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Beneficiary Perceptions on the Chiefdom Development Planning Initiative in the LUSIP (Lower Usuthu Smallholder Irrigation Project)

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2011-04-19
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Beneficiary Perceptions on the Chiefdom Development Planning Initiative in the LUSIP (Lower Usuthu Smallholder Irrigation Project)

Phesheya Simphiwe Tsela

A research report submitted to the Faculty of Commerce, Law and Management, University of Witwatersrand, Johannesburg, in partial fulfilment of the requirements for the degree of Master of Management in Public and Development Management

October 2010

Abstract

In the attempt to improve the livelihoods of the rural poor, proper planning is an important aspect for successful project implementation. It is therefore the purpose of this study to determine the beneficiaries' perceptions and expectations of the Chiefdom Development Planning approach towards the sustainable improvement of their livelihoods. This is an approach practiced in the Lower Usuthu Smallholder Irrigation Project facilitated by Swaziland Water and Agricultural Enterprise in the kingdom of Swaziland. The study was qualitative in nature as it sought to unveil the meaning the Chiefdom Development Planning situation has for those involved, in the form of in-depth interview. The beneficiaries recognise that planning for development is important as it brings about a shared vision amongst the community members. They also appreciate that the Chiefdom Development Planning approach is stimulating them to think differently about adopting new methods that will assist them to grow more food, have better health and possess more material goods than they previously enjoyed. This should occur in a sustainable manner. However, the true test of the approach lies in its implementation.

Declaration

I, Phesheya Simphiwe Tsela, declare that this research report is my own unaided work. It is being submitted in partial fulfilment for the Degree of Master of Management in Public and Development Management at the University of the Witwatersrand. It has not been submitted before for any degree or examination in any other university.

Signed; _____, October 2010.

Phesheya Simphiwe Tsela

Dedication

I dedicate this work to my wife Nontobeko, my mother Nelsiwe N. Dlamini and to my family (Welile, Mavela and Temasiko). This is for your undying support and sacrifice you have made in nurturing me and believing in me all the way. The dedication is also extended to my daughters Yenzeka, Yamukela and my namesake Nomisa Simphiwe Tsela. Tfumbela and Thulz, how can I ever forget your kindness?

Acknowledgements

All praise goes to the Almighty God for giving me the opportunity, wisdom and the endurance to undertake this programme. He has given me the opportunity and removed obstacles along the way, when it seemed no longer possible to continue with these studies. The success of this study is also due individuals who exuded unreserved support towards the study's completion. Through this work, I would like to convey my sincere gratitude to my supervisor, Dr. Horacio Zandamela. Your support, guidance and critique have fuelled my success. I am humbled by your patience throughout this programme.

To my research assistants, Menzi Matse and Kenyatta Mdluli, you have certainly made things easier. *Ningetfule Umtfwalo*. The support you gave in conducting the field work completes the initiation of the study. My gratitude also extends to the participants of the study. I hope you contribution makes a difference to all those who aspire for livelihood transformation. To the staff of Swaziland Water and Agricultural Enterprise (Lower Usuthu Smallholder Development Project), thank you for your contribution especially, Mrs. Rhoda Dlamini for her GIS input. To Lunga Simelane, I appreciate the contribution you made in peer reviewing this work.

To my mother, may the Lord Almighty bless you in abundance. Thank you for setting me on the right footing and for your undying love. You are all a mother a person can want you to be. I shall be forever in debt. My wife, Nontobeko, your patience and understanding made it easier, it shall never elude my memory. Sandile and Thuli Nhlengethwa, for your warmth, sport and accommodating me throughout this journey is highly appreciated. Last but not least, Sandile Makama, you have been the best man you can be to me and my family during the long trips to school.

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List of Abbreviations

AAA	-	American Anthropological Association
ASA	-	American Sociology Association
CDAA	-	Community Development Appraisal and Action
CDC	-	Chiefdom Development Committee
CDP	–	Chiefdom Development Plan
CRDB	-	Central Rural Development Board
FAO	–	Food and Agricultural Organisation
IFAD	-	International Fund for Agricultural Development
IRD	-	Integrated Rural Development
KDDP	-	Komati Downstream Development Programme
LDC	–	Lubovane Development Committee
LUPD	-	Land Use Planning Division
LUSIP	-	Lower Usuthu Smallholder Irrigation Project
MDG's	-	Millennium Development Goals
NGO	-	Non Governmental Organisation
NEPAD	-	New Partnership for Africa's Development
PDA	-	Project Development Area
RDA	-	Rural Development Area
RDAP	-	Rural Development Area Programme
SCE	-	Sub-Committee on Employment
SDC	-	Sigodzi Development Committee
SNL	-	Swazi Nation Land

SWADE	-	Swaziland Water and Agricultural Development Enterprise
UNDP	-	United Nations Development Programme

CHAPTER 1

INTRODUCTION

1.1 Introduction

Generally, the poor in Swaziland are the people who do not have adequate income to buy the minimum amount of food necessary to sustain a normal and active life, set at 2100 calories a day, and to acquire basic non-food requirements for a decent living, (Ministry of Economic Planning and development, 2005). A report published on the World Banks website (2008) reveals that social and economic indicators of household welfare converge to confirm fundamental inequalities in access to incomes and assets. In the case of the area where the study is conducted, poverty is the most prevalent in comparison to other areas of the country. This is evidenced by 69 percent of its people living below the poverty line, (Ministry of Economic Planning and development, 2005). The same study also reveals an income distribution that is skewed whereby the richest 20percent consumed 59 percent of the national income in contrast to the poorest 20 percent who consumed 3.9 percent.

In order to fight this poverty strategies introduced by the government sought to reduce poverty by more than 50 percent by the year 2015, in line with the United Nations Millennium Development Goals. At the centre of the achievement of these goals are government set structures, such as SWADE, as well as relevant stakeholders whom through their interventions the overall government strategy of livelihood transformation can be achieved. The focus of these interventions is the rural areas where the situation is at its worst. This is where you find SWADE, through their Lower Usuthu Smallholder Irrigation Project, facilitating this livelihood transformation with the ultimate goal being to contribute to poverty alleviation in the area. We investigate in this study the beneficiary perceptions of the implored planning approach being a fundamental step towards their livelihood transformation.

1.2 Background

1.2.1 Characteristics of Area of study

The research was a study on a development project in the Kingdom of Swaziland. Geographically, the country is located in south-eastern Africa bordered by the Republic of South Africa to its north, west and south as well as the Republic of Mozambique to the east. It is about 17, 364 square kilometres and it is divided into four geographical regions. The country is divided in to four geographic regions that respond to agro-ecological zones. There is the Highveld, the Middleveld, the Lowveld (which the hottest and the driest of the zones- the zone in which the LUSIP is located) and the Lubombo plateau. Agricultural productivity, under rain fed conditions, potential varies within these zones. Murdoch (1970) (in IFAD, 2001) mentions that most of the Lowveld falls into the 80 percent risk category. This implies that the zones can expect to receive less than the threshold rainfall in four years out of five, (IFAD, 2001). Considering that this region is highly at risk, people living in these areas are more likely not to reap any crop, especially the staple crop-maize, for years in a row. Poverty is bound to loom in this area. Like in most African countries, development in Swaziland tends to be focusing on the urban areas. A similar development case in Zambia, as revealed by Mudenda (2006), takes cognisance of the fact that the focus of policies, that sought to address planning for human settlements, was mainly the urban areas yet the most impoverished Zambians live in the rural areas. They are the ones who also form the majority of the population and are faced with the challenges of "food insecurity, inadequate housing, lack of infrastructure and environmental degradation", (Mudenda, 2006).

1.2.2 Demographics

The population in Swaziland is slightly over one million inhabitants that are essentially rural (60%). Most of them are living as subsistence farmers. The country's National Adaptation Strategy contains the vision to place the country in the top 10 percent of the medium human development group of countries by the year 2022. The strategy's main focus is on social developments (food security, human settlements and shelter, safe water and sanitation, health and human resource development, social security, gender issues, and the problems of disadvantaged groups). A vigorous economy, development of infrastructure, research and innovation are also at the heart of Government Policy, (National Adaptation Strategy, 2002). Classified by the 1997 UNDP Human Development Report as a lower middle level income country, the fact is the distribution of income is skewed. More than 40 percent of the population are living in absolute poverty, with rural areas having a greater share of the poor (84%). Most of the rural population is found on Swazi Nation Land (SNL), implying that SNL areas are disproportionately poor, (IFAD, 2001).

The demographics of the study area, as revealed by the LUSIP Census and Socio-economic Survey Report (2005), indicate the project area population size to be 2,269 homesteads with 2,614 households found in 7 Chiefdoms that cumulatively have 27 sections. Project participation is measured by the actual number of households that partake in the activities that stand to arise from the project intervention. This is because a homestead can have more than one household, which primarily comes about due to the polygamous nature of the Swazi culture. The table below articulates the number of households found in the different chiefdoms of the project area, as mentioned in the Census and Socio-economic Survey Report (2005).

Table 1: Household per Chiefdom

Chiefdom	Number of Households	Percentage (%)
Ngcamphalala	967.18	37
Gamedze	575.08	22
Mamba	496.66	19
Shongwe	235.26	9
Mphumakudze	182.98	7
Lesibovu	130.7	5
Mdlaka	26.14	1
Total	2,614	100

Source: LUSIP Census and Scio-economic Survey Report

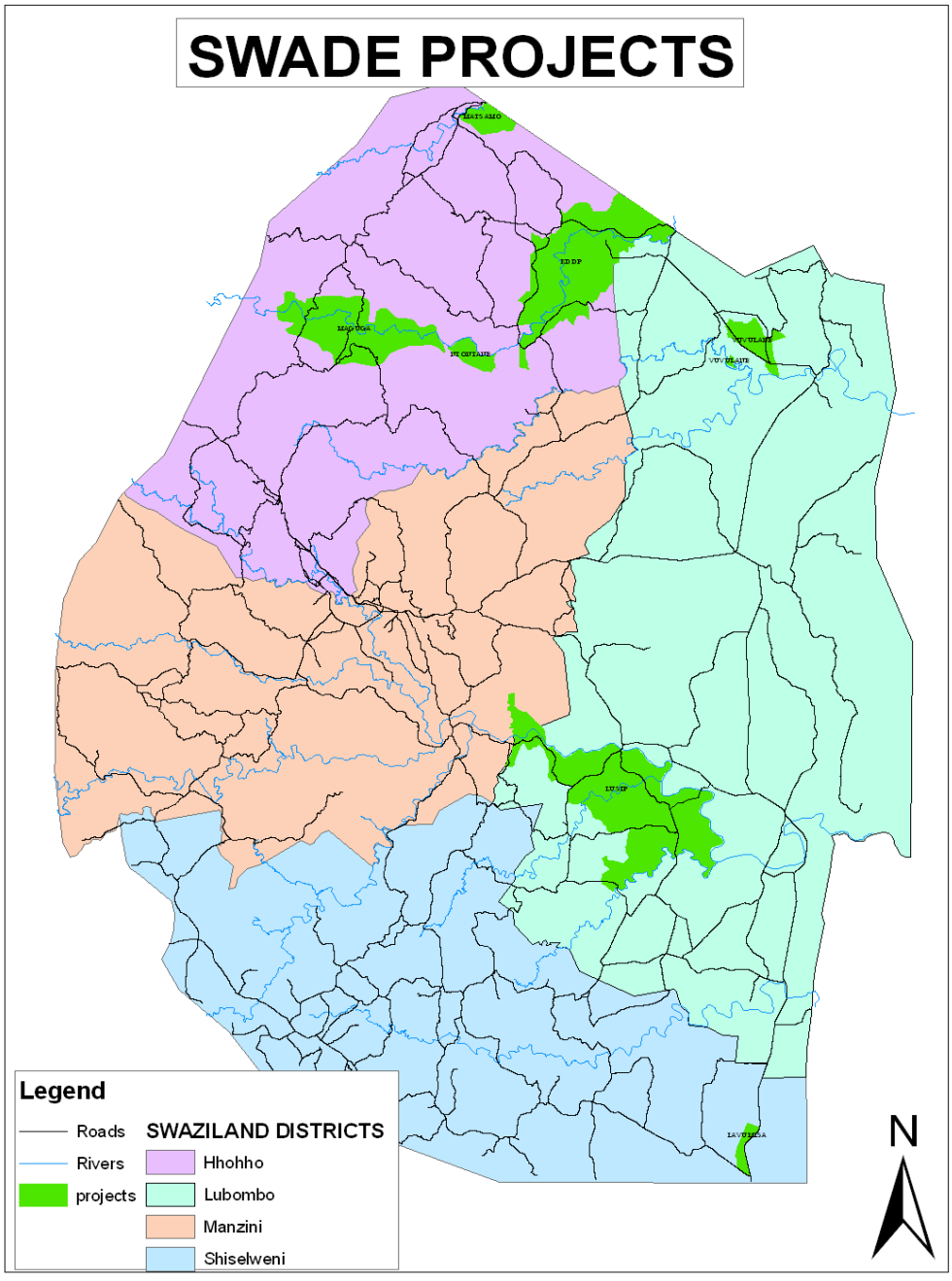
This study concentrates on the first two chiefdoms mentioned on table, namely Ngcamphalala Chiefdom and the Gamedze Chiefdom. These are the first two chiefdoms were the Chiefdom Development Planning approach was first implemented. Together, they form a significant part of the population (59 percent, which translates to 1 464 homesteads) within the Project Development Area (PDA). It does, therefore, become fundamental to obtain the perceptions of the people in these chiefdoms so as to find out if Chiefdom Development Planning meets their expectations for sustainability of the projects that the people stand to benefit from. The report also indicates a slight tilt in gender distribution in favour of men (50.1%) whereas as women constitute 49.9 percent population of the project area.

1.2.3 Development interventions

The Government of Swaziland in the plight of the consistent drought conditions set up the Swaziland Water and Agricultural Enterprise (SWADE). The organisation's role is to assist communities in designated areas to attain an improved quality of life. This will be done using water, as a catalyst, for economic growth (IFAD, 2001). The

Poverty Reduction Strategy Action Plan is the country's key policy statement for reducing poverty and related challenges. The objective is to reduce poverty by more than 50 percent by the year 2015, ultimately eradicating it by 2022. When SWADE was first initiated in 1999, it was tasked to facilitate the development of the rural communities along the Komati River. A project that got to be known as the Komati Downstream Development Project (KDDP). The success of this project led to the establishment of the Lower Usuthu Smallholder Irrigation Project (LUSIP), to which the focus of this study will be. There are several other small projects that SWADE has had to embark on such as the Matsamo Project, Vuvulane and Lavumisa Project. These are at a smaller scale than the first two projects. Figure 1, on page following page, is a locality map that shows where these SWADE projects are found in Swaziland.

Figure 1. SWADE Projects Locality Map



Source: LUSIP Information Management System

1.2.4 Chiefdom Development Planning

What must be borne in mind is that the rural poor are not a single, homogenous group in any part of the world. Usually they are independent producers and wage workers whose livelihoods principally depend on agriculture and agriculture related activities. They are those with the least water and land, have little control over the assets they have, little access to financial institutions. Often they are women, (IFAD, 2006).

In most cases the rural poor are socially excluded, isolated and marginalised. Their lives are characterised by vulnerability and insecurity, which make it difficult for them to take risks that could lead them out of the poverty trap, (Rural Poverty Reduction: IFAD's Role and Focus, June 2005) in IFAD (2006).

The reduction or the elimination of poverty continues to be the prime programme focus of multilateral and bilateral agencies, (Cahn, 2002). The LUSIP is a poverty alleviation initiative in the south eastern Lowveld of the kingdom. Its intention is to reduce poverty and improve the standard of living of the population in the Lower Usuthu Basin, an area that is one of the poorest in the country with an average per capita income of approximately 130 Euros per year compared to a country average of 317 Euros. Its intention is to transform smallholder farmers from rain fed subsistence agriculture to irrigated commercial cash crop production by providing irrigation water, (LUSIP Implementation Manual, 2006).

The Chiefdom Development Plan approach is an initiative that has been developed by Swaziland Water and Agricultural Development Enterprise (SWADE) and implemented at one of its two major project areas namely Lower Usuthu Smallholder Irrigation Project (LUSIP). SWADE is a government of Swaziland parastatal that has been set up to facilitate economic development in designated rural areas of the country. Irrigation water is the catalyst for the development in such areas since the major resource in such areas is land. In some instances the organisation, through the

government of Swaziland, receives funding to conduct such activities from international funding agencies such as IFAD, Development Bank of Southern Africa, etc.

