

**THE EXPERIENCES OF COMMUNITY DEVELOPMENT
PRACTITIONERS IN THEIR IMPLEMENTATION OF COMMUNITY
DEVELOPMENT STRATEGIES IN RURAL AREAS IN SWAZILAND**

by

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DECLARATION

I, Eliane R. Bhembe, hereby declare that this dissertation submitted for Masters in Development Studies at the Centre for Development Support, University of the Free State is my own work and has not been previously submitted for a qualification at any other university. The work of other authors has been duly acknowledged.

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Signed:

January 2015

DEDICATION

I dedicate this scholarly work to my family, for allowing me this golden opportunity and supporting me in different ways. To my children, do your best and God will do the rest.

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ABSTRACT

This research was a case study which adopted a qualitative research paradigm. It sought to establish the experiences of community development practitioners in their implementation of community development strategies in rural Swaziland. Using Purposive sampling one focus group discussion took part in this study. Data was collected through a focus group discussion involving seven (7) community development practitioners. Data was recorded on a DVD and later a verbal transcription was made. The data analyzed manually using the thematic approach and presented in descriptive narrative form and a table reflecting on the thematic areas addressed.

Major findings of the study were: that community development strategy are very helpful in alleviating poverty ; Empowerment, citizen participation, mobilization and self reliance emerged as the most effective community development strategies in reducing poverty in rural areas; Implementation of community development strategies adds value to uplifting the livelihoods of people living in rural communities. Major challenges of practitioners were: the imposition of the community development programmes by the government, lack of local ownership of programmes, disputes at chieftainship levels, lack of regulatory policies and a negative mindset among the beneficiaries.

It is recommended that a clear policy framework should be developed by the Government to regulate the implementation of community development programs. Different strategies should be used in compliment with each other in order to come up with context specific strategies. Swaziland government should refrain from using top-down approach in bringing community development initiatives since it jeopardize the ownership of the beneficiaries. Further studies are to look at conducting other focus group discussion in other Regions of the country.

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ACRONYMS

ADB-	African Development Bank
CPA-	Combat Poverty Agency
CD-	Community Development
CDP-	Community Development Practitioners
CDS-	Community Development Strategies
FGD-	Focus Group Discussions
GKSR-	Government of the Kingdom of Swaziland Report
GNP-	Gross National Product
IFAD-	International Food for Agricultural Development
IMF-	International Monetary Funds
MDG'S –	Millennium Development Goals
MEP-	Ministry of Economic Planning
MEPD-	Ministry of Economic Planning and Development
NDS-	National Development Strategy
NETIP-	National Educational Training Improvement Programme
PRSAP-	A Poverty Reduction Strategy and Action Programme
SHIES-	Swaziland Household Income and Expenditure Survey
UN-	United Nations
UNDP-	United Nations Development Programme
WHO-	World Health Organization

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CHAPTER 1. BACKGROUND AND METHODOLOGY

1.1 INTRODUCTION

This chapter outlines the background information, research problem, aims and objectives of the study, significance of the study, and methodology. The last part concludes with highlighting the limitations, ethical considerations and definitions of key terms and concepts.

1.2 Study Background.

In Swaziland, as elsewhere in the world CD has expanded significantly over the last decade. CD is as old as the human nature. In Africa as elsewhere in the world the role of government is to ensure that poor people are assisted to break the cycle of poverty. According to Yanagihara (2001) there has emerged based on the views and concern of poor people themselves a more comprehensive conception of fighting poverty. Hence community development notion has been accepted by many to be one of the means that could be used in tackling poverty (Motherway, 2006:4 and Swanepoel & De Beer 2011). This view means that affected people are opening up to any one who might be touched by the situation they are in and rescue them.

Similarly in Swaziland CD has clearly become one of the tools or vehicles in addressing community shared problems (Government of the Kingdom of Swaziland Report (GKSR) 2005/2006: 24). This has been the critical force and concern of most developing country's governments and their external development partner's right from the dawn of each country's independence to improve the overall standard of living of their people (Balogun and Barongo 2007:1) . Thus developing countries when they gained independence had to formulate policies and strategies to generate country's economy to cater for the poor populations and Swaziland included.

Craig (2003:53) revealed that in response to the poverty scourge in 2001 the World Bank and International Monetary Fund (IMF) announced a comprehensive review of reduction strategy paper approach adopted in 1999 to help poor countries and their development partners strengthen the impact of their common efforts on poverty reduction.

Littlefield, Murdugh, & Hashemi, (2003 :1) explained that the United Nations (UN) Millennium Development Goals (MDG's) have galvanized the development of community with an urgent challenge to improve the welfare of the world's neediest people . Combat Poverty Agency (2000:5) is of the opinion that "community development can make a valuable contribution to a broader anti-poverty strategy that addresses the fundamental structural inequality which gives rise to poverty".

Moore (1997) suggested that "community development has also come to be viewed as an important strategy in achieving greater social cohesion ". In this view Moore explained that, "it can do so by empowering and building the self confidence of individuals who later become key resources and leaders of their own development. This implies that in its endeavors community development cuts across the levels of community. Having seen the capacity of CD in tackling poverty in order for poor people to get helped there has to be a way or strategy used by those who are assigned to help poor people to fight poverty. CD notion is believed to be in line with the development efforts of government in poverty reduction. CDS has emerged as one of the instruments that would ensure that community development initiatives change the conditions of the poor and developmental goals are achieved.

In the above stated view The Combat Poverty Agency (CPA), (2000:5) provide a definition that since its establishment advocated that CD is a means of combating

poverty. The agency has defined CD as a process whereby those who are marginalized and excluded are enabled to gain in self confidence, to join with others and to participate in actions to change their situation and to tackle the problems that face their communities. These definitions indicate the target population and what CD can offer those people to come out of poverty trap.

In community development work, community development practitioners or workers are tasked with the responsibility to empower poor communities to realize their potential in order to effectively change their community status. Community development practitioners are supposedly use strategies that include empowerment, self-reliance, social action, popular education, social capital that would effect change.

From above discussions development writers agree that CD is an instrument that has a capacity to empower communities to change their conditions using locally available resources. From this view CDS emanate from the way the change must be addressed. Implementation of CDS would enable poor communities to change their undesirable situation. The following is a discussion of the profile for the country, in terms of its status economically, politically and administratively.

1.2.1 Country Profile.

Swaziland is a landlocked country with a population of approximately one million people, about 70 % of whom live in rural areas United Nations Development Programme (UNDP), 2013:9). According to African Development Bank (ADB), (2014-2018) report high poverty levels remain, in spite of the country having a relatively high Gross National Product (GDP) per capita income of US \$2,415. Similarly the UNDP (2013 : 3) stated that the Government of the Kingdom of Swaziland , through its National Development Strategy (NDS) and the Poverty Reduction Strategy and Action

Programme (PRSAP) , has articulated its vision and programme for achieving the Millennium Development Goals. About 69 % of the country's 1.018 million people live below the national poverty line UNDP (2013: 9). Even though poverty has declined from 69% to 63% as reflected in the 2001 and 2010 respectively Swaziland Households Income and Expenditure Survey (SHIES cited in ADB 2014-2018), huge regional differences in the prevalence of poverty have been observed.

The Kingdom received its independence from Britain in 1968. The colonial period influenced the country's legal, social and educational institutions which are more inclined towards the British model (Roberts, 2006). Politically Swaziland is governed by the 2005 Constitution and is an absolute monarchy with very limited democratic participation. The political situation in the country is contested both inside and outside the country, as the multi-party system of governance is not promoted (Boudreau, 2010).

