup>67</sup> Appendix F

**Appendix R Summary of WARMTH entries in CWD Annual Report**

---

**Tracking organisational change**

Within the limited information provided by the WARMTH entries in the CWD Annual Reports there are some threads indicating a shift in the thinking of the organisation. In the 1996/1997 report the name of the project changed from 'community Kitchens' to WARMTH to encompass the kitchens and the health and nutrition project which indicates a recognition that the project could not meet the needs of the communities with a singular satisfier (kitchens) and that a more comprehensive an integrated approach was needed.

In the 1997/1998 report mention is made of job opportunities being created for people to run the kitchens (Appendix J). By 1999/2000 a broader view of providing "...employment opportunity for women from the communities" is giving indicating an acknowledgement of the spill over affect of the programme (e.g. employment of KO assistants) (Appendix J).

In the 2002/2003 report mention is first made of the training provided to KOs as well as indicating the organisation's aim to encourage KOs towards self-sustainability (Appendix J). This indicates that before 2002 there was not a comprehensive training programme mentioned in the report. Further, it is a big shift from 2001/2002 where mention is only made of attempting to extend the WARMTH model in the future rather than changing the WARMTH model to be more self-sustaining in 2002/2003 (Appendix J).

Other indicators of WARMTH's change in thinking are their development partnerships with Empowerment for African Sustainable Development (EASD, Sea Point based NGO); UCT development students and supervisor, Jacques de Wet and the Provincial Government's Department of Social Services and Poverty Alleviation (Appendix J)

The increase in the number of kitchens from 18 in 1996/1997 to the 37 reported (and now 39) in the 2002/2003 report indicates the rapid expansion of WARMTH which links to the ever more desperate need to ensure that kitchens are more sustainable.