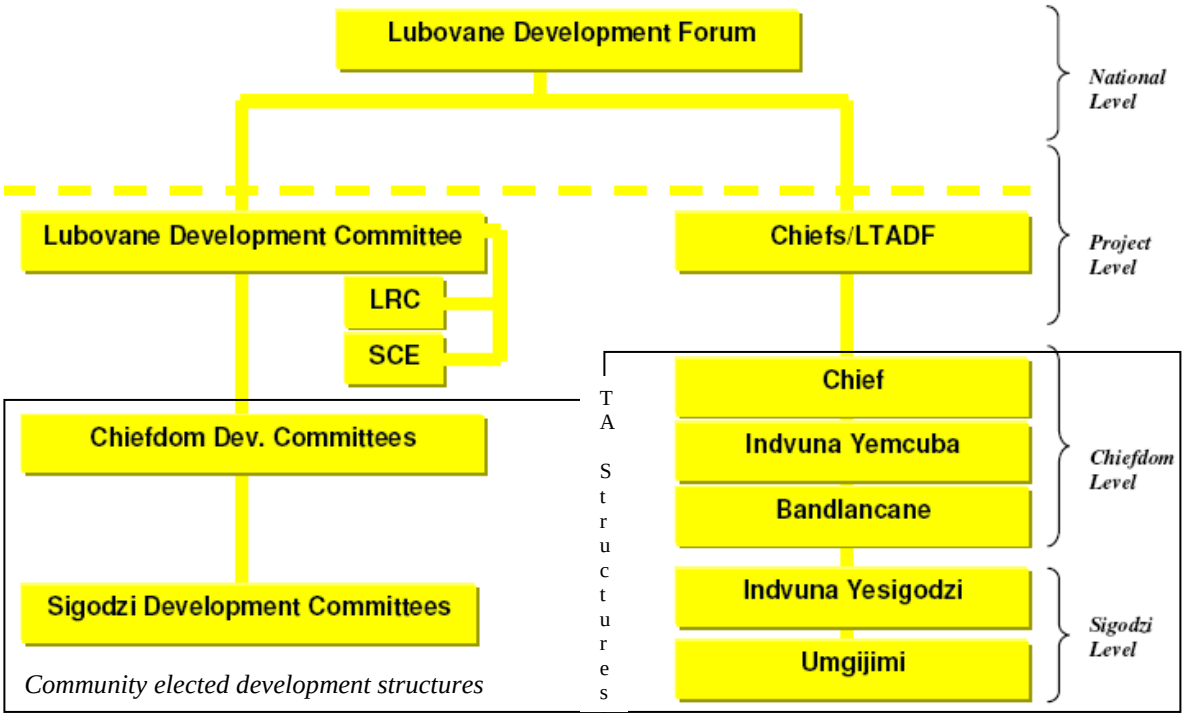
Chiefdom development planning is guided by an approach which is called Community Development Appraisal and Action (CDAA). The CDAA advances the participation of the community in the development of plans permitting members of the community to identify and analyse their development challenges so as to create the necessary vision, objectives, strategies and action plans that will assist to overcome these challenges.

The Communication structure is made of both community elected representatives and the traditional authorities in the project area. At the lowest level (sigodzi) the structure constitutes of the Sigodzi Development Committees (SDC) with a total of 7 members each. At this point, these committees work within an area under the jurisdiction of Indvuna Yesigodzi, which is why it is part of the structure. The chairpersons of the different SDC's constitute at chiefdom level to form the Chiefdom Development Committees (CDC). At this level the Inner Council, the Indvuna yemcuba and the chief become part of the communication structure. The Lubovane Development Committee (LDC), made of members from each CDC in the project development area, is at the top of the structure with the following sub-committees: Lubovane Resettlement Committee (LRC) and Sub-Committee on Employment (SCE) responsible for Resettlement and Employment issues.

The planning process is facilitated by Community Development Committees (CDC) with the support of the Traditional Authorities at Sigodzi Level (a sub-section within the chiefdom that normally shares the same resources e.g. grazing land) and at chiefdom level. The first intervention in chiefdom planning occurs at the Sigodzi level through its elected structures (Sigodzi Development Committee in conjunction with the Traditional Authorities, (CDP, 2007). Figure 2 below reveals the different

decision making tiers that are a characteristic of the communication process prevalent in the project.

Figure 2. Community Communication Process



Source: CDP, 2007

Plans are made at the Sigodzi level and taken to the Chiefdom Development Committee for ratification with the final and official endorsement of the Chiefdom Plan taking place at the Umphakatsi whereby the Chief's stamp marks the approval of the development plan and progress thereof. The latter is the essence of the Chiefdom development plans peculiarity as development in the country has not been facilitated in this manner before. The outputs of the Chiefdom Development Plan being;

a) A clear vision and mission of Chiefdom shared by the members of the community
b) Clear objectives formulated to achieve the vision of the Chiefdom and

c) Broad strategies to achieve the objectives of the Chiefdom in areas of irrigation development, livestock management, environmental resource management as well as potable water and sanitation

An assessment on the beneficiaries' perceptions and expectations shall be in the context of development in these areas. "Patient perceptions are increasingly used to measure quality of care in a diversity of health care delivery settings", (Rosenthal and Shannon, 1997). Likewise, rural development is concerned with improving the standard of living for people; it therefore becomes important to find out whether this intervention seeks to achieve that goal. After all they are the ones that are left to deal with the consequences when project intervention has elapsed.

Traits in other planning approaches as a result of the external funding that the project receives shall also be observed. The planning approach has just been put in use, as of February 2007, starting off in two chiefdoms within SWADE's Lower Usuthu Smallholder Irrigation Project (LUSIP) namely Gamedze and Ngcamphalala Chiefdom.

1.3 Problem Statement

In the attempt to improve the livelihoods of the rural poor, proper planning is an important aspect for successful project implementation or execution. To date planning is still a challenge towards the move for sustainable development as, too often, inadequate or improper planning leads to project failure. "The adoption of a participative approach to planning for the sustainable management of land resources calls for a critical look at planning methods used in the past. In the FAO (1984, p. 55) report, it states that "the aim of participatory measures therefore is to enable the landless and the rural poor to organise themselves, to identify their own needs and to share in the design, implementation and evaluation of programmes and projects which fulfil their needs".

An evaluation of planning exercises in projects related to land use over the past years shows that insufficient attention was paid to essential factors for making a project successful", (Kutter and Ulbert, 2006. p. 2). What must be noted thought is that the scopes of poverty are broad and multifaceted with its realities varying between regions, countries, communities and individuals, however what does not vary is life free of poverty with its basis being access and claim to a range of assets and livelihood strategies that can sustain households and individuals through the stresses and shocks of life, (Cahn, 2002).

There are different ways of planning or planning approaches, a lot of which lead to inadequate execution, ultimately project failure. This has huge implications; one of which would be the wasted financial resources, hence the importance on getting things right the first time, so that there is sustained development (in those project areas) and continual livelihood improvement. In the context of SWADE as a rural development implementing agency, the Chiefdom Development Planning approach is a new concept that has been used in the LUSIP. As much as it is a new concept, the need therefore arises for us to find out the beneficiaries (rural communities) or primary stakeholders views on the planning initiative. This is in order to explore whether it can be adopted by other projects or by other rural development implementing agencies.

This study is necessitated by the concerns raised by community members in the LUSIP area from a Census and Socio-economic Survey exercise conducted in the project in the year 2005. Findings from this study talked to some social indicators that should be a cause for concern for the project implementers. Some of the findings were to the effect that;

- the community was uncertain of what the future had in store for them- 34% feared the future as a result of project intervention, with 43% not certain of what the future had in store

- community opinions reveal a 42% uncertainty that there will be some social cohesion as a result of the intervention
- with 45% of the community not sure if they have the voice and ability to participate in decision making

These issues may pose a threat to project sustainability.

1.4 Purpose Statement

The purpose of this study was to determine the beneficiaries' perceptions and expectations of this new phenomenon (Chiefdom Development Planning), towards sustainable improvement of their livelihood. Sustainable development traits in other planning tools shall be made in order to benchmark the Chiefdom Development Plan's qualities. More importantly, can it be a tool that can be applied elsewhere in the country or regionally? If not, how can it be strengthened?

1.5 Research Questions

The research will probably endeavour to answer the following questions;

i. Determine the community's understanding and views on development as a whole and in the context of a rural setting?
ii. What is the communities' perception on the role of development agencies in the development of their area and its people?
iii. What is the communities' perception on the Chiefdom Development Planning concept in relation to previous development planning initiatives when planning for their development?

1.6 Research Report Structure

The table of contents illustrate how this report is structured. However, this report is organised into the following sections;

a) Chapter 1 Introduction introduces the subject matter under investigation. The chapter will also include a background of the study area, the problem statement as well as the purpose statement.
b) The Literature review chapter (Chapter 2) will summarise and place the problem in the context of related theory and research. An overview of the magnitude of development challenges shall be mentioned to the significance of planning in Swaziland as this is where the study is conducted. A link will be created on beneficiary perceptions to development.
c) Chapter 3, Research Methodology, talks about the design and the implementation of the study, highlighting any challenges encountered. This chapter will provide detail such that the study can be replicated or more research can be conducted building on this information
d) Data presentation is articulated in Chapter 4, illustrating the findings of the study. These have been presented under four themes, namely; understanding sustainable development, familiarity with planning concepts, perceptions on chiefdom development planning , as well as challenges and suggestions in relation to the CDP
e) The results are discussed under Chapter 5 and finally
f) Chapter 5 brings about the conclusion and recommendations that emerge from the study

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Poverty alleviation remains the aim of many governments including that of Swaziland, such that Williams, (1999, p. 193), suggests that during the 1990's, 'mainstream' development institutions, beginning with the Word Bank refocused their attention away from questions of economic restructuring towards poverty relief. A significant development problem that Batten (1975, p. 6) mentions is that of discovering effectives way of stimulating, assisting and teaching people to adopt new methods and to learn new skills because they can help them grow more food, have better health, and possess more material goods than they have previously enjoyed.

It therefore becomes important to capture in the literature review the development context that is prevalent in the African context as well as zeroing down to the LUSIP. They may be similar; however their homogeneity must be respected. Flashing the development context of the area where the study will be conducted as well as the proposed development will strengthen the case of why planning requires playing an important role in the development process in relation to sustainable development practices.

The study principally centres on the issue of rural development. There is a need therefore to learn from our literature on the key rural development facilitation parameters with specific reference to the planning aspect. It is important to appreciate the development challenges that the country is faced with. This would set the need for the development interventions. When development occurs, even future generations must benefit as well as continue to exploit or benefit from the occurring natural

resources. We need to learn how these development interventions can be sustainable. The study must also bring about the significance of the role of planning in development as well as how it has been occurring in the Swaziland context. Insights to land use planning reveal that this kind of planning has been occurring since the 1950 during colonial times. We shall then be in a position to see how different, if any, the CDP is as well as how it serves the poverty alleviation goal, from the people's perspective that is.

Understanding the perceptions enables us to learn about the beneficiaries' awareness of the exercise as well as its significance, or lack, in the context of livelihood transformation in the rural areas. As they are beneficiaries of the project intervention, their opinion matters to ensure that what is delivered is what they desire.

2.2 Overview of Development Challenges

The context of this study is in the rural context. The aim is to look at the development challenges that are faced by communities in rural areas. To set the agenda Lele (1975, p. 20) describes rural development as "improving living standards of the mass of the low income population residing in rural areas and making the process of their development self sustaining", a definition the he mentions to carry three significant features they have a bearing on the design of rural development programmes and their implementation. These are;

i. Improving the living standards of the subsistence population involves mobilization and allocation of resources so as to reach a desirable balance over time between welfare and productive services available to the subsistence rural sector
ii. Mass participation requires that resources must be allocated to low income regions and classes and that the productive and social services actually reach them, and

iii. Making the process self sustaining requires development of the appropriate skills and implementing capacity and the presence of institutions at local, regional and national levels to ensure the effective use of existing resources and to foster the mobilisation of additional financial and human resources for continued development of the subsistence sector.

Rural development though, is in a troubled situation. When looking back in time, Batten (1975, p. 3) states that "before the Second World War the main emphasis in the development of tropical countries was on communications and material resources. There was much less emphasis on small-scale development specifically related to the needs and welfare of the people in their local communities. Today the governments of most tropical countries are aware of the need to foster development in the local community as well as at national level: and many governments now have special programmes to stimulate and help people to improve their own local way of life. These are known as community development programmes", to which the author thinks that there is a need to find effective ways of stimulating, assisting and teaching people to adopt new methods and to learn new skills.

The evidence to the above mentioned troubled situation lies in the perseverance of rural poverty, but also in the declining flows to the sector, and the resolute effort to rethink policy by both international funding agencies and developing country governments. Even though poverty is not only widespread in rural areas, most poverty is rural, (Ashley and Maxwell, 2001). The above mentioned sentiments are also shared by Wolfensohn, (1999, p. 1943) in that he mentions that despite the fact that the global economy has grown significantly in the last several decades and economic activity has reached the majority of places, poverty and underdevelopment persist to afflict vast communities around the world, whereby the inequity between the rich and poor continues to grow.

The under development in the African continent has primarily been accentuated by colonial legacies, the Cold war, workings of international economic system and the inadequacies of and shortcomings in the policies pursued by many countries in the post independence era, (Nepad, 2001). The issue the Hung and Makdissi, (2004, p. 124) is that for numerous countries on the African continent, exponential population growth, civil wars, desertification, and the slim chance to get on the path of industrialisation, offer the most pessimistic prospects for life for nearly 300 million people. In addition, (p.125) they point out that the incidence of poverty is still highly devastating and even seems to be increasing in most parts of Africa. With countries on other continents, this was not the case. The infusion of wealth in the form of investment created larger volumes of wealth through the export of value added products. African states were only integrated into the world economy mainly as a supplier of cheap labour and raw materials, a process that drained the continent of its resources rather than use it for its development, (Nepad, 2001). African countries need to come out of this situation. African resources need to be harnessed to create wealth for the well-being of its people, (Nepad, 2001).

A huge majority of African people reside in rural areas. Their agrarian systems are generally weak and unproductive, linked with external setbacks such as climatic uncertainty, biases in economic policy and instability in world commodity prices. Such systems have held back agricultural supply and incomes in the rural areas, leading to poverty, (Nepad, 2001). If any meaningful economic transformation is to be made to African people, development interventions have to be focused on the rural majority. Agricultural performance improvement is an imperative for economic development on the continent. Table 2 below, identifies twelve separate reasons why agricultural growth might reduce poverty starting off at farm level, to the rural economy and ultimately nationally, (Ashley and Maxwell, 2001).

Table 2: The Benefits of Agricultural Growth

Economy Stage	Benefit
Farm economy	Higher incomes for farmers, including smallholders
	More employment on-farm as labour demand rises per hectare, the area cultivated expands, or frequency of cropping increases. Rise in farm wage rates.
Rural economy	More jobs in agriculture and food chain upstream and downstream of farm
	More jobs or higher incomes in non-farm economy as farmers and farm labourers spend additional incomes
	Increased jobs and incomes in rural economy allow better nutrition, better health and increased investments in education amongst rural population. Lead directly to improved welfare and indirectly to higher labour productivity.
	More local tax revenues generated and demand for better infrastructure- roads, power supplies, and communications. Leads to second round effects promoting rural economy.
	Linkages in production chain generate trust and information, build social capital and facilitate non-farm investment.
	Reduced prices of food for rural inhabitants who buy in food net.
National economy	Reduced prices of food and raw materials raise real wages of urban poor, reduce wage costs of non-farm sectors
	Generation of savings and taxes from farming allows investments in non-farm sector, creating jobs and incomes in other sectors
	Earning of foreign exchange allows import of capital goods and essential inputs for non-farm production
	Release of farm labour allows production in other sectors

Source: Ashley and Maxwell, (2001).

As in the context of the LUSIP, the area is largely rural with the greatest resource being land. The suggestion above is that meaningful economic transformation has to focus on the rural areas. The above mentioned that serves to emphasis the benefits of agriculture to the economy. The second economy stage on the table is more relevant for the beneficiaries of the LUSIP as some of the benefits mentioned that the communities are likely to realise include more jobs, increased incomes in the rural economy resulting in better nutrition, health and increased investments in education amongst the rural population. Other subsequent benefits are detailed on the table.

Nepad, (2001) reveals that "the resulting increase in rural peoples' purchasing power will also lead to higher effective demand for African industrial goods. The induced dynamics would constitute a significant source of economic growth" .Perceptions on poverty ought to be guided not only thinking of it in terms of conditions of low income. It also embraces conditions of vulnerability, exclusion and powerlessness, (IFAD, 2006). These are complexities that need to be taken into account when facilitating the transformation of the rural communities. The factors to these complexities may relate to "asset inequalities and to unequal relations that preclude options and freedom of choice. A poor understanding of the distribution of assets and capabilities among poor women and men, the processes of change that affect them, the mechanisms of exclusion and discrimination that penalize them, and the relationship of all these processes to poverty is central to the design and implementation of effective poverty reduction strategies", (IFAD, 2006).