Administratively, Swaziland has a dual system of government that combines both the traditional and western parliamentary systems. The country is divided into four administrative regions: Hhohho, Manzini, Lubombo and Shiselweni. Both the traditional and the western parliamentary system use the regions to facilitate administration and economic development (Jele, 2011). Traditionally, within these regions exists the traditional level of government known as 'Tinkhundla' (Constituencies) centres. There are 55 Tinkhundlas throughout the country with each Inkhundla (singular for constituencies) having a number of chiefdoms under it. Members of parliament are elected from these Tinkhundlas. The Prime Minister is appointed by the King (currently King Mswati III). The King is also responsible for confirming cabinet Ministers who are recommended by the Prime Minister. The last Parliamentary elections were held in October 2013.

Economically the Kingdom of Swaziland, as a small land-locked country, is heavily dependent on South Africa for its imports and exports. Although Swaziland is classified as a lower middle-income country many economic and social indicators appear to be inconsistent with this classification due to the uneven distribution of income (National Education and Training Improvement Programme (NETIP) 2013:8). 63% of the population is still defined as poor (2009/2010 Swaziland Household income and expenditure survey, Year of publication).

According to Ministry of Economic Planning (MEP) (2006:30) about 76% of the Swazi population lives in rural areas and derive their livelihood mainly agricultural activities. Under present rural conditions, yields are low and the concentration is on maize and traditional livestock farming for subsistence purposes (MEP, 2006:30). Most of the rural population, including the poorest communities in the country lives on Swazi Nation land (International Fund for Agricultural Development (IFAD 2007:2). Poverty is concentrated in the areas where climate is unfavourable and agricultural productivity is lowest (IFAD 2007:2). In this view Motherway, (2006:14) submitted that CD is about promoting positive change in society in favour of those who benefit least from national and global social and economic developments. Furthermore CD seeks to challenge the causes of poverty and disadvantage and to offer new opportunities for those lacking choice, power and resources (Motherway, 2006:14).

Having been informed about role of CD in tackling poverty in poor rural areas the following discussion portray how CD originated from International or global countries.

1.2.2 CD International.

In Britain Holdcroft (1978:5) define community development "to denote an official strategy for preparing the British colonies in Africa for independence that have been

established as occurring in 1950s. Further later schemes with similar elements were called "participatory development" and eventually "integrated rural development." According to Holdcroft (1978:5) the role of Britain's establishment of community development projects in the late 1950s and 1960s that they were attempts to provide no revolutionary sources of change in rural areas, and were especially meant to keep rural people occupied in the countryside until economic growth could speed up enough outside agriculture to absorb new entrants to the labor force. This view implies that in Britain community development had to make sure that poor people settle away from the cities and concentrate on rural projects.

Philer, List & Faulkner 1980 (cited in De Beer & Swanepoel 2011:34) claim that community development originated in the United States of America (USA) in 1908 with the Country Life Commissioner report and the 1914 Smith-Lever Act in terms of which the Co-operative Extension Service came into being." They pointed out that, the purpose was to establish community organization in order to promote better living, better farming, more education, more happiness and better citizenship.

In America community development was attributed by some American authors to the practice of agricultural extension, instituted in 1870 in some Mid-Western states of the United States of America (Swanepoel & De Beer 2011:34) . In America Flarin & Wandersman (1990:42) asserted that 'community development is a link between Schools and Communities". Furthermore concerning drug abuse Flarin & Wandersman (1990:42) cited a case of the Drug Free School whereby parents, teachers battled against drug use, this implies that communities strategies for solutions among community organizations and institutions that involves citizen participation and rest upon on shared belief in the value of building individual and community problem solving capacity. In this view Checkoway (1995) agree that community problems have local community solutions.

In relation to poverty reduction, Green and Haines (2012:25) submitted that community development matured in the United States with the rise of place-based policies (mostly anti-poverty programmes) professional training programmes and degrees and formal organizations with community as their primary mission. This view means that the aim of creating place based policies was to fight poverty just like in any other country.

However, Conwell, (1987:49) claim that “there is little agreement among authors about where and when the modern idea of community development was initiated”. Hence, some community development authors claim that the principles of community development were present in extension education while others identify the professional practice of community development as a post World War11 event cited in (Batten, 1957; Cary, 1979; Crawley, 1989; Sanders, 1970). Maser, (1997) concurs that to a large extent the earliest projects evolved from the efforts of industrialized countries to assist emerging nations in their development. This means that community development was created to assist poor communities to change their undesirable situation.

Phifer, et.al (1980) (cited in De Beer & Swanepoel 2011:34) offers a different perspective from that of above statements stating that, “community development in USA was some kind of education for low class group of people”. This view illustrates that CD was meant to help those who were marginalized to work around their situation to change their situation. Phifer et.al (1980) (cited in De Beer & Swanepoel 2011:34) provide an illustration that community development can be traced from its roots to 1908 and President Theodore Roosevelt’s Country Life Commission that addressed itself ways of improving the lives of the rural population, and identified, part of the problem as the lack of sufficient rural organization.

In Ireland, Combat Poverty Agency (2007:14) revealed that, community development is a process that activates, encourages and supports groups of people experiencing poverty to join together in activities that promote their common interest, improve their communities. Similarly, in Ireland like in any other country CD was a means to fight poverty that is an unpleasant phenomenon.

In Britain, De Beer & Swanepoel (2012:35) explained that CD formed an important part of British colonial policy not only in India but also in the African colonies. Monageng (2000:126) (cited in De Beer & Swanepoel 2011: 35) claims that “the British colonial influences on the character of community development came from the launching of India's community development programmes after its independence in 1947 and this occurrence also stimulated community development efforts in neighboring Asian countries and further a field in the Third World”. In this view CD was seen to be helping poor communities not only in Britain but in Africa as well to participate in the development process. Having discussed the origins of CD International community following is a discussion of CD Regionally.

1.2.3 CD Regional.

In Africa as elsewhere in the world CD has been regarded as the most powerful tool that can be used to reduce poverty as Motherway (2006) believes that community development is the intervention to tackling poverty. For Swanepoel, et. al (2000) CD is “a collective activity in that a group of people sharing a mutual problem, need, sentiment or concern, act together and in concert and share a certain responsibility for the action”. These authors agree on the usefulness of the CD that it has a potential to fight poverty.

In Kenya, Wallis (1976:192) point out to a different view that the colonial administration regarded community development as a useful tool with which to try to control and channel the forces of anti-colonialism which increasingly dominated the political scene.

In Tanzania under Julius Nyerere, government agencies promoted participation through the establishment of communal villages of Ujamaa (Checkoway, 1995:9). They viewed the school as a force for participation conducted community campaigns for literacy and health, and held small group discussions purposeful on politics and economics. In this context community participation involved residents in planning and implementation of improvements in infrastructure roads, water supplies, schools, health, centers and cattle dips. In this view community participation is a reaction that is based from building community groups' capacity.

In Botswana Wass (1972:80) explained that around the 1960s community development came as an intervention for demand of more educational facilities. Furthermore in Botswana it was envisaged that development of self-help for communities which aims to modernize community development such as technical and financial assistance and the deliberate pooling of resources emerged (Wass 1972:82).

Kishindo (2003: 380) noted that in Malawi the government adopted the United Nations conception of community development and sought to use it as a strategy to develop rural areas. Regionally CD is seen to have emerged for different purposes but the target group is the same, poor people to be assisted to uplift their standards economically, politically and socially. Following is a description of the birth of CD in Swaziland.

1.2.4 CD in Swaziland.

In Swaziland before independence, the country was under the British protectorate where Programmes and projects were applied to the grassroots people. It was for this reason that the Department of Community Development and Social Welfare was established in 1964 under the Ministry of Local Administration (Government of the

Kingdom of Swaziland Report (GKSR 2005/2006:24). The main purpose was to enable communities to actively participate in their developmental activities socially, economically, and politically in order to attain self-reliance and self sustainability using locally available resources through promotion of self-help organizations and also to assist local authorities in devising and implementing development strategies based on active involvement of the people (GKSR 2005/2006:24).