In the 1960's the African economy was robust. However when external shocks hit in the 1970's due to rising oil prices, it brought about a calamitous deterioration in the terms of trade for many commodity dependent countries, (Madavo, 2005). In the past decade, there has been a lot of transformation in development assistance, consensus has been reached on development objectives and a commitment made to pursue these objectives more effectively, (IFAD, 2006). One of the most important commitments made was towards the achieving the United Nations Millennium Development Goals,

(MDGs). More resources and new aid instruments (such as improved targeting of resources, policies and actions) needed to be engaged in order to halve the proportion of people living in hunger and extreme poverty by the year 2015, (IFAD, 2006).

2.3 Sustainable Development

Sustainable development as a concept arises from the world view which sees the survival, continued progress and maintenance of the human community as dependent on the continued health and viability of the earth's life support systems, (Bell and Cheung, 2004). In 1987 the World Commission on Environment and Development made a report on *Our Common Future*. The endeavour was to address the conflict challenges between the environment and development goals by formulating a definition of what sustainable development is, (Harry, 2006).

This seemed to be important as the report by the FAO, (1998, p. 9) reveals that "not only does the environment affect poverty, but poverty affects the environment. Mounting pressures on scarce resources, combined with inappropriate policies and institutions have already brought about an increase in the frequency and magnitude of 'natural disasters', in which the poor have been the main victims". The report also suggests that the interconnected challenges of poverty and environmental degradation cannot be sufficiently addressed without appropriate policies, institutions and training within an overall strategy for rural development based on sustainable growth.

The definition described sustainable development as "development which meets the needs of the present without compromising the ability of future generations to meet their own needs", Rural development, in the expressions of the sustainable livelihoods approach, has got to do with all the various assets rural people access, and about the structures and processes which mediate how those assets are transformed into income and other desired outcomes, (Ashley and Maxwell, 2001, pp. 396-425).

The understanding from reading different literature is that, there seems to be no consensus on a common path of what sustainable development is or looks like. Faucheux's (2004) articulation of the concept captures me as she mentions that "the concept of sustainable development represents an attempt to go beyond the simple assertions of physical limits to economic growth, and to explore how, in what terms, and to what extent, the socio-economic objectives traditionally linked to growth can be reconciled with the concern for environmental quality and inter-temporal equity".

In simplistic interpretation it would mean a change in focus on the material matters to further concentrating on the livelihood (welfare) improvement of what these material things stand to bring to the people, in a manner that is non- discriminatory or excluding (equity). According to Lai and Lorne (2004) "it focuses on balancing social, economic and ecological goals".

There has, however, been some kind of convergence when it comes to what elements should the concept of sustainable development embrace. Woods (2004) mentions four basic elements that 33 international legal experts agreed to and they are;

i. meeting the needs of present and future generations (socio-economic development) particularly in developing countries especially the rural areas
ii. ensuring that the renewable and non-renewable resources are conserved and not exhausted
iii. access to and use of natural resources must take equitable account of the needs of all people as well as
iv. Recognising that the environment and development must be treated in an integrated manner. In this study this will be looked at the local level for the LUSIP context.

In agreement to Lai and Lorne, (2004) is Skalli, (2001, p.74) who asserts that sustainable human development "focuses on the satisfaction of basic needs and underline multidimensioning nature of poverty in the country". The same author goes

on to define poverty as the lack of 'basic needs' that ensures a minimally adequate standard of living. These basic needs include proper education, employment, housing, health and sanitation. Meeting the above mentioned elements would require careful planning, with achieving the equitable use of resources being important. This means that there must be some fairness in the development approaches used.

The element of fairness in the utilisation of natural resources would require a human centred development approach that has the beneficiaries' interest at the centre of the approach. This is underpinned by one of the principles embedded in the Rio Declaration on Sustainable Development (in Lai and Lorne**,** 2004) that positions human beings at the centre of all issues pertaining sustainable development, in a manner that must be in harmony with nature. The element of human centred approach brings with it the issue of participation. In its strictest sense the FAO (1984, p. 5) states that it implies redistribution of economic and political power in favour of the rural poor who were bypassed before with the ramifications of development bearing that a simple transfer of income to the poorest target groups does not translate to a permanent solution to poverty. It is the reports suggestions that power, self reliance and prestige for the poor in developing countries reside in secured access to productive assets, particularly land, and in generating interdependency instead of dependency.

The element of viability and sustainability has been constantly coming up in development. The Chiefdom Development Planning approach is a form of strategy for rural development. This study must find out if the participants are aware of sustainable development and its significance so as to determine, from their perceptions, whether it is an element that is embraced in the planning approach.

To the development agent or project worker, there is a warning spelt out by Batten (1975, p. 62) that the project worker faces a much harder task in a disorganised community than in a well organised traditional community. This is because many

communities of this nature are divided by factions, which may make the worker's task more difficult since leaders whom he may perceive are village leaders may really be leaders of a village faction. This may happen to an extent whereby the official headman may represent a faction rather than the entire village. By working through him, the worker may antagonise the other factions. This now leads us to further investigate the relation of planning to these terms as well as investigate further the attributes of sustainable development.

2.4 Role of Planning in Development

Laying out the road map on the intentions to complete a certain task, prior to undertaking it can be called planning. Careful consideration is made on what the task really entails and what resources are required for execution, including anticipated challenges. The impression built by (Penn and Jordahl, 1967) is that "Planning is for a purpose to resolve conflicts between people, to improve peoples' environments, to promote economic development raising levels of living, or to guide growth. This means the use of plans to resolve current or anticipated problems".

Development planning can occur at different levels; international, national and local level. A major resource to which planning is conducted for is land, to which Verheye (2006) would briefly describe the main activities involved at all these levels. Summarily the writer mentions that at the international level planning is mainly focused on land use changes looked at from a conceptual viewpoint and long-term vision, at national level planning is concerned with national objectives and with the allocation of natural resources available and managed within a state administration, whereas at the local level, the focus shifts from the organisational aspects of planning towards implementation and proper management options.

The LUSIP is a project that works with communities in the rural context. The feeling of Amundsen, (1982, p. 24-27) is that community participation is a requirement to

community acceptance of public works projects, whereby if the projects are to be successful they must be supported by those who pay for them and those who are going to be affected by them. This is besides the detail that there cannot be community acceptance in the absence of community participation, yet you can have community participation without achieving unanimous community acceptance. By observing the perceptions of the community in this study, the intention is to find out whether there is some acceptance of going about with planning for their resources by using the Chiefdom Development Planning approach.

The focus of this study will be planning at the local level (grassroots) whereby at this level the impact (participation) of the users (beneficiaries) of the plan to be increasing much more with their motivation and involvement, to a large extent, determining the success of plan, (Verheye, 2006). The challenge is that national reduction strategies do not sufficiently address the role of agriculture and rural development. They neglect even more seriously the role of smallholder agriculture and the economies of the rural poor people, (IFAD, 2006). Interventions by IFAD (2006), seek to enhance the effectiveness and direct impact of its activities by refining the targeting of its resources and country programmes. The target group in their context are the rural people living in poverty and experiencing food insecurity in developing countries. The intention is to reach extremely poor people who have the potential to take advantage of improved access to assets and opportunities for agricultural production and rural income generating activities.

There are several approaches to planning that are available as well as elements that a plan should possess which have been articulated, which will be discussed later in the article. For the development to benefit future generations, it shall be important that even in the planning process discussions look into the element of sustainable development. The Brundtland report (quoted in Fritzmaurice, 2007) defines sustainable development as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

The challenge is that, as much as many national and international development agencies claim to be committed to participatory approaches when helping the rural poor, insignificant progress has been achieved in translating ambitious plans into effective action, (Korten, 1980, pp. 480- 511). The poverty that prevails in the rural areas brings about the need to no longer exclude the rural people any longer, particularly as they are statistically the most disadvantaged. "Hence there is a need to decentralise agricultural planning to relatively small sub-national areas and to integrate agriculture with other aspects of rural development planning at this level", (FAO, 1987). Penn and Jordahl (1967, pp. 1277-1289) point out the planning was traditionally implemented by individuals who subscribed to one of two philosophical approaches. In the first approach they believed that planning should be conducted by 'qualified' technicians as the technician knows best in reaching some goal or end, giving the example that "the agricultural economist plans to allocate factors of production so that farmers will make maximum profit".

The short coming of this thinking or approach lie in the fact that these technicians would often have little or no consideration of the people's needs in their plans or whether the people will actually implement the plans that they developed. Such plans often carry the dangers of being influenced or manipulated by 'exogenous factors' such as politicians, rendering them weak in that case.

In the second planning approach, more stakeholders are involved in addition to the technician. There is the interaction of administrators, politicians and citizens in problem identification as well as in the formulation of plans of action. The analysis that I come up to is that the second approach is one that is (even though the processes and procedures that are acquired to bring these groups of people together in making plans and programmes to improve the situation may be a lengthy one) more viable than the first approach. The major difference is that in one there has been democratic

engagement whereas in the other it was absent; hence the implementation of the plan is more likely to be carried through.

Therefore, the lack of people involvement in traditional planning methods could be said that it lead to unsustainable development as it does not embrace community driven human indicators. Such planning methods were top-down (usually technician or politician driven) paying little consideration to peoples' perception on land related issues and their needs as well as a negotiating environment for informed decision making (Kutter and Ulbert, 2004).

Grayson (1975, pp. 126-133), mentions that the idea is "to transfer power to the smallest unit consistent with the scale of the problem". This means that decision making powers for development actions that are to happen in a particular area, should embrace the thoughts and views of the people of the area. This means that the core strength of sustainable development is participatory planning (development) for sustained development.

Why this has been the case, may be as a result of the fact that the socio-cultural, economic and ecological factors that are unique to each society, have not been taken into consideration. The situation tends to be more explicit in third world countries where development is viewed as a paradigm shift from the traditional way of doing things (lifestyle and thinking), when one learns from (Alvarez, 2005).

We still need to be certain whether we all share the same understanding on the concept of participation since Biggs (1989), in Pijnenburg and Nhantumbo, (2002, pp. 192-199) "distinguished between contractual, consultative, collaborative and collegiate participation when he studied the level of farmer participation in agricultural research". In the same literature, seven levels were mentioned by Pretty (1997) to be passive participation, participation by giving information, participation through consultation, participation to obtain material incentives, functional

participation, interactive participation and self-mobilisation. There is also transformative participation (target groups is being involved in a project driven by outsiders) as well as translative (which carries the opposite explanation or meaning). The kind of participation that best suites planning at local level needs to be determined. It should be one that advances the interests of the rural communities involved in the development.

2.5 Development Planning in Swaziland

When looking at the planning scenario in Swaziland, with specific reference to land use planning, the challenge emanates from the rapid increase in the kingdom's population which exacerbates the problem of natural resource depletion. This becoming more evident as pressure on land increased as a result of human and livestock population growth, (Environmental Centre for Swaziland, 2001). Since colonial times the land settlement scheme was such that there was privately owned land that was purchased and communities settled in villages. Planning in the villages was centred in identifying grazing and arable land. Identified thorough soil surveys, land for homesteads and grazing were demarcated with arable land allocated on an individual household basis whereas grazing land was communal. This arrangement was thought to lead to improved agricultural production and natural resource management.

Even though this kind of planning appeared to be genuine and well thought, its shortfall, as highlighted in Environmental Planning in Swaziland (2001), was that it did not provide for the participation of the communities in the process. The perception then was that the schemes were the most appropriate innovation and suitable for the people. The expectation was that people must fit into these schemes without questioning them. This was exacerbated by no future or forward planning

being undertaken, the result being crumbling schemes as they did not take into consideration the interest of the people or communities.

The insight of land use planning begin with the Swazi Administration Act (1950) that place the responsibility for Natural Resources Management on communal land on the Ingwenyama (the King) and the Chiefs. They had the power to issue orders on the method of settlement. The act also established the Central Rural Development Board (CRDB) in 1954. The board was empowered to oversee that appropriate land use planning was undertaken in communal areas with full community participation. The Ministry of agriculture provided technical expertise to the board and community. The community land use plan could only be approved after a consensus was reached by all parties. In the 1970's the Rural Development Area Programme (RDAP) was established to intensify agricultural development strategies. The Land Use Planning Division (LUPD) within the Ministry of Agriculture was tasked to execute the programme under the following mandate, 'To ensure orderly development and exploitation of the country's natural resources particularly on Swazi Nation Land'. The programme itself emphasised intensified agricultural production, provision of infrastructure in rural areas as well as the addition of more private land to communal areas.

The implementation of land use plans developed from the programme failed as a result of the poor communication that existed between the CRDB and the Land use Planning Division. The failure of the process to make significant improvement in the management of the natural resources in the country may be attributed to the following, (Environmental Centre for Swaziland, 2001);

- The exercise has not adequately identified all stakeholders and tended to concentrate on a broad community approach without focusing on different group and individual interests within the community;
- Lack of adequate forums for dealing with communal grazing land management and no attractive alternatives to extensive livestock production

in communal areas have been identified. No incentives were put in place to attract households to other alternative forms of land use;

- Poor institutional coordination between the CRDB and the LUPD, to an extent that the two organisations appeared to be pursuing different objectives;
- Even though people have been empowered for their own land use, there has been an absence of a forum of information sharing between the communities, the CRDB and the technical divisions within the Ministry of Agriculture;
- Information that has been produced by the land Use Planning Division for rational land use planning in rural areas has been too technical, even for technical departments within the Ministry, let alone for the communities;
- The emergence of competing land use uses due to the absence of a National Land Use policy to guide Land Development;
- The absence of integrated land use planning compounded by sectoral self interests; e.g. there is no forum where agricultural and urban development interests and objectives are discussed.

Other challenges, that may contribute to the abovementioned attributes as mentioned by Salinger-McBride and Picard (1989), were the perceptions on the RDA's disruptions on the operations of the traditional authority as; mechanisms were not developed in the RDA's to guarantee traditionalists control over the field bureaucracy, pose an implicit threat to traditional patterns of land acquisition and their emphasis on arable agriculture and particularly cash crops are seen as encouraging the kind of independent peasantry which has been opposed by landed elites in the past.

This led to the emergence of a comprehensive strategy for rural development in the late 1960s and early 1970s. The objectives of which were to achieve a balanced economic growth, more equitable income distribution and a commitment to meeting

the basic needs of all, (Salinger-McBride and Picard, 1989). The article mentions that the strategy became known as Integrated Rural Development (IRD), providing goods and services to target populations in designated areas.

The IRD administratively tied diverse functions and programmes together (centralised decision making) with an attempt to improve synergy and efficiency of both the individual programme and the overall effort. This was as opposed to the traditionally government sponsored rural development activities. The primary goals and objectives included; "(1) an increase in agricultural output and productivity, thereby transforming rural regions from subsistence to commercial agricultural economies in an attempt to meet the basic food needs and raise the income levels of the rural poor, (2) related to this rise in productivity, an effort to diversify rural economies, increase employment opportunities, and stimulate internal demand for domestically produced goods, (3) improvement of the standard of living in rural areas by increasing access to social services, facilities, technologies and infrastructure needed to improve health, nutrition, education, and family planning" , (Salinger-McBride and Picard, 1989). The outcomes of these interventions are manifested in partial completion of the intended objectives, through short-term increases in agricultural productivity or improved living standards. Few projects achieved the long-term transformation initially envisioned by the project planners. As the same concept had been tried in countries like Malawi, lessons from Malawi show that, after six years of operation by the Lilongwe project, it was able to produce only one candidate that had the ability of assuming a high-level management position amounting to failure in augmenting indigenous administrative capacity or in developing viable grassroots institutions, Salinger-McBride and Picard (1989). This failure was attributed to implementation challenges or difficulties imposed by political realities on the ground.

One of the issues highlighted as a problem in the article is decentralised decision making whereby, the "amount of control that central administrators are willing to

transfer to local IRD project units depends in large part on the 'threat perception' that they discern. If political elites at the national level fear that local elites will use the new access to resources to fortify their own political machinery, it is highly unlikely that a decentralisation or devolution of authority will occur", Salinger-McBride and Picard (1989) as those who have to implement RDA policy at local level feel that officials in Mbabane are rigid and do not take into consideration people's perceptions and views.

A cultural resentment on commercial agriculture elites comes from traditional leaders due to their perception that commercial farmers will over use the land in pursuit of individual gain. In the event the individual becomes too rich, he may incite the envy of his chief and be banished from the area.

2.6 Beneficiary Perceptions

Perception is defined by the Oxford English Dictionary to be "the process of becoming aware or conscious of a thing or things in general". Synonyms, amongst others, of the word talk to insight, awareness observation, sensitivity, view and opinion. In conjunction to the perceptions, the study also sought to look into the beneficiaries expectations to the whole exercise of Chiefdom Development Planning. This factor, as per the words synonym, looks into what are the prospects, outlook, opportunities and or hope that the beneficiaries envisage as ramifications of the process.

As things are in the business fraternity, competitive quality seeks to bring about sustained competitive advantage for that business. Whereby, competitive quality is premised on a systems perspective, continuous improvement, high productivity, teamwork, and paramount, a customer orientation (Dean and Bowen, 1994). The same authors mention that, regardless of the persistent emphasis on the customer, clarity in defining the customer's role has not received much consensus, with customer orientation implying that the firm concentrates on providing products and

services that fulfil customer needs. In Lengnick-Hall (1996), Schneider and Bowen (1995, p. 792) recognise as much as it is important to fulfil customer needs, this may be insufficient. They do, however, advocate that customer orientation implies organisational commitment to the customer so much so that both parties are interdependent, share values and strategies over a long term relationship. To achieve this, firms nurture direct customer contact, obtain customer needs information and use it to design and deliver products and services. The ability to articulate gaps between expectations and experiences, therefore, increases as expectations rise. This is the case since the ultimate goal for any business is to achieve customer satisfaction. The aim of the LUSIP project is fundamentally livelihood transformation. This is done by stimulating economic activity, in the designated areas, on previously or rather impoverished rural communities. The communities that receive the project intervention ultimately become the customer. According to Lengnick-Hall (1996), "customers can be an outcome of transformation activities".

In the context of rural development this implies that it would be important, particularly for development facilitating organisations, to understand what their opinion is if we take the view of the beneficiaries being the customer. In their study, Garonna and Triacca (1999), mention that one of the phases that facilitate us to the abstract image of social phenomenon (that cannot be observed directly) into (observable) indicators involves defining the components or dimensions of the phenomenon considered. The emphasis is that social change produces a mounting importance of the subjective character inherent in the constituent aspects of the phenomenon under consideration. If there is a continual unilateral consideration of objective dimensions, as Garonna and Triacca (1999) express it, the phenomenon may lose clarity. The implication is that, the greater use of subjective-perceptive indicators is essential.

To illuminate this argument, the authors make an example of a phenomenon in the health fraternity. They state that this social phenomenon has been influenced by

significant subjective transformations, " an individual's health is a comprehensive consequence that grows out of the interaction of physiological and pathological phenomena, the capacity of the organism to deal with 'attacks' which compromise overall 'normalcy', not only in terms of physical efficiency, but also in terms of psychic an relational equilibrium".

The critical question then becomes, why is it important to obtain the beneficiaries opinion on this planning phenomenon? Garonna and Triacca (1999), lay the challenge of measuring 'outcomes' and effectiveness, in this case of Chiefdom Development Planning, in their statement that social debate and reform has concentrated on the outcomes and the effectiveness of the various measures. Yet, conventional input indicators and cost efficiency considerations are not considered sufficient to evaluate performance and guide public choice in the difficult decision making that fiscal consolidation and demand pressures impose. As in the case of issues concerning health, employability or education, the effects of a particular policy programme may occur along a period of time as; they may determine interactions and feedbacks after the first impact; they induce often dead weight and substitution; they may be counteracted or even neutralised by expectations and anticipations of users and producers; they may be indirect or diffuse to the extent of generating the well-known properties of externalities or public goods, which affect measurement.

2.7 Conclusion

Much of the poverty stricken people in Swaziland are living under poverty conditions. Like in most of Africa, a majority of these people reside in the rural areas. What must be understood though is that poverty must not be described only in monetary terms as it is more complex than that. The rural poor are also faced with conditions of vulnerability, exclusion from the economy as well as powerlessness. The realisation by African leaders to mitigate this situation lead to the initiation of development programmes such as NEPAD, which seek to address the poverty

challenges in Africa by 2015. In line with the NEPAD programme, the LUSIP has been set up to meet the goals set by NEPAD within its designated area.

A critical point to note is that livelihood transformation or poverty alleviation should occur in a sustainable manner. The article shall highlight the attributes of sustainable development practices. Development planning initiatives have been observed in some articles to be very deficient. The tendency has been viewing the rural poor as a homogenous group yet they are independent individuals whom only fundamentally depend on agricultural related activities. Conflicts are likely to resume if their individuality is not recognised. The importance of planning in development therefore becomes to resolve conflict and to improve people's environment. The echelon at which this planning is conducted needs to be appropriate and must seek to embrace sustainability practices.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

SWADE projects have to deal with the livelihood change of people. In this context, it is the lives of rural people in Swaziland. The concept of Chiefdom Development planning is a new initiative, if not the first of its kind in Swaziland. Understanding how SWADE's development planning initiative is being valued by the beneficiaries, perhaps even other stakeholders like government, becomes important. The essence of qualitative research lay on the premise that meaning is socially constructed by individuals interacting with their world at a particular point in time, (Merriam, 2002). The interest in qualitative research is appreciating interpretations made at a particular point in time and in a particular context. The interpretations are for a forever changing reality that neither is fixed, single nor agreed upon. This would involve gaining an understanding of what it means for participants to be in a particular situation, what their lives are like, what's going on for them, what their meanings are and what the world looks like in that particular setting, (Merriam, 2002).

3.2 Research Approach and Design

There are two different methodologies that are used in research, these being qualitative and quantitative methods (Rai, 2008, p. 82). The study was qualitative in nature. Since the need to understand a phenomenon, unveil the meaning a situation has for those involved, or delineate process (how things happen), then a qualitative design was the most appropriate, learning from (Merriam, 2002). On the other hand, quantitative analysis usually seeks to determine the path of communication. Meaning, the degree to which it is for, against or neutral in regard to a given issue usually performed on the basis of a graded scale that defines a continuum range from 'very favourable' to 'very unfavourable,' from very optimistic' to 'very unoptimistic,'

(Kracauer, 1952). A division must be made between quantitative and qualitative units of analysis. Quantitative variables have categories that consist of numbers and differences between variables that can be expressed numerically (e.g. 'income' measured in any currency resembles a quantitative difference between people with different incomes) whereas qualitative variables consist of categories that are usually designated by words or labels that have no numerical differences between categories (e.g. the variable gender consist of male and female, however one cannot make numerical distinctions between people of different gender), (Singleton, Straits and Straits, 1993).

We learn from Creswell (2003) when he mentions that qualitative research utilises multiple methods that are interactive and humanistic, and their use is growing, and increasingly involve active participation by participants and sensitivity to the participants or respondents in the study. The endeavour was to look particularly at SWADE projects. This gave the study some specificity or a particular case. This is in cognisance of the premise adopted by Kaarbo and Beasley, (1999, p. 372) that the term 'case' and various as well as the notion of case analysis are not well defined in social science regardless of their widespread usage and their centrality to social scientific discourse. They imply that a case may be a single instance or data point, such as a subject in an experiment, as well as a survey respondent amongst others. They also suggest that it can be a uniquely bounded phenomenon in a historical or geographical sense. Their view though is when the word study is added to the word case, a case study can then be interpreted to mean an in-depth, multifaceted investigation, using qualitative research methods, of a single phenomenon.

Case studies give an intensive description and analysis of a phenomenon or social units such as individual, group, institution, or community. The aim was to describe the phenomenon in depth, (Merriam, 2002). It makes use of a number of methods to gather information. Kaarbo and Beasley, (1999, p. 373) mention that these range from interviews to surveys to content analysis but does not necessarily imply using

compound sources or types of evidence in order to perform a case study. For this study the selected beneficiaries were interviewed. This has occurred in the context of the beneficiaries of the Lower Usuthu Smallholder Irrigation Project. This was opposed to obtaining a judgemental analysis that comes along with quantitative analysis where it is either an item falls into class x or it does not. It is important that we therefore obtain an understanding, from the beneficiaries, how they perceive the upcoming development initiative in as far as their needs are concerned.

3.3 Sampling

The sample of the study was the project beneficiaries. According to Merriam (2002), "The design of a qualitative study focused on interpretation includes shaping a problem for this type of study, selecting a sample, collecting and analysing data, and writing up findings". The opinion of important stakeholders needed to be taken into account. Sampling is the process used to select cases for inclusion in a research study. Singleton, Straits and Straits (1993, p. 159), mention non-probability sampling to be the process of selecting a case other than that of random selection. They further state the challenges associated with non random selection, these being; "(1). They do not control for investigator bias in the selection of units, and (2) their pattern of variability cannot be predicted from probability sampling theory, thereby making it impossible to calculate sampling error or to estimate sample precision". They do not, however, rule out its pragmatism. That is the case in this study, as only the people who have an experience of the planning approach were considered. It is the purpose of this study to ascertain their opinion.

To be precise, it assumed the form of a purposive non- probability sampling. The study was targeting those communities that had already undergone through the Chiefdom Plan Development planning process. As illustrated by the Chiefdom Map of the Project Area (Figure 3) there are seven chiefdoms in the projects development

area and only two chiefdoms had undergone the process during the period of this study. These chiefdoms are the Ngcamphalala and the Gamedze Chiefdom. There are different sections (tigodzi) within the chiefdoms, the numbers being six at Gamedze and eleven at Ngcamphalala. However the intent of this study was not to present a comparison of the opinions at section (Sigodzi level) as the overall chiefdom vision guides the planning process at section level, through an iterative process which also informs the vision. This kind of sampling was the most ideal for the researcher since as (Singleton, Straits and Straits, 1993). Singleton *et al.*, (1993, p.160), articulates it be one where the investigator relies on his or her expert opinion to select units that are representative or typical of the population. The important strategy that he mentions is that of the need to identify important sources of variation in the population so as to select a sample that reflects this variation. As the project is coming for both young and old, it was important that this population gap is encompassed in the study.

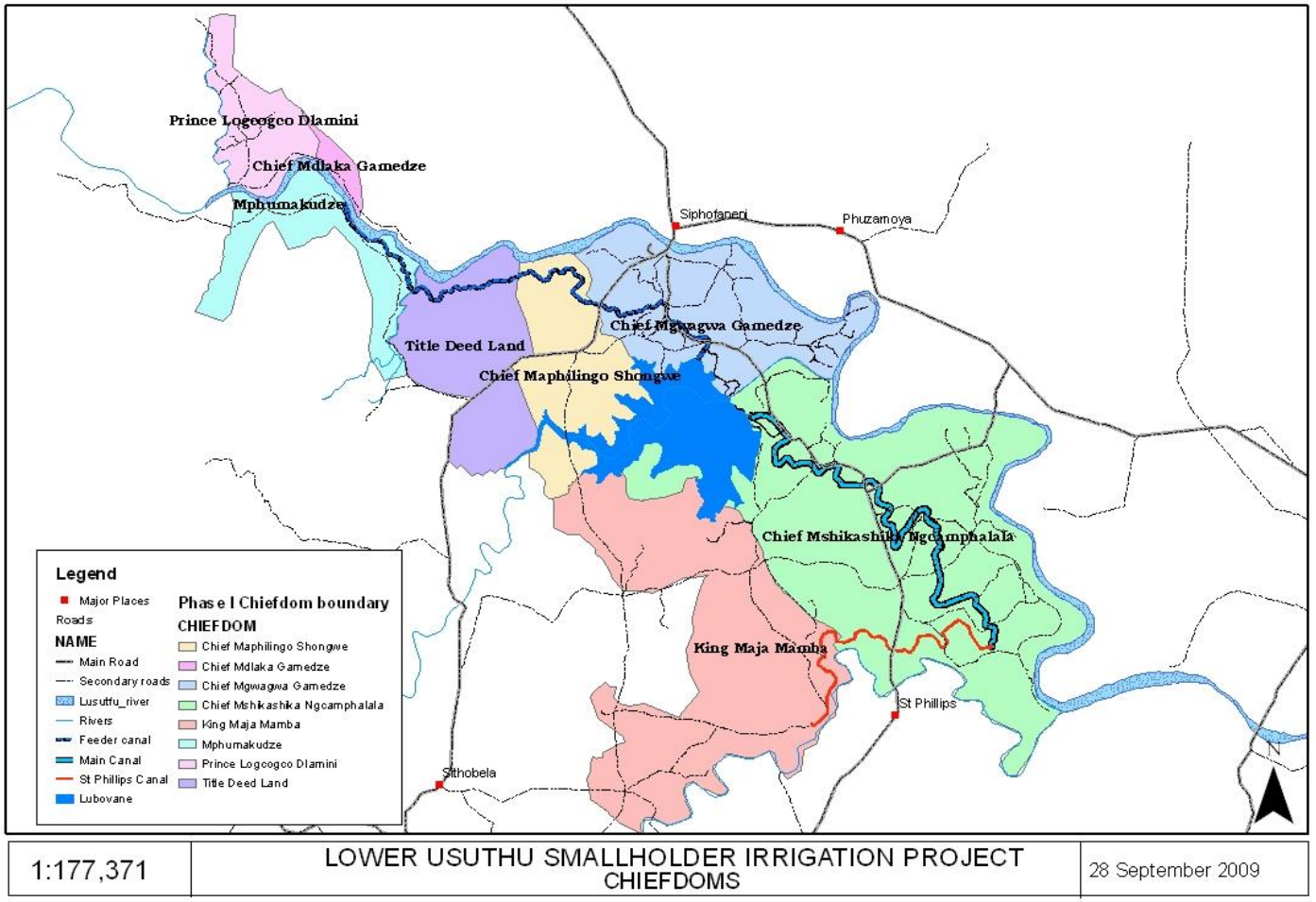


Figure 3. LUSIP Chiefdom Locality Map

It was important for the study to ensure that the people interviewed for the study were part and parcel of the whole project. The study therefore verified their membership by cross checking it with the sigodzi membership list and ensures that all the participants that we interviewed, were actual members of the community. Members of the community do possess an identification number that was given to them during the census of the number of homesteads in these areas. The participants chosen were participants that were active in their respective sigodzi committees in their chiefdoms. The researcher also had prior knowledge of the participants.

We can, therefore, mention more specifically that the form of non-probability sampling followed was that of convenience sampling. Singleton, Straits and Straits, (1993, pp. 159-60) mention convenience sampling to be one whereby "the researcher simply selects a requisite number from cases that are conveniently available". In this case using the membership list was convenient. They continue to mention that "such methods of case selection are easy, quick, and inexpensive. If the research is at an early stage and generalizability is not an issue, then they may be perfectly appropriate. However, convenience sampling is a matter of catch-as-catch-can. There is no way of determining to whom, other than the sample itself, the results apply. Thus in attempting to make inferences from such a sample, one can only hope that one is not being to grossly misled". At this stage of the LUSIP development, this form of sampling is appropriate as the planning process had just begun. Over and above the intention of this study was to get a feel from the people how they think of the Chiefdom Development Planning initiative. It is not the intention of this study to obtain an in-depth analysis of the processes, methodology, impact and so on. This can be a matter of concern for future interrogation in other studies.

For the purpose of this research, the number of interviewees was four. There were two participants from each Chiefdom (Gamedze and Ngcamphalala). These participants were selected from the Chiefdom Development Committee of both Chiefdoms. Members of these committees are the chairperson of the various sigodzi

development committees. Their sentiments would give the researcher an understanding of what the people think of Chiefdom Development Planning as they represent the populace. The reason for interviewing this number was that, the people of the area were homogenous in terms of doing things, (cultural, social activities and otherwise). It was, therefore, assumed that the phenomenon that they face is the same or that it will impact them in a similar manner. Hence it is implicit that their experience/ expectations shall be similar. Singleton, *et al.*, (1993) suggest that the more heterogeneous the population (under investigation) with respect to the characteristic being studied, the more cases required to yield a reliable sample. The size of sample was also selected for its inexpensiveness by the researcher.

3.4 Data Collection

3.4.1 Primary Data

At conception of the study, the primary source of data was going to be in the form of questionnaires. This would have been inadequate to develop an understanding on the various stakeholders' perceptions and expectations on the subject matter as literature suggest that this is a form that is normally used in a quantitative study. Thomas (2003) in Monana (2008, p. 250) mentions that the key advantage of using primary data is that the information is collected for a particular problem under investigation, thus making the data directly relevant and current than when using secondary data.

The study took the form of qualitative interviewing that was about obtaining individual opinions and attitudes. This follows that interviews tend to be particularly functional in support of getting the participant's experience (McNamara, 1997). The aim of the responsive (depth) interviewing was a solid, deep understanding of what is being studied rather than breadth (Rubin and Rubin, 2005). The same authors mention that the "depth is achieved by going after context (dealing with the complexity of multiple, overlapping and sometimes conflicting themes) and to get

that depth, the researcher needs to make follow up questions, asking more questions about what he or she initially heard". The implication of this was that a main set of questions needed to be drafted. They served as a framework that helped guide the discussion or interview session. This was due to the point that the main questions asked about each of the pieces of missing information (Rubin and Rubin, 2005). The interview itself was conducted in a semi-structured manner in order to promote more interaction hence gain in-depth information from the exercise. To allow for such, the questions posed during the interview were open-ended.