According to GKSP (2005/2006:2) the CD Department's main goal is "poverty alleviation and eventual eradication through a coordinated effort by various stakeholders who participate in programmes, projects and activities aimed at uplifting the local people's standard of living in their respective communities, where the local people are placed at the driving seat. Furthermore, the department's vision is self-reliant and self-sustained communities realized through participatory methodologies whereby poverty levels shall be reduced by 60 % by the year 2022" GKSR (2005/2006 :2).

In view of the above Motherway, (2006: 14) agree that in the context of addressing poverty, community development is understood as a "developmental activity that works for change in disadvantaged areas or with disadvantaged groups". This change seeks to address the causes and symptoms of poverty through people building their capacity to organize together to give voice to their needs and experiences, to make collective decisions on behalf of their communities and to participate in decision making that affects them (Motherway, 2006:14).

In pursuance of the main goal of poverty alleviation and sustainable self-reliant communities the mandate of the Department of Community Development is to facilitate and support community based socio-economic and political initiatives through grassroots level in the country GKSR (2005/6:24). In Swaziland as elsewhere in the

world, there are so many things that can reduce poverty. Hence community development is regarded as an instrument that could bring change in poor communities.

The Swaziland Government's National Development Strategy (1999) accords highest priority to: (i) alleviation of poverty; (ii) creation of more productive employment opportunities; (iii) promotion of equity and social justice; and (iv) sustainable economic growth. Consistent with these goals, rural development constitute the central theme of the development strategy, as the incidence of poverty is the highest in rural areas. In complementing the efforts of the government in poverty alleviation, a number of private organizations, with similar objectives have been adopting various programmes for developing communities.

In Swaziland as elsewhere in the world the big challenge of the new century is the reduction of poverty. Despite the efforts invested since 1960's and the mobilization of international community the rural areas remain poor, yet there are several interventions to break the vicious cycle of poverty (Atchoarena & Gasperini 2003:27). A startling fact is that over 70 % of the Swazi people live in the rural areas hence poverty levels are higher than urban areas UNDP (2013:9). They are caught in the cruel cycle of being unable to access the services and opportunities that may capture them out of poverty such as education, gainful employment, adequate nutrition, because they are poor (UNDP 2013: 9).

The above discussion indicates that the birth of community development internationally, regionally and locally had one purpose, to help rural people to fight poverty and any other ailments affecting their lives in different sectors of development. They all agree that community development is an instrument that is anti-poverty. They also agree that it is capacity building.

In essence CD is established to assist these poor people to raise awareness and build strong communities to take control of the undesirable phenomenon. Therefore CDP have to design a way that would enhance people's participation so that the CD goals are achieved. In this matter CD strategy is supposed to be the means and ways that can heal the diverse community problems effectively when practiced by community development practitioners. Following is a discussion of the CDS which improves the quality of life of disadvantaged groups and also ensure that they also participate in development endeavors of the country.

1.2.5. Origins of Community Development Strategies

Community development strategies have probably been practiced for as long as there have been communities. There are many different community development strategies that can be practiced by practitioners. These strategies that are popular include but they are not limited to self-help, self reliance, empowerment, citizen participation, mobilization, cooperatives and economic development. As stated by Checkoway, (1995:2) "that all community development strategies have the most potential to empower communities depending on the situation". Moreover they are all valuable tools available to practitioners who seek change but differ essentially in their direction. Thus CDS is often thought to be an extended arm for CDP to fight poverty.

Bradshaw (2006:3) agrees that, "community development has a variety of strategies available to meet the needs of those persons and groups who are disadvantaged, marginalized, displaced and discriminated". The interdisciplinary approach of CDS has many advantages when practiced by CDP's. This implies that in the community development field it is a possible to use a combination of those strategies to win the war of poverty. In this view CDS become an extended arm of community development practitioners that exploit the source of communal challenges for the poor people.

Checkoway, (1995:3) provides a description that "a strategy is the science and art of orchestrating resources toward goals". For Cox, Erlich, Rothman and Tropman (1987:258) they regard strategy "as an orchestrated attempt to influence a person or a system in relation to some goal which an actor desires". A strategy it is assumed it could help practitioners to strategize their work in selection and sequence, performance and timing, and some combination of roles and styles to achieve results.

In this view CDP should practice CDS to facilitate change for those poor communities and to build their potential to address the different needs. However, these people should identify problems themselves and find local solutions with a minimal help from outside. Below is a description of the main aim of CDS in relation to poverty alleviation.

1.2.6 The use of CDS in poverty alleviation

Loewen (2009:14) observed that "community development strategies generally applied in order to assist households and individuals to thrive within the economic, political and social systems of society". This means that a strategy is instrumental in changing local conditions to effect desirable change. Therefore practitioners must motivate communities to realize their situation and attempt to move away from that undesirable situation. Community development practitioner can play a role of an influencer and facilitator using strategy because it is believed to be a resource.

In the community development field Checkoway, (1995:3) suggested that, "a strategy can serve as a resource for community change, but in any community, workers tend not to think or act strategically". Checkoway, (1995:2) noted that, "a strategy is one of the significant resources available to practitioners to practice". This is because local problems require local solutions and CDP must facilitate this move to happen. CDP are supposed to diagnose and come up with a resource inventory for the community.

In view of the above community development strategies are considered as one of the several means, ways, and approaches at the community development practitioners' disposal to align to robust to the need they are trying to address. Hence communities context are different as such no one size of a strategy fits the entire situation. This implies that a strategy is away or means of approaching a community problem by aligning the strategy with the community need. Therefore community development workers must engage a strategy that must be assembled in such a way that it suits the community need at hand.

Stiglitz (1998: 21) believe that, the key ingredients in a successful community development strategy are ownership and participation. However development agents often disregard the key ingredients for continuity and sustainability of programmes. For Stiglitz ownership is essential for successful transformation, policies that are imposed from outside may be grudgingly accepted on a superficial basis, but will rarely be implemented as intended. In this view development providers impose development initiatives. This is much against the CD principles and values. Stiglitz (1998: 21) noted that to achieve the desired and transformation, the process that leads to that community development strategy must be participatory.

Following the above view Bradshaw (2006:3) concurs that "these poor people and communities receiving attention from community developers are extensively varied in most other respects than being poor, they are ethnically minority or not they live in places with weak and strong economies". Consequently fixing poverty would necessitate different community strategies because their underlying prevailing causes of poverty vary. Furthermore the complexity of the common problems calls for different interventions and they have to complement each other. Hence, community development workers are specialists in appreciating the interdependence of different parts of the

community and their solutions is to try to address issues from a multifaceted approach (Bradshaw 2006:15).

From the above discussions it is clear that a strategy provides one with a planned activity to be acted upon. Practitioners have to act professionally so that they learn which strategy is more likely to bring change than any other strategy in the rural setting. Thus, community development strategies are tools that enhance community development capability of practitioners to work effectively in a reasonable and transparent manner to effect change in poor communities.

Given so much faith in community development strategies to foster national development initiatives, the following strategies were used in the past and are currently popular. These are but not limited to; social capital, self-reliance, mobilization, social action, citizen participation, popular education, public school strategy to mention a few.

1.2.7. Commonly practiced CDS

The following session discuss important CDP that are commonly practiced to fight poverty world wide. CDS have been identified as one of the many weapons to fight poverty. Therefore CDP's must scan the situation to ensure applicability of CDS is relevant. Since CDS have their own strengths CDP must find the balance. They have to be used in sequences because each one has a different role to play in poverty alleviation. CDS significantly have the power to effect change in poor communities. The following session discusses the most commonly used and popular CDS which is empowerment.

1.2.7.1 Empowerment Strategy:

Craig, (2002:13) in Toomey (2011:183) defines empowerment in the community development context as, "the creation of sustainable structures, processes and mechanism, over which local communities have an increased degree of control, and from which they have a measurable impact on public and social policies affecting those communities". In this view empowerment should embrace the assets of that particular community.

However, Tremblay & Gutberlet (2012:282) point out that empowerment is often used to characterize approaches based on social mobilization. Further, these authors affirm that empowerment is not fixed but a one time experience but rather a continuous process. Thus, empowerment is an essential strategy that when applied accomplish community development activities which take particular account of the one discipline with skills, analysis, methods and experience. It is perhaps a useful tool in getting poor communities to act together and assist each other where they can.

For Swanepoel & De Beer (2011:52) empowerment means political power. The authors furthermore claim that teaching people power does not necessarily mean they have been empowered. Swanepoel and De Beer (2011:53) in their book on *Community Development: Breaking the cycle of poverty* argue "that people must have power to make decisions coupled with certain skills of enablement". They suggest that a combination of associated skills needed for decision making is the fact that people can only make enlightened decisions if they have adequate information (Swanepoel & De Beer (2011:52). Thus, empowerment is a power source assist people to make good informed decision making possible. Their view affirms or verifies that informed poor community members can participate in development activities and make informed decisions. However, in this view the trap lie in mobilization of the poor people.

1.7.2.2 Mobilization Strategy:

Perhaps the most compelling argument is that mobilization aims to create change by amassing individuals around issues (Checkoway, 1995:5). It is alleged that observable communal actions can generate power and compel dispensation from targets. On the same note Rubin & Rubin (2001:190) explain that mobilization means getting people involved in social actions. More precisely it is the process of moving personal grievances to the relevant structures using collective activities. When people are mobilized they become solid in addressing their issues. People are then prompted to participate because they feel part of the whole process.

1.2.7.3 Citizen Participation strategy:

Schaft and Greenwood (2003:19) claims that in a community development perspective, participation is the inclusion of divergent ranges of stakeholder contributions in an on-going community development process from identification of problem areas, to the development implementation and management of strategic planning. In relation to an anti poverty program, it means the involvement of local citizens in various aspects of the program, from planning to evaluation are significant (Bradshaw, 2006:7). This view implies that citizen participation offers the best potential for providing ordinary people to contribute to development initiatives. In being engaged in development activities people identify social capital that is available at their disposal.

1.2.7.4 Social capital strategy.

The various types of social capital also contribute differently to poverty alleviation. Fung and Hung (2014:441) suggested that bonding of social capital alone is functional for getting by but not forgetting ahead. While Woolcock and Narayan, (2000); and Dale and Newman, (2008) explained that "rather it is the bridging social capital that facilitates income generation and or poverty alleviation through facilitation of resources flows from

groups and communities dissimilar to the disadvantaged communities concerned". De Fillipis (2001:784) noted that social capital is defined by its function. However, social capital connects communities' efforts with local resources to reduce the undesirable phenomenon and become self reliant.

1.2.7.5 Self-reliance strategy

Self-reliance is one of the sources of effective community development in most of Sub-Saharan Africa. Anyanwu (1992) confirms that "in most African countries community development has depended significantly on voluntary cooperative efforts". Hence, the concept of self-reliance is located centrally within the dialogue of community development and is connected to related concepts like self-help, mutual-help, indigenous participation and rural development (Anyawu 1992: 6). It advocates the need for people to improve their condition using local initiatives and resources in their own hands.

1.2.7.6 Self –help strategy

Green and Haines (2011:17) addresses the self help strategy as key by indicating that "it is at the heart of the self-help approach is the belief that community development is primarily about helping people to learn how to help themselves". Thus, practitioners who adopt this model tend to define their role as a facilitator, helping communities identify goals and increasing capacity to participation in the change process and is primarily concerned about the process of community development rather than the specific outcomes (Green and Haines (2011:17). This implies poor people should depend on their own efforts, and expertise and use minimal outside help.

1.2.7.7 Popular Education strategy

In community development popular education is a strategy that may stimulate and empower the masses to respond to their dissatisfaction. Popular education strategy believes that people possess important knowledge arising from their own particular experiences and that education should consist of a dialogue between these different sets of knowledge. Kane, (2010: 276) pointed out that aspires to create change by raising critical consciousness of common concerns. This strategy offers the best opportunity for engaging themselves on development activities.

1.2.7.8 Public schools strategies

Using public schools as community development strategy Chung (2002:1) pointed out that public schools are strategies for community based developers. Chung further explained that public schools are important as they are regarded as a good point of entry for community based developers to place their work in a comprehensive community development context. They also form part of the local resource accessible and dependable when it comes to doing community development activities.

In view of the community development strategies discussed it appears that they may form the most salient ingredients of handling the most pressures faced by the poor communities. Community development practitioners' must have the ability to effectively combine them or mainstream these strategies to get the best results in assisting communities in problem solving. CDS usually provides poor communities with a chance to be part of development initiatives.

1.2.7.8 The Importance of CDS.

Bradshaw (2005:16) mentions that "community development has a variety of strategies available to meet the needs of those persons and groups who are less advantaged, usually in poverty". Community development strategies are important for aligning

community development activities with community needs, mustering appropriate resources to respond to those needs, identifying key opportunities for partnering if need be and focusing community efforts to ensure tangible and sustainable impact.

Bradshaw (2006:16) explained that "community developers help all communities, but their passion lies disproportionately with people who do not have adequate personal resources to meet their needs or with communities with large populations of people who need assistance". In some cases these people and communities receiving attention from community developers are comprehensively varied in most other respects than being poor—the poor are both rural and urban, they are ethnically minority or not, they live in places with weak and strong economies, and they have been helped for decades or neglected for as long (Bradshaw 2006: 16).

Longstaff (2008: 23) confirms that "a strategic approach to community development should operate across each local area, with strengthened regional community development networks and appropriate national links". In spite of whether the community has a large or small population, at some level it is close into a regional economic structure. This issue is critically imperative because different areas of a region often play different roles in contributing to the regional economy (Henderson, et. al 2004:15).

For the community development practitioners the main thing is to diagnose the situation in order to fit the strategy that works best in poor communities. Having discussed the importance of CDS the following is a discussion of the statement of the problem that this study is attempting to address.

1.3 Statement of the Problem:

Despite the implementation of CDS in Swaziland by CDP since 1964 poverty rates are stagnant or reducing very slowly. According to Swaziland Households Income and Expenditure Survey (SHIES 1995) cited in Ministry of Economic Planning (MEPD) 2006:16) in 1995 Swaziland poverty rate stood at 71%, among the population in rural areas and 45% in urban areas. In 2001 SHIES (cited in MEPD 2006: 16) also revealed that the situation worsened, poverty prevalence in rural areas was 76% compared to 50% in urban areas. In 2001 SHIES (quoted in MEPD 2006:16) highlighted that 69 % of the population lives below the upper poverty line and 76 % of the rural population is poor whilst 50 % of the population in urban areas is poor. The most recent statistics by UNDP Report (2013:9) revealed that the poverty rate has dropped from 69% to 63 %. This demonstrates a slightly lower drop than what was expected by Swaziland's Poverty Reduction Strategy Programme (PRSP) that by 2015 poverty should be reduced by half. However, CPA (2000:5); Checkoway (1995:2) and Bradshaw (2005:15) states that CDS are supposed to make positive impact to effect change on poverty reduction and improvement in overall living standards in the rural poor communities. The researcher supports the latter claim and believes that it was on this assumption that the Swaziland government engaged CDP for developing communities especially in rural Swaziland. Bradshaw (2006:15) and Zeuli & Radel (2005:43) agree that community development strategies are tools or vehicle used for dealing with poverty; a social phenomenon. There is a significant positive relationship between the extent of implementation of CDS by CDP and poverty reduction rates.