3.4.2 Secondary Data

The secondary source of data for the research made use of existing documents on the development planning approaches that SWADE has used since inception and attempted to compare those documents with other development approaches to see if they embrace concepts of sustainable development. Books obtained from libraries as well as online material, in the form of journals, sourced from the Jstor website were used in support of this study.

3.5 Instruments/Measures

The interview questions were structured according to the research questions on the following issues;

a) How the community's understanding and views on development as a whole and in the context of a rural setting;
b) obtaining the communities' perception on the role of development agencies in the development of their area and its people in facilitating development;
c) Obtaining the communities' perception on the Chiefdom Development Planning concept in relation to previous development planning initiatives when planning for their development.

The data was clustered logically and filtered questions that were necessary to filter from respondents who made irrelevant submissions.

3.6 Procedures

The following procedures were observed during the field work or data collection phase of the study;

3.6.1 Administering the interview

When conducting the interview, the author approached the session in the following manner, as advised by McNamara 1997):

- First we attempted to establish a contact with the interviewee (so as to break the ice) by discussing general information about the individual such as name, the weather patterns that may be prevalent, anything that may be of interest within their area, etc;
- Conducted a brief review on what the exercise is all about in order to set the scene, lest the interviewee become surprised or overwhelmed by the subject matter;
- Maintained a good rapport with the interviewee and not portray the session as some form of interrogation;
- Maintain open-ended questions as the intention is to get as many issues as possible on the subject matter permitting an accurate picture of the facts and factors.
- Paid attention during the process and listening attentively proved to be important to the exercise as the interviewees were able to feel the genuineness of the interviewer

3.6.2 Training the field workers

For the study, two university students that were on vacation were engaged to conduct the field research in the two respective areas as they have studied research methods themselves. They were also students who were on internship in the project area, hence they had a fair understanding of the development yet not quite involved. This occurred over a two days period. Prior to them obtaining the field data, a session was held with them whereby the researcher oriented them to the administration of the interview. An insight on the whole CDP process was explained to the students. Of particular importance was to instil the issue of ensuring confidentiality of the respondents (should they choose to remain anonymous) and also assuming a stance whereby they influence the opinions or the answers. Other points covered in the briefing session included assisting them on;

- Understanding the rationale of the instrument;
- Understanding each individual question and the rationale for each question;
- Coping with possible problems they might encounter with administering the instrument;
- Approaching the different questions appropriately;
- Accommodating the respondents educational levels;
- Adhering with protocol of dealing with sensitive information;
- Understanding the prevalent culture;
- Using appropriate, neutral probe when it is required;
- Speaking slowly and clearly with no interruptions;
- Putting the respondent at ease and;
- Proper recording as the interview progresses as well as not answering on the respondents behalf.

Literature, for example, Singleton, Straits and Straits, (1993) reveals other areas of interest. However, the above mentioned were core for the success of the study.

3.7 Data Analysis

Singleton, Straits and Straits, (1993) point out that data analysis occurs whenever theory and data are compared. Obtaining the perceptions and expectations of both of these key role players was important in advancing the planning initiative as an important tool that can possibly be used in other areas or by other development projects or agencies in Swaziland. Of importance was that, the data analysis should arrive at point where it should be explicit to all what the perceptions and expectations of the stakeholders were regarding the use of the Chiefdom Development Plan initiative on it being a sustainable planning tool.

In this kind of data collection, data analysis should occur as early as when examining the first few interviews to make sure the project makes sense and concerns matters that are important to conversational partners (Rubin and Rubin, 2005). Modifications on main interview questions as well as follow up questions that pursue emerging ideas were made. At the end of the interview, as advised by Rubin and Rubin (2005), all the interviews were examined together to pull out coherent and consistent descriptions, themes, and theories that speak to the research questions.

Qualitative data analysis uses open-ended data most of the time that require asking general questions and developing an analysis from the information supplied by participants (Creswell, 2003). The steps to be taken during the analysis were, as advised by (Rackham, 1980):

- To organise what was captured during the field exercise-in terms of completion of the interview as well as relevance of the answers to the questions posed;
- The data had to be categorised, prior, into themes that were relevant to the subject matter having observed the patterns in the data collected;
- Each subject matter was dealt with separately to bring about more focus on the sentiments under the different themes;

- Eventually, an evaluation of the relationship of each part to another was undertaken as well as how it all relates to the whole subject matter. This was done in order to reach an overall assessment.

Interviews were conducted with particularly project beneficiaries. The information obtained was therefore sorted to view their responses on a comparable platform. The questions explored the interviewee's understanding on; sustainable development, significance of planning in rural development, familiarity with other planning concepts, confidence on the Chiefdom Development Planning method. The eventuality was to link the interviewees' responses to other sentiments posed in the literature, reflecting these findings on as a written research report. The expected limitations mentioned in the research proposal (foreseen limitations of the study were i) proper documentation in an organised format may be a challenge particularly during project inception hence the need to underpin the study with secondary evidence that will be obtained via the questionnaires. ii) The availability and willingness to participate by respondents was also a matter of concern. iii) The unpredictability of interview questions with regard to interviewees changing the subject matter as well as interviewer bias needed to be closely guarded. iv) Achieving consistency through the groups that were interviewed was also a challenge the study needed to rise above), were not of significant magnitude. Secondary data that was required to support the study was not readily available and stored in an organised manner. The researcher had to liaise with several consultants within the SWADE team who played a role in facilitating the plans. The proximity to the project, in this instance, was an advantage. The participants in the interview sessions were very forth coming and embraced the study that would assist the development of the rural poor, especially the neighbouring communities in the SWADE project development area.

3.8 Validity and Reliability

As data analysis involves making sense or meaning out of the text and image by moving deeper and deeper into understanding the data, representing the data and making an interpretation of the larger meaning of the data, Creswell (2003), the validity and reliability of the data needed to be ascertained. This was in order to establish some accuracy and credibility of the document for the benefit of the interested parties in the research. Validity determines whether findings from the standpoint of the researcher, participant or the reader, are accurate (Creswell, 2003).

The secondary data source of this study makes mention of documents on the development planning approaches that SWADE has used since inception in contrast with other approaches that embrace the concept of sustainable development .This information has been used in the validation, a process which Creswell (2003), refers to as to "triangulate different sources of information by examining evidence from the sources and using it to build a coherent justification for themes". On the other hand, proximity to the area of study warranted the clarification of bias that may be brought into the research. Peer debriefing played a huge role in determining consistency and eliminating this bias. Specialists, in the field of rural development, were requested to assist. These have included individuals in project monitoring and evaluation positions as well as development facilitators who somewhat would be interested in the sentiments emanating from their daily interventions.

Some researchers tend to reject the concept 'validity' as it does not make sense to be apprehensive with the 'truth' or 'falsity' of an observation when the observation is based on interpretation and description. Alternative criteria would be the uses of credibility- are the results capturing what is there? Transferability- are the results consistent with the data? Dependability- can the researcher account for the ever

changing context within which the research occurs? and conformability- degree to which results could be confirmed or corroborated by others, (Merriam, 1998).

The credibility of the data hugely depended on the research ethics implored by the interviewer. Singleton, Straits and Straits (1993, p. 488), outline a set of codes of professional ethics which the researcher could emulate from. These codes are credible and they are used by reputable organisations such as the American Anthropological Association (AAA), the American Psychological Association (APA) and the American Sociological Association (ASA). The researcher, in pursuit of this study, used the American Psychological Association system, a system that is also recommended by the University of Witwatersrand. Other ethics applied were to; refrain from causing intentional harm to interviewees (by informing participants on risks or discomforts that may be caused by the study prior, to which they could state their discomfort in responding to), obtained the explicit consent of participants to take part in an investigation, refrained from deceiving or misleading subjects or respondents about the purpose of the study, respecting their privacy (anonymity or confidentiality) and making ethical decisions when conflicts arose between societal values like freedom and privacy and scientific methods aimed at obtaining the highest quality data. Monama (2008) also authenticates the validity of primary data in that she asserts that primary data is information that is obtained from the primary sources of information. The researcher relies upon these participants to become acquainted to the situation. Therefore, the statements of key informants can be taken as evidence, even if their statements are somewhat self serving.

3.9 Significance of the study

The Chiefdom Development Planning (CDP) is a new community development planning approach that it is being implemented by SWADE at the LUSIP. Previously SWADE has been involved in planning and implementing the Komati Downstream Development Project (KDDP), the CDP approach was not used during their planning

phase. The CDP has been tried on two out of the seven chiefdoms in LUSIP, it is therefore important to enquire whether the CDP process is effective and ensure that it does meet the expectations of the people in order for the projects that come out of the planning process to be sustainable and reflect or address the needs of the community. Moving forward, it would be important establish this early before moving to the other chiefdoms. Establishing the peoples sentiments early would also improve the process as amendments would be made, hence strengthening the approach. This is important for the success of the LUSIP. The overarching aim of the study is to establish if the CDP is an approach that can be used elsewhere in the country.

3.10 Limitations

The challenges experienced in this study were two fold. The first challenge had to do with conducting the interviews. There were people who met this exercise with scepticism, other possessing difficult personalities such that there was a need to disregard them from the exercise, as well as those who totally refused.

The second challenge had to do with drafting and finalising the report itself. As significant as secondary data is to the completion of the study as well as the report, difficulty was experienced in using literature (in the form of books) from libraries that were accessible to the researcher. This is due to the issue that the available literature was old. To counteract this, most of the literature used was from electronic databases. They themselves also posed a challenge in that they we not always readily available, due to admission rights and upgrading of the site in one way or another.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.1Introduction

The Chiefdom Development Planning initiative is one that has been implemented in rural communities that SWADE works with in Swaziland. Such areas are the areas where NEPAD insist that that is where meaningful transformation has to be made if the fight against poverty is to be tackled head on. This chapter presents the beneficiaries' perceptions on sentiments of the Chiefdom Development Plan. Responses are categorised into three themes that would contextualise the whole aim of the interview. These were to appreciate their understanding of sustainable development to understanding their familiarity to previous planning and finally what they think of the CDP approach as a planning method and as a tool that serves to assist them in their endeavour to transform their lives and fight against poverty.

The presentation of the data begins with separating the findings from the interviews into different themes that are relevant to the research question. From the interviews, come three themes;

a) Understanding sustainable development
b) Familiarity with planning concepts
c) Perceptions on the chiefdom development planning approach

The study analyses each of the themes separately and then moves to establish the relationship of each part to every other part, ultimately comparing it on how it links to the whole study. By organising the information into themes, the idea is to ensure that the broader research questions are covered. These are;

a) Is there an understanding of what rural development is and the need for it to be sustainable?

b) What role does planning play in rural development and how has your community been going about it?
c) What is the community's knowledge of Chiefdom Development Planning as an approach and do they believe in it to meet their development needs?

The interview questions did not categorically try to look into gender issues. However, these had to be inculcated into the discussion by the interviewer (under the first question seven) as this was not a specific question. Even though this was not posed as a direct question, a feel of what people thought of this was important to obtain. This was due to that a lot of literature provides evidence that women have been excluded somehow in development, it therefore would be interesting to find out how they view this kind of planning even though the main aim of the study was to look into the specific manner in which the beneficiaries feel included or excluded through Chiefdom Development Planning process as a whole. This issue can be a matter of investigation in another study.

4.2 General Information

As mentioned earlier, the number of people interviewed was four. They all come from different areas (tigodzi) within the chiefdom and they represent the Sigodzi Development Committee (SDC) as chairpersons of these committees. They lead the planning process for their communities at Sigodzi level. They are mentioned below according to the chiefdom that they come from.

i. Mr. Simanga Ngcamphalala – Ngcamphalala Chiefdom
ii. Mr. Magoloza Tsabedze- Ngcamphalala Chiefdom
iii. Mrs. Nana Gamedze- Gamedze Chiefdom
iv. Mr. Smanj Mamba – Gamedze Chiefdom

Most of the decisions taken in communities are through consensus. The interview was also not a lengthy one. It centred on the issue of the significance, or lack thereof,

of planning for development, a subject that is very vivid in their minds as, during the duration of the interviews, the communities were undergoing through it.

4.3 Themes

The themes of the interview were divided into three. The results will be discussed separately below.

4.3.1 Understanding Sustainable Development

Under this theme the study wanted to gain an understanding of what they think sustainable development is. The theme has a direct link to Part B on the interview question sheet, which also carries the same title as the theme. Four questions were posed (as Annexed) to which a summary of the questions posed sought to find out what they think of sustainable development to be and how is it manifesting itself in the rural context as an area that they reside in. The key word attributed under this theme was 'transformation' as development has different meanings but the commonality is the change from state to another and that it manifests itself in 'tangible' and 'intangible' ways. The respondents were also asked to state examples of development initiatives that have taken place in their area and how these have revealed themselves in relation to sustainable development.

a) **Generally what do you understand development to be?**

Upon posing this question, Mr. Mamba's thoughts on development were that, development would be taking place when a certain thing changes from an old situation into something new. An example used was "when someone had been using an old technique but changes into adopting a new one that puts him or her into a better state, (interviewed, June 2008). On the other hand, Mrs N. Gamedze understands it to be "all efforts made by individual community members or as a group to increase their income generating ability to curb poverty and gain a better livelihood. In rural areas, it is those efforts made towards sustainable food

production" (interviewed, June 2008). A similar response was provided by Mr. S. Ngcamphalala, from the Ngcamphalala chiefdom, as he viewed it in this particular manner; "it is changing from living a life of poverty, unhealthy, lack of money, into living a life which is better. In material things, it would be the establishment of facilities that provide services to people for example health clinics and shops, sometimes banks in one area" (interviewed, June 2008). Mr. M Tsabedze (interviewed, June 2008) also seems to be in agreement with Gamedze and Ngcamphalala in that he emphasises the poverty alleviation element.

b) In the rural context, how do you think it should manifest?

The thoughts of Mr. Mamba are that "it should manifest by the change of the way in which people lived before. For instance, in crop production it manifests by an increase in the productivity from the farm. It also manifests by having more knowledge amongst rural people that tends to improve their state of living", whereas Mrs. Gamedze expressed this as being "the availability of shops, commercial farming such as cotton and sugarcane, establishment of infrastructure to make it easy for businesses to be made" (interviewed, June 2008). "A developed rural area is seen by having people who are happy with good income sources, people who are in good health, people who are educated, at least half the population of the area up to the average of the population. People should be in a state where they successfully curb the state of being poor and diseased as well as practice good family planning", were the sentiments Mr. S. Ngcamphalala, (interviewed, June 2008). The 'knowledge factor' brought into the discussion seems to be the most distinct item that differs from all the respondents answers, otherwise issues of food security , personal health and steady income generation received common attention from the interviewees. Over and above this, Tsabedze (interviewed, June 2008) believes that it should present communities who are able to take charge of their lives and the decisions they make on their livelihoods as opposed to the current situation whereby they are so reliant on external aid for almost everything.

c) What development initiatives have taken place in your area?

In attempt to establish if there were any tangibles from the interviewees sentiments on the question posed above, there were some observable similarities in the responses given. Mrs. Gamedze, (interviewed, June 2008) mentioned that 'in her area, the project of irrigation water provision by the construction of a reservoir is a development initiative that will somehow enhance the income of the local people through agriculture". She also made mention of some development initiatives, albeit not at length, those have been brought about by some NGO's and SWADE, sharing the same sentiments with Mr. M. Tsabedze, (interviewed, June 2008). Similarly, Mr. Mamba asserts that "the major one is that done by SWADE by construction of the reservoir, emphasising hygiene development at homestead level and resettling homesteads from where the bulk infrastructure is to be established. Minor ones were the installation of pipelines to supply the community with clean water even though these rural water schemes have failed" (interviewed, June 2008). The distinction in Mr. Ngcamphalala's response was that, on top of what has been mentioned, he also spoke about the construction of shops, hammer mills, neighbourhood care points, the installation of electricity in homesteads and the establishment of backyard gardens, (interviewed, June 2008).

d) Which ones have come to an end and which ones are ongoing?

All respondents felt that the neighbourhood care points have been completed and that the resettling of homesteads by SWADE, under the LUSIP, was complete. The overall feeling was that most projects are still continuing and these included; the installation of electricity, bulk irrigation water supply and potable water supply as well as the establishment of irrigated farms or farmer associations, as they would call them. There are two dimensions of the responses that need to be considered in this question as articulated below. The responses from the participants were as follows;

i. How have the completed ones manifested themselves (in relation to response...)?

Mr. Mamba mentions that "the construction of neighbourhood care points has uplifted the education level of the vulnerable children and orphans. It has also enhanced their health by providing food. The construction of the VIP toilets has also led to the decrease in the incidences of diseases in the area and the hygiene status has been uplifted", (interviewed, June 2008). The addition made by Mr. Ngcamphalala was 'the improved livelihood as a result of clean drinking water that is now fetched closer to the homesteads and food that is obtained from their own home gardens'. This reveals a different response to that of Tsabedze (interviewed, June 2008) yet they come from the same chiefdom, as he believes that nothing much has come to their area apart from the neighbourhood care points. Mrs Gamedze's observations were more towards the physical structures in the area. She thought that the completed projects manifested themselves by improving the housing standards in the area from ones that were dilapidated to ones that are good and made out of brick and mortar. She also emphasised on the improved clean water supply and reticulation, (interviewed, June 2008).

ii. How are they expecting the ongoing ones to manifest themselves ?

It was the respondents' common belief that the ongoing ones, with particular reference to the construction of the reservoir, would increase the income of the residents of the community hence improving their livelihood. This is because the availability of irrigation water will result into improved agricultural activity and production. Mr. Mamba also believed that "there would be a decrease in theft in the area as a result of the improved income" (interviewed, June 2008). It was also Mr. Ngcamphalala's belief that "electricity will enhance business opportunities in the area and improve the quality of life at their respective homesteads" (interviewed, June 2008). Tsabedze

(interviewed, June 2008), was of the firm view that they still lacked a clean potable water supply and electrification of their area.

The results tabulated below (page 58) reveal that, primarily, there were four questions that were posed to the participants in order to develop their understanding on sustainable development. They were their understanding of development, how development should manifest itself in the rural context, examples of previous development initiatives in their area as well as of what significance these development initiatives had. From the reasons or explanations given by the participants, we were able to develop categories or key words in order to harmonise the varying answers. This was based on the researcher's interpretation of the responses given by the interviewees.

When observing the respondents understanding of development their responses were categorised into livelihood transformation, technological transformation or advances and answers that were not specific to any of these points. In the rural context, the development should be apparent in both tangible and intangible ways. The answers provided reveal that two categories of how the development must express itself and those are tangible expressions as well as a combination of two, which we termed holistic. The sentiment from the respondents reveal that development initiatives that have taken place, some of which are yet to be complete, stood to benefit the community as well as individuals and in both cases will add value to people's lives in several ways (see table 3).

Table 3. Understanding of Sustainable Development

Question	Category	Reason/Explanations
1.Understanding of development	Livelihood Transformation	• Changing from a life of poverty, ill health, financial insecurity to a poverty free, healthy and financial secure life • Availability of better goods and services • Sustainable food production
	Technological (advances) transformation	• Improved road infrastructure • Electricity
	Not Specific	• Change from old technique (way of doing things) to new techniques
2. How Rural development should manifest itself	Tangibles	• Good road network, shops
	Holistic (tangibles & Intangibles)	• Healthy, monetary secure people, self sufficient, well planned families, improved education levels, for future generations to find
3.Previous development initiatives	Community wide benefit/ individual benefit	• Commercial agriculture and supporting services (e.g. SWADE), rural electrification • Groceries
4.Significance of development initiatives	Value adding	• improved communication, health, access to services (water, electricity, education) & income

Source: Own, 2008

When looking at the understanding that the communities have on development, Simon (1997) mentions that despite what some post-modern critics and advocates of mainstream development make us believe, there has generally never been a consensus on the meaning or content of development. Definitions are contextual and contingent upon the ideological, epistemological or methodological orientation of their purveyors evidenced by the multiplicity of names associated with the multiplicity of approaches to development, examples being, 'reconstruction and development', 'economic development', 'modernisation', 'redistribution and growth', and last but not least 'meeting basic needs'.

To them this implies a shift from a life that is predominantly engulfed by poverty together with its companions (poor sanitation and health as well as food shortages), to one whereby the community is financially secure, food secure, healthy and has adequate access to better goods and service than what the picture is currently. As disparities may exist on what development is the community's sentiment seeks to concur with Simon's (1997) belief that for him, human development is the course of enhancing individual and collective quality of life in a manner that satisfies basic needs, is environmentally, socially and economically sustainable and is empowering in the sense that the people concerned have a significant degree of control over the process through access to the means of accumulating social power. Mrs. N. Gamedze's response on her understanding of development seems to resonate with this thought as it embraces "community members" (irrespective of their gender so long as they pay allegiance to the chief) which goes hand in hand with Simon's (1997) belief in that "human development is the course of enhancing individual and collective quality of life in a manner that satisfies basic needs..."

When observing the participants responses, at the top of the hierarchy on what development is, clearly the communities feel it is about, at the first instance, meeting their individual and collective basic needs. This has been the shortcomings or failures

of development initiatives as postmodernist as well as a number of post colonial critics tend to disregard the persuasive evidence from around the globe that the dominant aspirations of poor people and their governments remain concerned with meeting basic needs, enhancing their standards and emulating advanced industrial countries in some modification of classic modernisation strategies, (Simon, 1997).

To the communities, livelihood transformation should manifest itself in a manner that will tend to benefit them in a holistic manner. The proposition is that this should encompass issues of personal hygiene, financial security, well planned families, and improved education levels in the community (thought access of quality education services for all community members) and that this must be able to be the case from one generation to the next. The last part of the above sentence brings in the element of sustainability to development, particularly illuminating one of the four basic elements of sustainable development that, according to Woods (2004), 33 international experts agreed to that being 'meeting the needs of present and future generations (socio-economic development) particularly in developing countries especially the rural areas'.

Other respondents did have an affinity that when development has occurred, this should be evidenced by tangible parameters in the form of road networks, shops and other businesses mushrooming. When looking at the developments that have occurred in these communities, the dominant ones in recent time have been agricultural development as well as rural electrification, but their expectations are that development initiatives should improve their access to essential services (health, water, electricity and education) and income levels. These elements tend to go back to the basic principles of human development the Simon (1997) alluded to. What is left to find out is whether the Chiefdom Development Planning process assisting the communities to plan for their expected needs.

4.3.2 Familiarity with Planning Concepts

The crux of the study is about planning. To determine this it was important to understand what they perceived the role of planning to be as well as its significance in development. Responses obtained were summarised as mentioned in table 4 below.

It is evident that planning is a very significant element of development such that its importance was valued by all. Previous planning methods reveal that others have been community led, whereby individuals in the community mobilise others to achieve a certain goal that may have been initiated by the individual. An example would be rural electrification. In other instances, planning for development has been facilitated by development agencies that, in most cases, provide finance for these projects or facilitate the solicitation of these finances.

a) **Is it important in your own perception to plan for the opportunities that came with these initiatives?**

   To this question, all the participants believed it was important for them to plan for these initiatives. They are responded to that "yes" it was important for them to plan for the opportunities. The reasons are portrayed by their answers in the following question.

b) **If yes, explain why?**

   Their individual responses are as follows; Mr. Mamba thought that it was important "so that the success of the entire development activities may be guaranteed. Planning is also important in that it gets the people involved so that they own the initiatives and support them" (interviewed, June 2008). Mr Ngcamphalala mentioned that "planning tends to show people what business ideas they can develop for opportunities and therefore have income sources. For instance, planning for the LUSIP has shown people that they can develop a lot of business opportunities in farming and others that are not farming

related. Some have since begun exploring them" (interviewed, June 2008). To Mrs. Gamedze "planning gives the community members an insight on how to get prepared for the development activities that are about to come, it also outlines the steps that need to be taken by each and every stakeholder in the community. It also gives the members of the community understanding on how this development will affect their lives, be it positively or negatively" (interviewed, June 2008). "planning is important for the fact that one is able to think about how to go about doing that they intend doing, anticipate the challenges and allow for preparation" were the sentiments from Mr. Tsabedze, (interviewed, June 2008).

c) How have you been planning for these initiatives?

"In the community, it used to be a few individuals that would organise themselves and plan for initiatives such as vegetable farming, chicken sheds, feedlots as well as women organising themselves for a sowing shed where they would then sow school uniforms. This did not encompass the greater community as well as proper planning for the maximum use of the communal resources. However, more recently we have been planning for these initiatives mainly by community meetings and education on how development will come to our community. People from certain organisations, SWADE in particular, have been coming to the community to discuss our planning issues and to help us make plans especially on where to establish farms and where to settle", was the response given my Mrs. Gamedze, (interviewed, June 2008). Mr. Ngcamphalala continues to emphasise the role played by SWADE in planning for the upcoming development. He also stresses that "planning has been done mainly by mobilising community members to jointly form Farmer Associations or entities, register them and develop business plans which so far are for farming or agricultural projects" (interviewed, June 2008). For Mr. Mamba the situation was "planning for the activities has been done through government officials (such as those from SWADE) holding meetings with the

community members to plan together with them. People were taught about the initiatives and were told what would be outputs of those initiatives" (interviewed, June 2008). Mr. Tsabedze seemed to agree with Mr. Mamba in that he mentioned the involvement of government officials, under the Ministry of Agriculture, in planning for the construction of cattle dip-tanks.

Table 4. Familiarity with Planning Concepts

Question	Category	Reason/Explanation
1.Previous planning methods	Community led	• Community members mobilising one another for development projects e.g. rural electrification, water supply
	Development facilitator led	• Provide finance for homestead gardens e.g. World vision • Provide finance for commercial farming & livelihood improvement e.g. SWADE
2.How important is it to plan for development	Important	• Presents future road map, presents steps needed to be taken for future development, visioning for success

Source: Own, 2008

To understand whether that is the case or not, the study first sought to appreciate previous methods of planning employed by the communities under investigation. Questions posed include; How familiar were they in planning for their development? What approaches or how have they gone about doing so? What also needs to be observed is how this has been tying up to their expectations of the development process. Unanimously, the perception was that planning in development was important as it presented the communities with the opportunity to pre-empt the future state of their community, highlighting the road map as well as clearly articulating the

step that ought to be taken in order to realise that future development. It is a visioning exercise whereby everyone dreams of what they want and reach a consensus on what it is and how to get there. This would normally begin with an individual who would influence his immediate neighbours or peers into sharing the same idea. This has been the case for projects such as electrification.

In recent times the developments that have occurred have created the sentiments that more and more development agents are facilitating the livelihood change process. Development agents that have been involved in their area include World Vision, Save the Children Fund as well as Swaziland Water and Agricultural Development Enterprise. The services that these facilitators would provide is assistance in providing financial aid for setting up small vegetable gardens and livestock projects with more of a life sustenance approach to it. Others such as SWADE provide more of a commercial approach to the development.

The insistence was on the use of their available resources, particularly land, for agricultural businesses. This implies that this planning for development was occurring more at a local level over a principal resource, land. Verheye (2006) mentions that, planning at local level planning shifts from an organisational aspect towards implementation and proper management options to which he also mentions that participation, to a large extent, determines the success of the plan. The participation of all the community members is not illumining at this stage of the discussion.

4.3.3 Perceptions and Confidence on Chiefdom Development Planning

In the previous heading, the attempt was to understand the participant's knowledge on planning for development. What is it supposed to be? How have they been going

about planning for development? Having found that out, the aim of the study is to look into how the Chiefdom Development Planning initiative is perceived. Is it indifferent? What is the principal planning component? Is it facilitating what they expect out of the planning process? The answers provided were categorised as illustrated in Table 5.

a) What is your knowledge on Chiefdom Development Planning

The understanding that Mr. Tsabedze has to the question posed is that "Chiefdom Development Planning is planning done in the chiefdom whereby people in their respective communities gather together to discuss what will be there and what can be done in certain areas" (interviewed, June 2008) . In addition to this, Mr. Mamba, (interviewed, June 2008), mentions that it also involves the use of maps so as to maximise the resources that the community has. An in-depth response is given by Mr. Ngcamphalala were he says " it is planning that is done involving the community members at a broader level in which the whole chiefdom is considered in terms of uplifting the standard of living. It does not consider only business opportunities but, also at the other social issues that may be affecting the community at large" (interviewed, June 2008). Mrs. Mamba reveals it as "an approach that is currently being done by the community members with the assistance of SWADE whereby they plan for the major project of commercialised agriculture together with minor projects that are prompted by the major one. These are water supply, education, hygiene and sanitation. Chiefdom Development Planning's key component is determining what development is to be done where? (interviewed, June 2008).

b) The Concept of Chiefdom Development Planning how is it different from any form of planning that you have done before, (looking at its impact on socio, politico, cultural or traditional ways of doing things)?

Most of the respondents felt that it was somehow different to others. Their detailed responses are articulated below. The opinion from Mrs. Gamedze was

that “the Chiefdom development Planning concept differs in that it looks in to all aspects of the community. Its impact is economical, social, political and cultural. There will be or there is already change in all these aspects. In the past, planning did not have an impact on all of these aspects. We have established farmer associations for sugarcane production but, only impacted on our economic muscle and to a very limited extent” (interviewed, June 2008).

For Mr. Ngcamphalala the difference is that “it involves everyone in the community, even traditional authorities are involved. This means that it has a great impact in almost all the aspects be they cultural, social, economical or political. Its impact is notably bad and good when you look at the change of things from what they are known to be, like losing communal grazing land as we appreciate our livestock but we will get more money from farming irrigated crops” (interviewed, June 2008). As much as the concept is different, Mr. Tsabedze feels that “it is somehow more difficult to plan for a chiefdom than a small group of people doing a certain project. This is because a smaller group is easier to manage and less variability on priority items and obedience to leaders than the whole chiefdom” (interviewed, June 2008).

The distinction that Mr. Mamba came to a conclusion at was “it is different in that the planning sort of had one big objective which everyone sees and can tell that it will be achieved. For example, everyone knows that the Chiefdom Development Planning which the community is doing with SWADE will lead to the establishment of farmer schemes growing crops. Socially, it collects people to do things together, however culturally it is somehow not good because people are losing land and livestock” (interviewed, June 2008). Similar sentiments are conveyed by Mr. Ngcamphalala in the response he gave above.

c) Is it better (is it thinking ahead, is it holistic in a manner to encompass bulk infrastructure, goods and services)?

When this question was posed to Mr. Mamba, he asserted that it was better in that it portrays the people having a good standard of living though, planning for improved health services, availability of shops and business opportunities even though it has its negative side. It is also better in that other people get involved with us and will be able to see to it that no disputes emanate in the future (interviewed, June 2008).

Mr. Tsabedze believes that "thinking ahead is better as you are able to foresee the impacts of the initiatives to the people and the environment. If not, you will produce goods and services or erect infrastructure that they will eventually reject" (interviewed, June 2008). When compared to previous approaches Ngcamphalala commends it to be better than what community members were planning before. This is due to that it has a clear direction and the objective to be met is clear. It will see the community members benefiting in many things, not only in getting money (interviewed, June 2008).

In agreement to Mr. Mamba is Mrs. Gamedze whose thoughts were that "yes, it is far better. It does not consider only helping us grow economically, in terms of generating income, but also considers how our health can be maintained at a good state. They hope some good roads will be established for the ease of transportation. It is also bringing a sense of working together amongst us as community members. It also actively involves the traditional authorities of the area as they are not only informed about how far they have gone in planning for their development, but it emphasises that the Chief (who is the apex of the traditional structure in the community) actually ratifies the decisions made by the community. This is different from the usual verbal endorsement as a community binding document is signed by the chief before any implementation. This gives the projects, emanating from the Chiefdom Development Plans, cultural, social and political stability. It is one that cannot be easily dismantled by the community

members. The cohesion is something that will help us in future" (interviewed, June 2008).

d) What is the expected outcome?

The first response to this question was "the expected outcome of the project initiatives can be summed as good health among the community members, poverty eradication, transportation ease to and from the business centres or areas of interest to us community members" were the expectations of Mrs. Gamedze (interviewed, June 2008). For Mr. Ngcamphalala "the expected outcome of the development is an improved status of wealth in almost all the households so that they are able to defend themselves against disease or ill health and poverty. The creation of more job opportunities in the area could be another expected outcome" (interviewed, June 2008). Similarly to Mrs. Gamedze, a general improvement in the livelihood of the community members was what Tsabedze (interviewed, June 2008) expected. He did heed, however, the fact that the planning process must be thorough to sooth discomforts that may come with it such as the loss of highly treasured livestock. Mr. Mamba's expectations were "improved economic growth and stability amongst the community members. People will have projects and works to earn more to educate their children" (interviewed, June 2008).

e) In doing the CDP, do you require any external assistance (from development agencies, NGO's and government departments)?

Spontaneous as well as similar responses were obtained from this question. Sentiments from Mr. Mamba (interviewed, June 2008) were that "there is a need for external assistance from both non-governmental organisations and government departments to facilitate the planning and implementation of those development projects", according to what Mr. Mamba had to say (interviewed, June 2008). The same response was obtained from Mr. Tsabedze. Mr.

Ngcamphalala (interviewed, June 2009) did mention that this was essential as it was prompted by that most rural people are poor in knowledge and using the material used for the planning exercise. There was therefore, a need to help them out. Government agencies are needed to help start the initiative amongst the communities so that they start to move towards a developed status. For Mrs. Gamedze, "development cannot occur without the guidance of knowledgeable people. External assistance is therefore needed from development agencies and the government as the major stakeholders of rural community development" (interviewed, June 2008).

f) What kind of assistance is needed?