In Swaziland CDP's have implemented CDS strategies to improve and uplift the living standards of the rural poor communities. However, the impact has been minimal as demonstrated by the poverty rate. Whilst evidence indicates that very limited research has been carried out on effectiveness of CDS in Swaziland compared to community development topic, less well studied are the experiences of CDP in their implementation

of CDS in rural communities in Swaziland (IFAD, (2007:2); SHIES (2001) and GKSP (2005/2006).

Therefore this study will contribute some valuable information to policy makers, CDP's and managers of community projects to effect change. It will also reveal the most importance strategy that reduces poverty since poverty is high in the rural areas. Hence this information on the practices of strategies could be enshrined in the CD policy in the country .The study therefore seeks to find out the experiences of CDP's in the implementation of CDS in fighting poverty in rural communities in Swaziland.

1.4 Aim of the study

The aim of the study supported by the background is to explore the experiences of community development practitioners as they implement community development strategies in fighting poverty in rural Swaziland. This will enable the researcher to draw conclusions from the investigations and provide recommendations to policy makers and stakeholders with respect to community development activities or efforts.

1.5 The following objectives will be used to attain the above mentioned aim:

- To find out experiences from community development practitioners of community development strategies in their implementation to effect change.
- To investigate which strategy works to address rural communities' poverty in the practitioner's opinion.
- To examine the importance of community development strategies from community development practitioners' point of view.

1.6 Significance of the study

The findings of the study (the practitioners' experiences) will enable community development practitioners, planners, program officers in deciding on the best strategy for promoting community development efforts particularly in rural Swaziland. Their experiences will reveal which and how community development strategies can effectively be implemented in rural Swaziland. Implementing the relevant or appropriate community development strategy is the best tool to fight poverty. The findings of the study will be able to assist community development practitioners to effectively implement strategies to empower communities to participate in the development process.

While research on community development world wide has been impressive in particular country studies, as evidenced by a lot of literature in this area serious gaps remain in terms of research pertaining to the experiences of community development practitioners in implementing community development strategies. Whilst evidence indicates that limited research has been carried out on effectiveness of community development strategies in Swaziland compared to community development topic, less well studied are the experiences of community development practitioners in implementing community development strategies in rural communities in Swaziland.

1.7. Research Design and Methodology:

The previous section presented the background information to the study which includes statement of the problem, aims, objectives and significance of the study. Following is the methodology on data collection responding to the problem. This is presented in structural parts to address the stated problem.

1.7.1 Research design

This section explains the research design as a method of collecting data from the respondents. Research design can be thought of as the structure of the research. According to Kombo, & Tromp (2006: 70) "a design is used to structure the research, to show how all the major parts of the research project work together to try to address the central research questions". This section is organized under the following topics; research design, study population and sampling, data gathering techniques and instruments and data handling and analysis.

Research design is the advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis keeping in view ; the objective of the research and the availability of staff, time and money (Kothari 1990:32). However, Orodho (2003) cited in Kombo & Tromp (2006: 70) defines it as the scheme, outline or plan that is used to generate answers to research problems. Kombo & Tromp (2006: 70) believe that a research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose.

This investigation of the outcome of the research on the experiences of the CDP's in their implementation of CDS is an empirical study that uses primary data in the form of FGD. Primary data are the original data collected by the researcher for the purposes of

his/her own study at hand (Welman, Kruger & Mitchell 2005:149). In this study primary data is information gathered directly from community development practitioners. Moody, (2002:1) explained that "empirical research methods are a class of research methods in which empirical observations or data are collected in order to answer particular research questions". Furthermore he stated that "while primarily used in academic research, they can also be useful in answering practical question" (Moody 2002:1).

1.7.2 Rationale for a Qualitative Research Design

The study will use qualitative research methods including an in-depth interview with community development practitioners. Qualitative methods will be used in order to gain a better understanding of the perceptions, views, values and experiences about implementing community development strategies and their benefits.

According to Leedy & Ormond (2001: 134) what actually constitutes qualitative research involves purposeful use for describing, explaining, and interpreting collected data. Furthermore Leedy and Ormond (2001:134) alleged that qualitative research is less structured in description because it formulated and builds new theories. Leedy & Ormond (2001: 134) explained that qualitative is important because it describes and interpret phenomena to gain new insights and helps to develop new concepts about the phenomenon and discover the problems that exist within the phenomena. Its main advantage is that it provides means through which a researcher can judge the effectiveness of a particular practice (Leedy & Ormond 2001).

According to Van Maanen (1979:520) cited in Weman et.al (2005:149) it is an umbrella phrase covering an array of interpretive techniques which seek to describe, decode, translate, and otherwise come to terms with the meaning of naturally occurring phenomena in the social world. Hence the qualitative approach is also fundamentally a descriptive form of research.

1.7.3 Study Population:

The issues discussed in the previous topic will be investigated using data from community development practitioners who are working in the rural communities they include extension officers and community development workers who have direct contact with Swazi communities. The selection of respondents largely depends on the information needed and data techniques to be used (Kombo and Tromp, 2006:84). These key informants possess special knowledge and information needed and related to the study. They are also vital in achieving the set objectives.

Community development practitioners are also ideally positioned for work of this type. They are the implementers of the community development strategies in rural communities. Only one FGD that consist of 6-8 CDP's was be used. These CDP's have interest and are rich in community development experience in rural areas. In Swaziland there are four Administrative Regions. However, one Region was being chosen for inclusion in this study that is Manzini. The CDP's are under the Ministry of Agriculture and Ministry of Tinkhundla Administration and Development respectively. They have a single purpose that is to empower rural communities to realize their potential to improve their livelihoods or quality of life. The selected Region was easily accessible to reach CDP's where relevant information was gathered.

1.7.4 Sampling

Random purposive sampling was be used in this study. In purposive sampling people or other units are chosen as the name implies for a particular purpose. Kombo and Tromp (2006: 82) explain that "in this sample method, the researcher purposely targets a group of people believed to be reliable for the study". Purposive sampling is an important type of non-probability sampling in which the person who is selecting the sample tries to make the sample representative, depending on his opinion or purpose, thus being the representation subjective Leedy & Ormond (2001: 135).

In this study purposive sampling is appropriate for this type of research problem because it is opinion based. According to Leedy & Ormond (2001: 135) purposive sampling is "a selection of individual that will yield the most information about the topic under investigation". Since it is usually not possible to reach all the members of a target population, one must identify that portion of the population which is accessible. The nature of the accessible population depends on the time and resources of the researcher. Manzini Region is where the target population is drawn due to accessibility of the population. The sampling is purposive because the researcher will have access to the CDP's work station as they are close by in terms of infrastructure. These CDP's have rich experience in community development practices in their respective areas which will help to get answers for research study to achieve research objectives.

1.7.5 Data Gathering techniques and Instruments.

In research there are many gathering techniques that are available to collect data. In this particular study FGD was used because it is opinion based.

1.7.5.1 FOCUS GROUP DISCUSSION (FGD)

In order to achieve the objectives of the study, data was collected using FGD. This process allows practitioners to share information and their challenges as they go about their duties. In this view Cohen, Manion and Morrison (2005:288) asserted that "participants interact with each other rather than with the interviewer, such that the views of the participants can emerge". During this process participants are tape recorded. There are three questions to be covered in an hour. The researcher prepared a 5 interview questions to support the focus group discussion. The main aim of using an interview guide is to support FGD and to allow participants to state more information left out during the discussions.

For Welman et.al, (2005:201) FGD are special type of group in terms of its purpose, size, composition and procedures. Welman et.al, (2005:201) explained that FGD are also described as group in-depth interviews. In this study this group consists of a small number of individuals who are drawn together for the purpose of expressing their experiences and views on community development strategies implementation. In the process of data collection the main aim is to discuss a particular given topic whereby the interaction with the group leads to data and outcomes.

Community development practitioners are the key informants who have affluent information and hold adequate skills on how to implement strategies as they work in rural communities (Cohen, 2005:288). According to Welman, Kruger and Mitchell (2005: 202) and Kombo and Tromp (2006:95) FGD is usually composed of 6-8 individuals who share certain characteristics, which are relevant for the study.

FGD provide insights into how people think and provide a deeper understanding of the phenomena being studied. In this study the purpose which is supported by the background is to explore the experiences of community development practitioners in their implementation of community development strategies to fight poverty. The study is based on collection of qualitative data Welman et. al (2005:202). In this process interaction plays a pivotal role in sharing experiences and views on their work in addressing the community problems they serve.

1.7.5.2 Rationale for Using FGD

This study used one FGD so that respondents are able to share information in a smaller group. Secondary data will also be used in order to generate more information and to fulfill the research objective. Secondary data are derived from primary data are therefore distorted by the channels of communication through which they pass (Leedy & Ormond (2001: 135).

It should be small enough to give everyone the opportunity to express an opinion, large enough to provide diversity of opinions and should be composed of people who are not too familiar with one another (e.g., friends, family). Welman, et. al (2005:204).

This study will use FGD for the following reasons;

This approach has been proven to save time. In addition people feel more comfortable talking in a group than alone. During this activity there is some level of interaction among the participants this implies that it is more informative than individually conducted interviews and it is assumed that the researcher will not have difficulty interpreting what he/she has observed (Creswell, 1998 Newman, 1994 cited in Leedy & Ormond 2001: 146).

In addition Kombo and Tromp (2006:95) stated that FGD should be composed of homogenous members of the target population, similar in age, education level, gender, and profession. For Kombo and Tromp (2006:95) focus group discussions are used to assess needs, develop intervention, test new ideas or programmes or improve existing programmes.

In this study FGD was used in order to gather the experiences of community development practitioners in implementing community development strategies in rural Swaziland. Be as it may FGD have some weaknesses.

1.7.5.3 The Weaknesses of FGD

Every data collection tool has its strengths and weaknesses and focus group is not spared. According to Kombo and Tromp (2005:95) FGD can produce a lot of information quickly and are good for identifying and exploring beliefs, ideas or opinions in a community, however the researcher has less control over the flow of the discussion and results are hard to analyze. For Welman, (2005:204) in FGD some respondents are not

able to express their feelings freely because they are intimidated by the presence of other respondents in the group.

1.7.5.4 Data handling and Analysis

There are many different techniques for analyzing qualitative data. It might be helpful for a researcher to understand that there is no prescribed way to address the process. Le Compte & Schensul (1999) define analysis as “the process a researcher uses to reduce data to a story and its interpretation”. Data analysis is the process of reducing large amounts of collected data to make sense of them. For Kombo and Tromp (2005:117) data analysis means examining what has been collected in a survey and making deductions and inferences that involves uncovering underlying structures, extracting important variables, detecting any anomalies and testing and underlying assumptions.

Welman et. al (2005) asserted that three things occur during analysis; data are organized, data are reduced through summarization and categorization and patterns and themes in the data are identified and linked. Le Compte & Schensul (1999) suggest that data have been collected, both while the researcher is still in the field, and later, where the researcher is no longer in the field. They describe in-the- field analysis as including inscription, description and transcription. They also suggest that analysis may be conducted in both a top down approach and bottom up approach.

In this study the eventual analysis of the information obtained from FGD is based on the interviewer’s records. The interviewer will take notes of the participants’ responses with a view to writing a more complete report afterwards. A DVD recording was made available with a view to transcribing it later. Welman, et.al (2005:205) suggest that in both cases the interviewer should still take notes , recording on tape should, however, inhibit the participant’s spontaneous behavior.

Doucet & Mauther (1998) mention that "a qualitative content analysis approach to data analysis involves reading and re-reading transcripts looking for similarities and differences that enable the researcher to develop themes and categories". This study will employ coding paragraphs highlighting units of analysis with different coloured ink in arranging the data into themes; cutting up transcripts and putting them in thematic folders; using a card index system.

Miles & Huberman (1994) presented a series of sequential steps conducting data analysis. These steps include developing codes and applying them to textual data, like field notes from observations, interviews or documents. The next step is editing the data. This means elimination of errors, such as checking the completeness of responses or logical inconsistencies (Cohen, et.al 2005:288).

Welman et al 2005:213 suggest that after the researcher has compiled and processed all the information, the challenge is to reduce the huge amount of data to manageable and understandable texts. In this study coding system of analyzing data will be used. The purpose of coding as suggested by Welman et.al (2005:214) is to analyze and make sense of the data that have been collected. The main purpose of coding is to understand material that is unclear by putting names to events, incidents, behaviours, attitudes to mention a few . There are different types of codes suggested by Welman et.al, 2005: 214 and they are; Descriptive codes, Interpretative codes, Pattern codes and Reflective codes.

In this study the use of coding process, according to Welman et.al, (2005:215) will be regarded as completed when all incidents, behaviours, attitudes, perceptions and so on have been classified sufficiently and all categories are saturated. Welman et. al

(2005:215) suggested that the codes should also be checked for validity and reliability . The researcher will then divide the field notes into different segments. Categories are then applied to the appropriate paragraphs or segments of the material. Bearing in mind the above mentioned scheme in mind the researcher can then categorize the different codes.

1.7.5.5 Thematic Analysis:

In this qualitative research data can also be analyzed thematically. In this research the experiences of the community development practitioners as they implement community development strategies will be categorized into themes. According to Kombo & Tromp (2006: 119) themes are topics or major subjects that come up in discussions. This form of analysis categories related topics. In using this form of analysis major concepts are identified. For Welman (2005:211) themes identification is one of the most fundamental tasks in qualitative research.

Kombo & Tromp (2006: 119) suggest that the researcher goes through the following described process;

The researcher will peruse the collected data and identify information that is relevant to the research objectives in order to develop a coding system based on samples of collected data. Kombo & Tromp (2006: 119) believes that this ensures classification of major issues or topics covered. The researcher reread the text and highlights key quotations / insights and interpretations to indicate the major themes in the margins. Coded materials under the major themes or topics identified. All materials relevant to a certain topic are placed together. The researcher develops a summary report identifying major themes and the associations between them. Using graphics and direct quotations to present the findings presented by the participants will be used. Finally, reports the intensity which refers to the number of times certain words or phrases or descriptions

are used in the discussion. The frequency with which an idea or word or description appears is used to interpret the importance, attention or emphasis.

1.8. Ethical considerations:

Ethical behaviour is important in research as in any discipline or field of human activity. Huysamen, (1994:178) noted that "ethical considerations come into play in different stages in a research, namely when community development practitioners are recruited, during the implementation and in the release of the results". The researcher obtained the necessary permission from the respondents after they are thoroughly and truthfully informed about the purpose of the interview and the investigation (Welman et. al 2005: 201). The CDP's took part in the research voluntarily to avoid worker right violation and no harm (physically, emotionally or psychologically) will be done to them (informed consent). The respondents will be informed about the purpose of the study even though the responses of people, who are aware of being observed, might be affected or influenced in some ways. Respondents will be ensured of the confidentiality of their responses. The respondents will be also ensured that anonymous will be maintained.

1.8.1 Limitations

Leedy & Ormond (2001:55) states that the, "what the researcher intends to do is stated in the problem". This study is only interested to investigate the experiences of community development practitioners in the implementation of community development practitioners in rural communities. The study did not investigate the experiences of community development practitioners working in the urban setting of Swazi communities though poverty exists in urban areas as well.

There are four Administrative Regions in Swaziland due to lack of time and financial constraints the research will be conducted in one Region. This Region is chosen

based on accessibility for the researcher. The above mentioned Regions form the sample as they are capable of representing the other Regions. The researcher invited community development practitioners who are interested to participate in the study.