Mr. Ngcamphalala (interviewed, June 2008) responded to assistance provided by the agencies and the government is mainly through provision of knowledge that makes it possible for the community to plan and develop themselves. Other agencies have donated material things (for example, clothes and food). Sometimes money is given to the community members as a way of assisting them. The assistance required according to Mrs. Gamedze "is that of planning (locating) what activity should be done and where, especially when you consider social acceptability and other technical issues. In such cases, community members do not have knowledge about that. It is such kind of advice that is needed from development agents and government departments" (interviewed, June 2008). A similar response was obtained from Mamba (interviewed, June 2008), who mentioned that "the assistance needed is basically knowledge that the nongovernmental organisations and government departments should teach community members. A distinction Mamba made that Mr. Tsabedze (interviewed, June 2008) alluded to was requirement for money or else farm inputs (in the form of seed capital) to start up their agricultural businesses as most people are poverty stricken in the area. What Mr. Tsabedze alluded to was that the assistance needed included financial assistance for business start up, marketing, advertising and promotion of their initiatives. The need for assistance on technical

issues was observed by Mr. Mamba and that government officials and nongovernmental organisations should assist in providing the required technical advice.

Table 5. Perceptions on Chiefdom Development Planning

Question	Category	Reason
1.Understanding on Chiefdom Development Planning	Community wide planning initiative	• Involves every community member in the chiefdom
1. Is it different (unique) from previous forms of planning	Yes	• Participatory involving all levels of the traditional structure, strives for one objective for all, other methods were not involving all, considers available resources and it is holistic
2. Is it better	Yes	• Gives clear direction • Reduces conflict, community cohesion
3. What is the expected outcome?	Economic growth and livelihood improvement	• Improved education, health, income, communication and business opportunities
4. Did it require external assistance	Yes	• Assist with knowledge and information e.g. GIS
5. In which ways do you think the CDP can be improved	Structurally	• Incorporate other stakeholders (CRDB) to avoid future conflict • Emphasis on mechanisms that will ensure that this plan is implemented and monitored • It affects cultural practices which may result to resistance from the people expected to embrace it
	Operationally	• Facilitation should begin early to allow for adequate deliberation by participants
6. What are the challenges of projects that did not come about due to the Chiefdom Development Plan process	Social cohesion	• Community disputes, intra-development disputes
	Operational	• Not holistic • did not optimise available resources
7. Can this approach be used in other areas of the country?	Yes	• Should be properly sensitized • Reduces conflict by promoting dialogue or participation

Source: Own, 2008

Unanimously, the CDP was perceived to be a planning tool that incorporates all community members within the chiefdom to plan for their development. The tool (process) was also mentioned to be as well as unique to previous planning initiatives. The reasons given were that, by its participatory nature involving all community members (the highlight being the involvement of structures of the Traditional leadership with specific importance to the chief) that previous methods did not, clear direction or visioning on future development initiatives becomes apparent to all. There are also reduced conflicts within the community as the expected outcome is shared by all. External assistance is required for this kind of planning primarily to support the community with any knowledge gap that would potentially jeopardise the process. For example, the use of Geographic Information System (GIS) technology was very important to the exercise especially during the resource and social mapping exercise. The general feeling was also that this tool can be used in other areas of the country as it promotes dialogue amongst all the community members and the leadership, creating a shared vision at the initial stages of the development. This reduces the occurrences of future conflict that tend to threaten the stability of pending development projects during the implementation stages. It should, however, be properly sensitized for it to be effective.

By looking into the community's perceptions on the actual Chiefdom Development planning we will be able to understand more of the previous planning process as in this section we shall try to establish, from the communities perspective, the uniqueness of the approach over the ones that they were fond of, as mentioned in the previous paragraph. All the respondents felt that this planning process was definitely a participatory one. That is to say, it involved every community member in the chiefdom. There has been a significant role that SWADE, the development facilitating agent that introduced the Chiefdom Development Planning process, played in this kind of planning approach. In the literature review, one challenge identified by Korten (1980) was that despite the pledge of national and international development agencies to participatory approaches when helping the rural poor, little

progress has been achieved in translating these plans into useful action. Their role has been to provide knowledge, information and technology (an exampling being the use of Geographic Information Systems). These were deemed to aid the planning process.

Planning without the considerations of the people who stand to benefit is a shortcoming, as Penn and Jordahl (1967) advice in the literature review. This would result in the beneficiaries not buying in into the whole plan that is intended to improve their lives as their needs have not been incorporated for the plans have been influenced by 'qualified' technicians who think they know it all. Hence the lack of people involvement, as is the case in traditional planning methods, leads to unsustainable development as it fails to embrace community driven indicators. This would present the so called 'top-down approach'.

Planning using the Chiefdom Development Planning approach, has been thought to be a better way of approaching community development. The reasons stated are that it gives clear direction and reduces the occurrence of future social conflicts. The result is a more cohesive community in the development process. This is the essence of rural development planning as Penn and Jordahl (1967) mention planning to be for the purpose of resolving conflict between people, to improve their environment, to promote economic development raising living standards, or to guide growth by resolving current or anticipated problems.

Apparently, this has been the challenge faced by rural projects that have come about prior to the Chiefdom Development Planning process. Such projects, within the community, have been faced with internal disputes including those that affect the proximate community as a result of land disputes primarily. Such disparities find themselves adjudicated by the traditional authorities whom find it difficult to bring to closure. Such rural development projects have been initiated by the Ministry of Agriculture and Cooperatives under the Rural Development Area Programme. This is

a programme that was established to intensify agricultural development strategies, (Environmental Planning in Swaziland, 2001).

The participation of the community in the planning process was thought to be the Chiefdom Development Planning process' uniqueness. It incorporates the whole community at all levels, form the individual community member, to the collective (Sigodzi Level), bringing it up to the traditional structures of the area (Chiefdom Level; Chief, Indvuna and Bandlancane), as Figure 1 illustrated. Functional committees' consisting of the community members themselves were set up to spear head the planning. This planning process is even propelled to Project Level and National Level. It also strived to achieve one objective for all in planning for their available resources, with a holistic frame of mind towards the development. That is to balance social, economic and ecological goals, (Lai and Larne, 2004).

The approach is somewhat different to previous development planning approaches applied in Swaziland. For instance when one looks at the mandate of the Land Use Planning Division under the Ministry of Agriculture, that of ensuring orderly development and exploitation of the country's natural resources particularly on Swazi Nation Land (which is where a majority of the rural poor reside) there tends to be little regard of the people's needs when going about this process. This is because the programme emphasised on intensified agricultural production, provision of infrastructure in rural areas as well as the addition of more private land to communal areas. This is an approach where technicians are at work rather than a participatory intervention to development planning. This spells project failure as a result of the inability to implement the developed plans, despite other reasons mentioned in Environmental Planning in Swaziland (2001) such as poor communication between the Central Rural Development Board and the Land Use Planning Division.

In the literature review, Faucheux (2004) mentions that sustainable development goes beyond the limits of economic growth into investigating how and to what extent do

socio-economic objectives traditionally linked to growth can be reconciled with the concern for environmental quality and inter-temporal equity. Previous approaches have emphasised intensified agricultural production and improvements of infrastructure. There is no regard or mention of any social objectives that the community may have as how the environment will be preserved. We also cannot intercept the recognition that the environment and development must be treated in an integrated manner, ensuring that the renewable and non-renewable resources are conserved and not exhausted. These are integral components to sustainable development advocated by Woods (2004).

The community perceptions clearly show some confidence in the Chiefdom development planning approach in planning for their development. There are sentiments of some improvement requirements in the Chiefdom Development Planning process. The recommended amendments can be said to be both operational and structural.

The communities' sentiments are that, when development agents facilitate the Chiefdom Development Planning process, they should begin early or well before the projected implementation phase of the project. This is so that it provides the community with ample time and opportunities to adequately deliberate on issues that may affect them socially. The realisation is that the process is highly iterative and demands for a lot of negotiation, compromise and trade-offs to be made by community members on how they can best utilise individually and communally shared resources to achieve their livelihood improvement needs and ultimately alleviate poverty in their area. Examples of where consensus has to be reached included agreeing as a whole on where future grazing land will be as well as how they can best pool their individual fields, in a manner that minimises social tension, for commercial irrigated agriculture. Agreements must also be made on potable water supply mechanisms to their area with the development as a whole embracing environmental conservation thus there must be dedicated conservation areas.

The other recommendation was that the Chiefdom Development Plan needs to be strengthened structurally particularly when it comes to the involvement of other stakeholders to the planning process and promote collaboration. If not approached carefully, the planning process may upset some cultural ways of doing things. This may render implementation ineffective. Its importance is that this process must not be in conflict with the country's legislature on matters that concern land use. There have been structures set up by the Government through the Swazi Administration Act of 1950 which the planning process must align itself to.

This kind of planning is conducted in the rural areas, areas whereby the responsibility for natural resource management lie on the King and the Chiefs. They issue orders on how people should settle. The Central Rural Development Board in 1954 was empowered to oversee land use planning in these areas in consultation with the community with technical expertise provided by the Ministry of Agriculture. Stakeholder involvement or collaboration proved to be a problem as the implementation of these plans, under the Rural Development Area Programme, failed to take off due to poor communication between the two partners. Some work has been done by these structures that SWADE can learn from in order to improve their planning endeavours under the Chiefdom Development Planning. At project level, the chiefs within the boundaries of the project area, have been meeting and discussing about how they see the development moving forward in their areas, however, at National level they has been little engagement on the ground of other stakeholders such as the CRDB. Annexure 1 shows an example of a Chiefdom Development Plan. The plan incorporates areas earmarked for; commercial irrigated land, water supply and sanitation issues, settlement areas, business areas, communal grazing areas and environmental conservation areas. These have been developed through intensive discussions with the community in a simple manner.

4.3.4 Challenges and suggestions in relation to the CDP

As a new concept, it must have its own challenges. These ought to be acknowledged so that improvements can be made in expediting Chiefdom Development Plans. It, therefore is important to appreciate the participants views as these can be used to strengthen the tool, especially because there are other chiefdoms within, SWADE's jurisdiction, that need to undergo the same process.

a) **What are the challenges of development projects that did not come about due to Chiefdom Development Planning when you compare to those that will come from the Chiefdom Development Planning process?**

Three participants shared the same view (Mr. Mamba, Mrs. Gamedze and Mr. Ngcamphalala, interviewed, June 2008) that Chiefdom Development Planning is a lengthy process that may tend to discourage some participation along the way. Mr. Mamba Specifically said "having to deal with people makes it a long and ever changing process. In addition to this, Mr. Tsabedze mentioned that it affected some cultural practices which may result to resistance from the people expected to embrace it including the traditional authority. But that being said, the visioning instilled in this approach assist people to be focused which is why participation was not an issue when compared to other approaches. The lack of the lengthy dialogues from previous approaches has meant that most of the previous development initiatives that did not come about through the Chiefdom Development Planning process have collapse or are collapsing. This is due to that these initiatives are faced with the lack of social cohesion issues. Some people who have never embraced the development because of lack of understanding and inclusion from the onset tend to frustrate them when they have been established, as Mr. Tsabedze would put it.

b) **In what ways can Chiefdom Development Planning be improved?**

Mr. Tsabedze's suggestions were in the following manner, "Some structural and operational improvements have been suggested by the respondents. Within its

content, the CDP must make provision to incorporate other role players or stakeholders that are involved in planning in these areas to avoid future conflict or reinventing the wheel where some components of the planning process have been addressed. An emphasis on mechanisms that will ensure that the plan is carried through as well as monitoring progress must be made. When it comes to operationalising the process, the recognition for facilitation is observed by the benefiting community; however the facilitation must commence much earlier than intended implementation dates so as to ensure due diligence to the exercise" (interviewed, June 2008). The feeling from Mr. Mamba (interviewed, June 2008), was that the Chiefdom Development Planning approach aimed at encouraging people to fully participate when planning for their resources. This promotes ownership. Nonetheless, it can still be improved by providing all stakeholders with current information to enable them to make informed decisions during their planning. There were some similarities in the response provided by Mr. Ngcamphalala and Mrs. Gamedze (interviewed, June 2008) in that they that Chiefdom Development Planning should encourage all stakeholders to the projects to participate. The addition made by Mr. Ngcamphalala was that Chiefdom development Planning should attempt to address most of the social challenges as well as the economic ones. Most importantly, it should not just remain a plan, it should be implemented.

c) Do you think the concept can be used in other areas of the country?

This question was the crux of the whole study to which Mrs. Gamedze responded that "it can be used as long as the relevant people (both the traditional authority and the community itself) are properly sensitised and have the buy in. It can be difficult to achieve when there is resistance and in areas where there are some land disputes between two chiefdoms" (interviewed, June 2008). All the other participants felt that it must be something that should be continued to be used. In addition to that, Mr. Ngcamphalala thought that it was crucial to involve other planning bodies on the land, particularly those within government such as the Rural Development Planning board.

Table 6. Challenges and suggestions in relation to the CDP

Question	Category	Reason
1. Comparison of development projects. Those that came about the CDP from those that did not.	Process	• CDP Process is lengthy and may tend to discourage some participants along the way • Consulting the whole community lengthens the process • Lack of dialogue and participation from those that did not come about due from the CDP resulted in their downfall or collapse
	Cultural connotation	• Should it affect some aspect of culture, the result may be some resistances from some quarters of the community, especially with the traditional authorities
2. Suggestions on CDP improvement	Structural	• CDP must incorporate or strengthen the cooperation with other role players that are involved in development planning in these areas
	Operational	• Establish mechanism that will provide for monitoring and evaluation during implementation • Facilitation of CDP must occur much earlier than intended project implementation dates • Provide current information to enable better decision making
3. Can the CDP approach be used in other areas of the country	Yes it can	• So long as there is proper sensitisation and involves relevant stakeholders

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

To date, planning is still a challenge towards the move for sustainable development as, too often, inadequate or improper planning leads to project failure. It was the intention of the study to find out the communities perceptions of the Chiefdom Development Planning process that would assist them in planning for their expected livelihood improvement endeavour. This is because planning has been identified as a significant component towards sustainable development. The purpose of planning that Penn and Jordahl (1997) emphasise is to resolve conflicts between people, to improve peoples' environments, to promote economic development raising levels of living, or to guide growth. The endeavour is to resolve current or anticipated problems.

As development agencies continue to advocate for poverty reduction or alleviation, the reality is that the rural poor continue to be marginalised, isolated and excluded socially making it difficult to get them out of the poverty trap. This is detrimental as it has been observed that the poor participation of the communities in the process resulted in crumbling schemes that may come about due to failure to implement the plans or social disputes as interests of the people were not considered. For a country like Swaziland whereby 40 percent of the population is living under absolute poverty (IFAD, 2001) with 84 percent of the people residing in rural areas, it becomes extremely important to ensure that development interventions succeed.

It has been the purpose of this study to understand how the beneficiaries embrace this planning process as it sets to alter their way they live in future having drawn lessons

and or experiences from different contexts. The aim being whether it is a sustainable approach and it can be transferred to other areas that are going about development processes. In order to gain this understanding, interview questions were designed guided by the following questions that had to be posed to the researchers;

i. Determine the community's understanding and views on development as a whole and in the context of a rural setting?
ii. What is the communities' perception on the role of development agencies in the development of their area and its people?
iii. What is the communities' perception on the Chiefdom Development Planning concept in relation to previous development planning initiatives when planning for their development?

5.2 Conclusion

The communities perceive development to be a shift from predominantly poverty stricken life to one whereby the community is food secure, financially secure, and healthy as well as have adequate access to better goods and services than before. There may be many ways of defining development but clearly, to these communities the first thing is to meet their basic needs. Immediate human basic needs may be mentioned to be food, warmth and water. The food and water issues have not been fully addressed in these communities thus if any meaningful impact is made, planning to meet these needs is imperative. Economic development (other business entities and infrastructure development) become secondary yet they are still necessary. In this instance the CDP emphasises economic development to achieve sustained basic needs availability. Failure to heed these needs could result in failure to implement the plan or project failure in the long term. Development therefore, should be in the context of the beneficiaries' considerations. In the rural context, the expectations from the communities were that this development should be holistic. It should be capable of improving their access to essential services (water, health, electricity and education).

Primarily agricultural activities are the leading projects in the area, due to the availability of land, and its performance must improve.

In order to meet the communities' basic needs, planning becomes important. More and more development agents are playing a significant role in this planning. The perception was that planning plays an important role in the development process. The emphasis however, was that participation was key as it allowed the communities to brainstorm collectively about their future state of development. Planning without the considerations of the people who stand to benefit is detrimental to implementation as current and anticipated challenges have not been thrashed out.