1.9. Definitions of Terms.

- Poverty- is scarcity, dearth, or the state of one who lacks a certain amount of material possessions or money
- Community - is a religious, occupational or social formation that shares common features or interests and regards itself as different from the larger society, which it belongs to. It also refers to a social group whose member's lives in a certain locality and shares a historical or cultural heritage.
- Community development-is a broad term given to the practices of civic activists, involved citizens and professionals to build stronger and more resilient local communities.
- Community development strategies- is a long-term plan that identifies organizational strengths and leverages them to make a unique contribution to human development in local communities.
- Development – refers to the processes of community social and economic development that focuses on enabling and empowering citizens to work in united ways to change their lives and environment in relation to living conditions, economic conditions, and social, employment, and opportunity structures. Development includes the models of community, social and economic development and sustainable development.
- Gross domestic product

According to Medlik (1993:103), the gross domestic product (GDP) is a measure of the size and value of a nation's economy, usually expressed as

the total value of all goods and services produced during a specific period, usually one year.

- Developing countries

Developing countries are countries with a relatively low level of economic and social development.

- Inkhundla

Is constituted by numbers of chiefdoms as defined by the Boundaries Committee.

1.10 Study Outline

This dissertation has a total of five (5) chapters and they are summarized as follows;

Chapter 1 is the introduction. It sets the scene for the study and contains the study background, problem statement, aim, objectives limitations and significance of the study. It describes the research design, the sampling process and the sample size and the process of collecting and analyzing data.

CHAPTER 2 Presents the conversations on the same topic. It contains a summary of relevant literature consulted in line with the research objectives. It also gives a theoretical background of variables of interest and positions this study in the existing literature on the topic.

CHAPTER 3 Provides an overview of the community development strategies, their uses and potential contribution to poverty alleviation.

CHAPTER 4 Carries the interpretation and discussion of findings of the study based on the themes, sub-themes and verbal transcriptions that relates to literature review and study objectives.

CHAPTER 5 discusses the research findings based on Chapter 4 and recommendations for future implementation of community development initiatives.

1.11 Conclusion

This chapter presented an introduction to the content and structure of the entire research report. It also provided information on the research problem, its aim and objectives. The chapter also explained why this study is significant and gave the reasons behind its limitations. A brief summary of all subsequent chapters was also given to prepare the reader for what is yet to come. The next chapter builds on this one presents the various views and opinions on the CD concept and CDP's.

CHAPTER 2: Community Development and Community Development Practitioner's.

2.1 Introduction

The previous chapter presented detailed discussions of the envisaged study. This chapter will explore the different views and opinions of different development writers on use of CD and work of CDP's in poverty reduction.

For decades, community development writers have declared that there is a link between community development and poverty reduction (Motherway, (2006: 2); Swanepoel & De Beer (2011:11) and Yanagihara, (2001:10). They have made strong arguments of this link that governments in developing countries readily accepted it. They based these partly on the improvement rates of poverty when community development practitioners implement community development strategies to improve the quality of life of poor communities (Swanepoel & De Beer 2011:1).

The modernization theory which was developed in the early sixties saw community development as a means of transforming the impoverished agrarian and traditional nations of the Global South into prosperous liberal democratic societies of Europe (Midgley & Livermore 2005: 154). Based on this concept, development agencies working within developing countries also designed and implemented programmes on the notion that community development activities could break the cycle of poverty in rural communities (Swanepoel and De Beer (2011:1) and Motherway, (2006:2) . This is an argument accepted by politicians and policy makers in those countries. To the contrary, this link has been increasingly questioned by development scholars. So, too have been the effects of community development practices in developing countries.

The main thrust of the discussion in this chapter is the community development and community development practitioners. The core issues pertaining to the experiences of community development workers in Swaziland are investigated and furthermore the theories of community development are examined. In this study a discussion of the

influence of modernization theory is also examined. A summary of identification of gaps in the literature and set of conclusions from which this research's design was partly developed concludes the chapter. The discussion of the literature is linked to the objectives of the study. Following is the role played by community in tackling the poverty in poor communities.

2.1.1 The Origins of Community Development

The idea of community development is as old as human kind. Cornwell, (1987:62) is of the opinion that "it is essentially been in development literature and has been part of human nature to try to improve the living conditions of oneself and of one fellow human being". In this view Cornwell (1987:62) comments that what do appear to constitute a new departure , are the attempts of academics and practitioners' since the 1950s to formalize the principles of community development, to provide increasingly specialized training for personnel in this area and to standardize the strategies.

The concept CD has several definitions and descriptions that have been put forward. Cornwell, (1987) defines it as an approach in national development programmes of practical experience. Frank and Smith (1999) define it as the planned evolution of all aspects of community well being (economical, social, environmental and cultural). Further they believe that it is a process whereby community members come together to take action and generate solutions to common problems.

Swanepoel and De Beer (2011: 34) affirms that "the practice of what we may loosely call community development dates back to the history of the early civilizations when mankind initiated actions from which groups or parts of groups benefitted in some way or other".

In America community development is attributed to some American authors to the practice of agricultural extension (Swanepoel and De Beer, 2011:34). However, Phifer,

List and Faulker (1980) in Swanepoel and De Beer (2011:34) presented a different view of the origin of community development. They argued that in the United States of America its birth was attributed as a Cooperative Extension Service. In this discussion the authors agree on the aim of community development that is to promote better living, more education, better citizenship and better farming.

According to Ledwith, (2005:14) in the United Kingdom community work began to emerge as a distinct occupation with a strong educational component in the 1960s following the Youngusband's Report , (1959) which identified community organization as the key component of social work based on the North American model. The term community development gradually became applied to community work that was based in local neighbourhood.

In discussion the origin of community development Bejar (1998:285) submit that "since its emergence in the 1960s a characteristic of community development has been the generation of projects which aim to introduce changes in society, for example increased production, public services, better living conditions and the conscientization of the population".

The development of such as endeavor in poor communities was multifaceted since it was not looking at the conditions but to also create awareness on how they are governed. In this view Bejar (1998:285) agrees that "organizations were pushing their agenda and achieving already prepared objectives since they assumed that community members were desperate to change their living conditions". A process by which poor communities were unable to realize their potential to solve their problems using their own locally available resources to effect change.

In this view of the concept of change , community act together to address the causes and symptoms of poverty through people building capacity to organize together to give voice to their needs and experiences , to make collective decision on behalf of their

communities and to participate in decision making that affects them (The Combat Poverty Agency 2007:5).

In Ireland, Combat Poverty Agency (2007:14) revealed that, community development is a process that activates, encourages and supports groups of people experiencing poverty to join together in activities that promote their common interest, improve their communities.

For The Combat Poverty Agency (2000:5) in the context of addressing poverty community development is understood as a developmental activity that works for change in disadvantaged areas with disadvantaged groups. In this view community development is a strategy that mediates between people and poverty. Community development is a multilevel process which includes those who are affected and advocates that they can effect change themselves (The Combat Poverty Agency2000).

However, Jimu (2008:23) noted that, the philosophy of community development relates to the concept of locality and people. The author further asserted that in essence it underscores the indispensability of local needs, aspirations and local resources mobilization within geographically and socially defined spheres". In this view community development provided projects to bring change to rural people who occupied countryside, the aim was to those who were not able to assist themselves in meeting the quality of life (Jimu 2008:25).

The Combat Poverty Agency (2000:5) sees community development "as essentially about people working collectively for social change which will improve the quality of their lives, the communities in which they live and /or the society of which they are part". Community development is a collective process with a strong emphasis on process to ensure that change is achieved, as well as effect. In this angle it helps the affected

people to identify and articulate their basic needs hence influencing the decision making processes as well as structures that affect them.