The perceptions were that the Chiefdom development Planning approach was a better approach than previous planning methods. They also expressed confidence in its outcome. Enabling community participation and the initial stages of the project (planning) and promoting a holistic approach was thought to give it its uniqueness. The approach encourages planning at local level, involving all community members. The approach does not encourage any exclusion; within its process the sentiments of the vulnerable and powerless must be considered. Thorough negotiations would have taken amongst the community members such the minor or very few social disputes are expected to occur during the implementation phase. This has been a short coming of previous initiatives as these are now in a quagmire of social disputes.

The kind of planning that the Chiefdom Development Planning presents was felt to be suitable for their needs. The communities were planning for the maximum utilisation of their land to meet their immediate basic needs as well as improve the economic activity in the area. As much as there have been other land use planning interventions, such as those of the Central Rural Development Board and the Rural Development Area Programme, their approach was not holistic. Planning was

initially centred on identifying grazing and arable land. It was thought that this would lead to improved agricultural production and natural resource management. it did not advocate for commercialisation.

When the Central Rural Development Board was established it had the mandate of facilitating land use planning in communal areas in consultation with the communities. It received technical assistance for the Ministry of Agriculture. Its shortfalls included poor stakeholder relations resulting into poor consultations between the CRDB, the community and the technicians from the Ministry. The Rural Development Area Programme was also perceived to disrupt the operations of the traditional authority.

An integrated approach was then introduced in the form of Integrated Rural Development. It centralised decision making with the attempt to improve synergy and efficiency of both the individual programme and the overall effort. It advocated for commercialisation as a mechanism stimulate economic activity by transforming subsistence farming to commercial agriculture. The attempt was to meet the basic needs and raise the income levels of the rural poor. This intervention was more of a holistic one as it also served to increase the access to social services, facilities, technologies and infrastructure needed to improve health, nutrition, education and family planning. There was not much success as implementation challenges were being imposed by political realities that existed on the ground. The fear of decentralising decision making to locals by national elites as they thought that this would give the locals new access to resources to fortify political motives. Traditional leaders also despised commercialisation as they were of the perception that the land will be used for individual gain such that when the person becomes too rich they may forget to respect the chief which may lead to them being banished from the area.

Looking at the above mentioned challenges with retrospect to the continued challenges to fight poverty in Swaziland, it was necessary to establish the confidence that the beneficiary communities had on how the Chiefdom Development Plan

intends to fulfil their needs. Generally, the perceptions are that the approach can be used in other areas in the country but not without undergoing some emphasis and improvements. Firstly, the plan must learn from the mistakes that engulfed previous planning interventions. It must continue to emphasise the participation of the community in decisions that will determine their future without marginalising any group. This is one of the fundamental project sustainability components. This participation must be functional in nature as opposed to passive participation or participation by giving information. The later do not empower the community to continue with the post development project implementation.

Collaboration with other stakeholders must be strengthened in the Chiefdom Development Planning Process. The Central Rural Development Board continues to play an important role in the rural planning. They have, in various areas facilitated some plans that could be useful for the project. They have been mandated by government whereas the chiefdom development plans are an initiative of SWADE. Some alignments need to be made to avoid future conflict. This is more important now due to the recently established Elections and Boundaries Committee (EBC) which seems to carry more legislative power than the CRDB. Collaboration may also be linked to the alignment of functions or activities. This has been lacking in previous interventions so much so that different institutions found themselves in competition when in actual fact they should be working towards the same objective. The Chiefdom Development Plan has harmonised this.

The respondents also felt that it was important for the development agents to facilitate this planning well in advance. People must fully deliberate their issues, discuss, negotiate, make target-offs with the aim of reaching a consensus. This is because they either communally share the same resources or they have to pool individually held resources for economic benefit. All this happens in the rural areas where there is a traditional norm of doing things. In previous methods the plans have been rejected by the chiefs as they thought these would result in individuals not paying allegiance. The CDP incorporates the traditional structures but caution must be exercised to help the

traditional authorities to understand that the development does not emasculate them of their authority. Decentralised decision making can only strengthen relations within the community as the needs that emanate from the plan embrace the needs of the people.

In the whole process the environment must be considered for sustainability reasons. In cognisance of the above mentioned areas of emphasis, the Chiefdom Development Plan seems to lay a strong foundation for project implementation learning from the perceptions of the community as well as the principles and challenges of previous methods used in the Swaziland context. It has sound structures and principals that make it a pragmatic approach, with the benefiting communities being an integral part. Roles of supporting structures post planning need to be established during this phase to ensure that as much as possible the plan is adhered to. Who wants a situation whereby prime agricultural land is then used for settlement? This can only exacerbate the poverty cycle. The ultimate goal is to reduce poverty and indeed this planning approach is well positioned to assist government in her Poverty Reduction Strategy Action Programme, should this approach be applied to other areas of the country.

In conclusion, judging from the communities perceptions on the Chiefdom Development Planning approach, the Chiefdom Development Planning approach seems to inculcate or embrace Batten's (1975) sentiments of stimulating people to adopt new methods that will assist them to grow more food, have better health and posses more material goods than they previously enjoyed. The Chiefdom development planning process that they underwent is setting the communities on the positive direction of achieving this in a sustainable manner.

5.3 Recommendations

We can trust the perceptions of the community as perception can also be described to be the opinion, views or sensitivities of the community of how certain things should

be. If we as development agents have the interest of the communities in their pursuit for livelihood transformation, we would consider these sentiments they have just mentioned. An achievement worth to be noted is that the results show a positive perception to community participation whereas the baseline study shows that 45 percent of the community were not sure whether they would participate.

However, the true test of the Chiefdom Development Planning exercise is yet to come during the implementation phase. The question being, will the results of the implementation reveal the peoples' vision on how the development should manifest itself with little discrepancies to the original plan? It is for this reason that another study should be conducted and that this is not a conclusive study of the chiefdom development planning approach to planning for development.

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Appendices

Appendix 1. Madlenya (Gamedze) Chiefdom Development Plan

1.0 Introduction

Having realized the need to plan for the development of the chiefdom, the people of Madlenya in our different sections developed a plan on how to take the development moving forward. The aim of the plan was to give a picture of how we see our chiefdom achieving the vision of a poverty-free community. The implementation of the plan will be in an effort to move towards the picture we have developed.

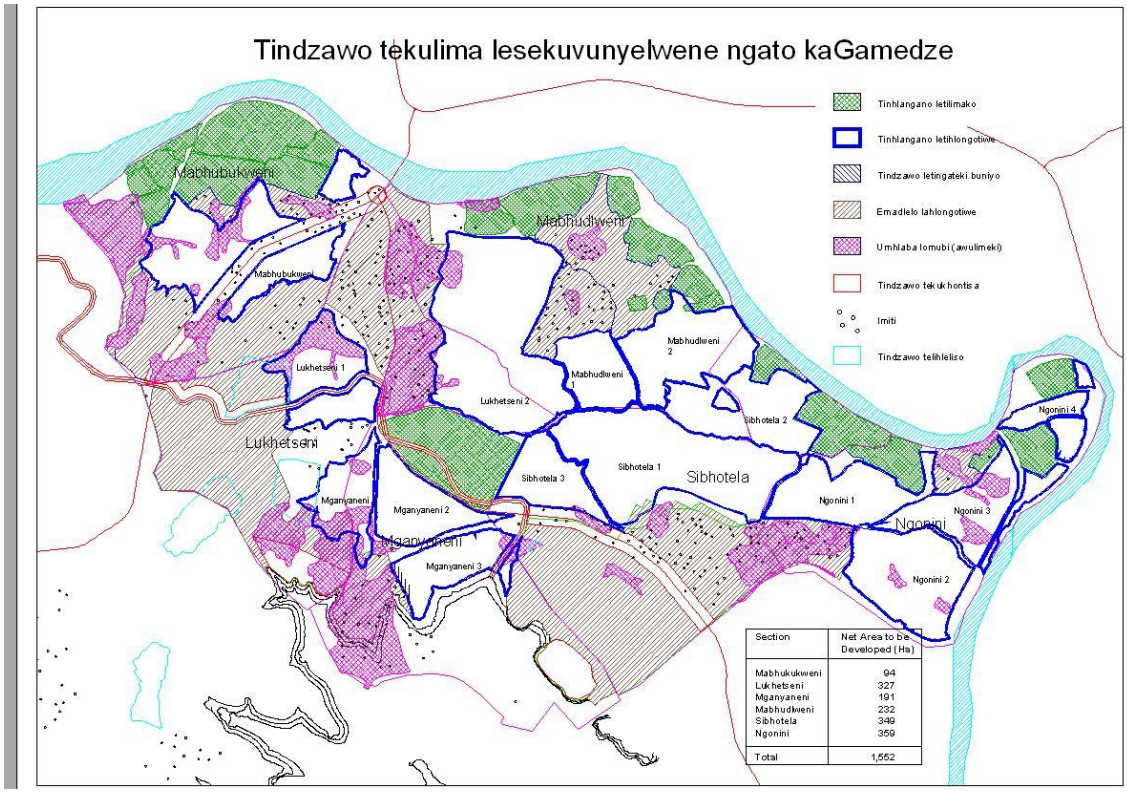
1.1 Irrigated Commercial Farming

The plan, amongst other things, looks into how we can utilize the available land resource for irrigated farming purposes. Irrigated agricultural farming is seen as the one commercial activity that can be readily got into because of the land resource that is readily available. The other components of the plan mainly look into livestock management, environmental management and water supply and sanitation. Issues around future settlement areas were also looked into in developing the plan, in an effort to identify areas that can be used for residential purposes as these could be impacted upon by the development we are undertaking as a chiefdom.

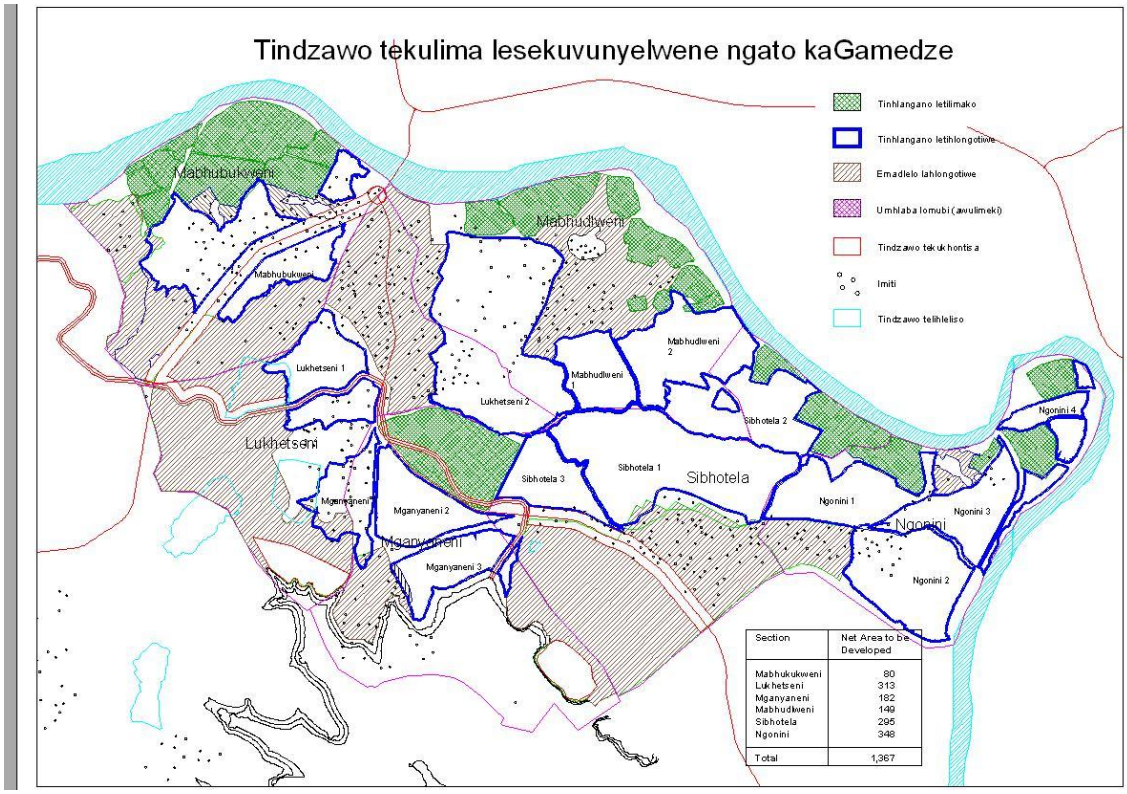
All these components were put into a spatial context to produce a map that shows how the chiefdom visions itself. In doing this spatial visioning, two visions came out. One is the long-term vision whilst there is also one which is more of short-term.

- The long term vision is one in which homesteads are removed from areas earmarked for irrigated agriculture. In total, about 250 homesteads will have

to be relocated to allow for the achievement of this vision. The total area that will be under farming in this scenario is 1552 ha. The map below reflects this long-term spatial vision.



- The short-term vision is one in which farming will be done around homesteads. 30 to 35 metre buffers will be left between homesteads and the edge of the fields. This scenario is adopted to allow for maximal use of the available land resource under the prevailing settlement situation. The total area that will be under farming in this spatial context is 1367 ha. This vision is reflected in the picture below.



1.1.1 Market Gardens

Whilst undertaking larger scale commercial farming is recognized as the 'driver' for the development and poverty alleviation, a realization was made that significant direct benefits may be realized possibly after a longer period. The need for individual homestead market gardens was therefore realized. Each section therefore will have portions of the areas earmarked for the commercial farming reserved for this gardens purpose.

1.2 Livestock Management

In doing the planning a realization was made that livestock was going to be significantly impacted upon through loss of grazing areas. At present livestock in the chiefdom graze on the fallow fields that are going to be under irrigation. The area that

gets left out for grazing purposes therefore, is too little relative to the livestock units in Madlenya. The plan then is to put in place mitigation strategies to reduce the impacts. In the first instance consensus in Madlenya concerning livestock is that it the responsibility of individual owners to take care of their livestock. However some strategies have been suggested by the people of Madlenya on how we can mitigate against livestock impacts. These include, but not limited to,

- de-stocking (through mainly commercialization of livestock farming and other means),
- cane-tops feeding,
- grazing in-between homestead clusters
- improved rangeland management.

Livestock access to drinking water and dip-tanks will also be ensured. It is envisaged that, one dip-tank may be relocated; as it may be in accessible once the farms are in place.

1.3 Water Supply and Sanitation

The planning also looked into issues of water supply and sanitation. In this regard, the plan is to rely on the canal water for potable purposes. This is mainly meant for the purposes of ensuring that everyone in the chiefdom has access to potable, because this will be 'free', subject to discussions and negotiations with members of the irrigation district. Each homestead as well is to have access to proper and clean sanitation facilities. The basic for every homestead in Madlenya is to have a properly constructed VIP toilet with a hand-washing basin.

1.4 Environmental Management

For environmental management purposes, the people of Madlenya commit to preserve as many indigenous species as possible. Where possible, indigenous trees

will not be destroyed as a consequence of trying to make way to farming. Endangered species will be avoided as much as possible. Where destruction of these is unavoidable, transplanting them to protected areas within the chiefdom will be considered. Water sources will also be protected at all available costs. Buffer zones will be established between edges of farming areas and any water source in close proximity. These buffers will be established in accordance to specifications in the environmental laws of the country. Degraded areas (through mainly soil erosion) will be reclaimed and put into some meaningful use.

1.5 Future Settlement Areas

Future settlement areas were identified along the existing road infrastructure found in the chiefdom. A realization however was made that the identified areas may not be entirely enough considering that there is need to relocate around 250 homesteads which are presently located on irrigable land. Trade-offs in land-use will then be made to allow more land for residential purposes. Some areas currently marked as left out for grazing will have to be taken by settlements in an effort to attain the long-term vision.

Appendix 2. Interview Guideline

Part A: General Information

1. State your Chiefdom
   a. Gamedze ( )
   b. Ngcamphalala ( )

Part B: Understanding of Sustainable Development

2. Generally what do you understand development to be?
3. In the rural context, how do you think it should manifest?
4. What development initiatives have taken place in your area?

5. Which ones have come to an end and which ones are ongoing?
   a. How have the completed ones manifested themselves (in relation to response to 2)
   b. The ongoing how are they expected to manifest themselves (in relation to response 2)

Part C: Familiarity with Planning concepts/ approaches

6. How have you been planning for these initiatives?
7. Explain how important it is in your own perception to plan for the opportunities that came with these initiatives?

Part D: Perceptions and Confidence on Chiefdom Development Planning

8. What is your Knowledge on Chiefdom Development Planning?
9. The concept of Chiefdom Development Planning how is it different from any form of planning that you have done before?
10. Is it better?
11. What is the expected outcome?

12. In doing the CDP, do you require any external assistance (from development agencies, NGO's and govt departments)?
13. What kind of assistance?

Part E: what challenges and suggestions can you articulate in terms of the CDP?

14. What are the Challenges of development projects that did not come about due to Chiefdom Development Planning?
15. In what ways can Chiefdom Development Planning be improved?
16. Do you think the concept can be used in other areas of the country?