The above discussion highlights that the concept community development has emerged for several reasons that have been put forward. The development writers have agreed that community development was established to help poor communities to address their needs. In all the definitions there is a common thread. CD establishment is due to the fact that each country must be seen doing something to change the unpleasant conditions of the poor communities.

Cornwell, (1987) supports the above claim in that community development it as an approach in national development programmes of practical experience. For Frank and Smith (1999) it is a planned evolution of all aspects of community well being (economical, social, environmental and cultural). Further, they say that it is a process whereby community members come together to take action and generate solutions to common problems. In this view Van Vlaenderen and Neves, (2010) is of the opinion that community development practitioners continuously search for improving the effectiveness and sustainability of the endeavors. Hence a number of approaches and strategies have been designed and implemented with varying success.

Table 2.1.2 The role of Community Development in other countries

INTERNATIONAL	ROLES	REGIONAL	ROLES
1. America – 1870	Agricultural Extension Link between schools and communities	1. Kenya	<ul style="list-style-type: none"> • Useful tool to control and channel the forces of anti colonialism
2. America – 1914	Cooperative Extension Service.	2. Tanzania	<ul style="list-style-type: none"> • Government agencies promoted participation through establishment of communal villages of Ujamaa
3. British - 1948	Participatory development Integrated rural Development	3. Botswana	<ul style="list-style-type: none"> • Demand of more educational facilities • Development of self help for communities which aims to modernize community development such as technical and financial assistance and the deliberation pooling of resources
4. Ireland – 1950	Anti poverty strategy Support system for groups who were experiencing poverty Has its roots in the poverty, emigration and high employment of the	4. Malawi	<ul style="list-style-type: none"> • Adopted the UN conception of CD & sought to use it as a strategy to develop rural areas

	1970/80s		
5. India – 1947	Helping poor communities to participate in community development		
6. Australia	Based upon notions of self-help and bottom-up, community-based initiatives which are said to 'empower' the individual from the imposing structures of government intervention.		

2.1.3 CD in Swaziland

In Swaziland before independence, the country was under the British protectorate where Programmes and projects were applied to the grassroots people. It was for this reason that the Department of Community Development and Social Welfare was established in 1964 under the Ministry of Local Administration (Government of the Kingdom of Swaziland Report (GKSR) 2005/2006: 24).

The main purpose was to enable communities to actively participate in their developmental activities socially, economically, and politically in order to attain self-reliance and self sustainability using locally available resources through promotion of self-help organizations and also to assist local authorities in devising and implementing development strategies based on active involvement of the people GKSR (2005/2006:24).

Since 1971 Swaziland has been developing Swazi Nation Land through its rural development area programmes as a means of improving the livelihoods of the large number of poor people who live in this region (International Food for Agricultural Development (IFAD) 2007:2). According to GKSP (2005/2006:2) the Community Development Department's main goal is "poverty alleviation and eventual eradication through a coordinated effort by various stakeholders who participate in programmes, projects and activities aimed at uplifting the local people' standard of living in their respective communities, where the local people are placed at the driving seat. Furthermore, the department's vision is self-reliant and self-sustained communities realized through participatory methodologies whereby poverty levels shall be reduced by 60 % by the year 2022" GKSR (2005/2006 :2).

2.1.4 The potential of CD in combating poverty.

The connection between community and development in Swaziland cannot be overstated. The importance of CD has being illustrated by its usefulness in combating poverty and inequality in different countries. In all countries of the world community has been seen to be the main development actor.

Durning (1989) in Checkoway (1995: 2) provide a definition that community is a unit of solution in a society. In this view Checkoway, (1995: 3) supports the above claims in that community is a process through which people take initiative and act collectively. For Swanepool and De Beer (2011) community is an actor. This implies that community is one of the important ingredients in development fields. Jodha, (1992) is of the opinion that "while certain activities are most effectively undertaken at the national (or international level) much of life centers on communities, and communities are often the most effective vehicle for bringing about transformation of society".

Warren (1988: 12) noted that "communities are likewise characterized by things in which they are most interested, the situations, or qualities, or conditions on which they

place high value". Some communities may place value on religious belief, educational activity or economic activities. These aspects of community life are particularly important as it guides the practitioner who is trying to work with such communities.

These authors agree that a community is a process through which people take initiatives and act collectively. This implies that community action is making decisions, setting priorities, planning strategies and implementing them to achieve a better quality of life. De Beer and Swanepoel 1998: 19) affirms that "since the hey day of community development the community, however defined, has been viewed as the main actor, if not beneficiary, of development.

Recognizing the capacity of communities Vincent (2006:10) anchored that community development increases the community's capital in variety of areas which entails assets like natural resources, human capital, (skilled workforce), and financial resources such as micro loan funds. All these represent a physical increase in community capital that is visible and easily identified as a community asset. For Checkoway (1995:5) community problems have local solutions. In this view this implies that no matter how poor a community can be there is always social capital that is at their disposal and community practitioners has to assess the community and find out the available resources.

In discussing the community's capital, Vincent (2006: 06) claims that "a successful community is well balanced in humans, physical space, financial, and environmental capital". Social capital then offers the capacity for achievements in the other areas. The more developed social capital is, the more likely it will facilitate success in the other areas and create a greater sense of community spirit.

Communities are seen as role players in their own development. This has been put forward by several authors Checkoway,(1995); Vincent (2006); De Beer & Swanepoel

(1998); and Shaw (2004) . While the various description of the role of community in development seems to emphasize different issues, common threads run through all of them. These include the primary role of community is an actor in development, community has the capacity to act together and solve their own developmental problems, capacity to forge unity and social capital facilitate development. Following is a discussion on the work of CD in poverty reduction.

2.1.5 The Impact of CD in poverty alleviation.

According to Kenny (2011) cited in Mendes & Binns (2012:605) asserted that community development refers to various methods, approaches, and philosophies that underpin a range of activities, and can be practiced by various professions and non-professionals beyond social work practice. This view implies that community development is dimensional approach in order to be effective it needs dimensional strategies to effect change in poor communities.

The idea of community development practice as an intervention that is used to resolve developmental problems has long dominated development circles at international, regional and national levels. Its prime purpose is to change the conditions of those communities that are displaced, marginalized poor and are indeed not beneficiaries of the national cake.

As a means of communal problem solving Craig (1998:2) notes that "community development can be used to solve local problems which are often thought of as an essentially local approach to problem solving ". With the globalization of the economy and the emergence of transactional organization concerned with social and / or economic issues community development needs to rethink its approach to incorporate a global dimension (Craig, 1998:2). Alston; (2009), Mason; (2009) in Mendes & Binns (2013: 608) confirm that community development is known to be a central and necessary strategy for effective practice in the rural context.

Compton & Rooney (2012) concur with the above statement that, community development is a practice which assists the process of poor people acting together to improve their shared conditions, both through their own efforts and through negotiation with the public service for support. In their view "public service agencies and private agencies seek dialogue and cooperation with users in communities". This means that poor people need each other to push their own development endeavor with limited influence from outside their communities.

In relation to community engagement Compton and Rooney (2012) comments that, as such community development engage communities working from the bottom up and then links that community engagement, from the top down. In this view both approaches are used but there should be an agreement as to when to apply the top-down approach. In cases of disaster emergency top-down approach is adequate because of the unplanned event that has occurred. In practice community development workers or practitioners often need to advise development partners on community engagement as well as facilitate development in communities themselves.

Community development is an approach that combines both top-down and bottom up approaches in dealing with community problems with the full participation of the communities. Community development is also a method of working with all levels of people in their communities. Craig, (1998: 2) argued that, "this implies a way of working which essentially starts with the needs and aspirations of groups of disadvantaged people in poor localities and which struggles first of all to articulate and organize politically around those needs and aspirations, placing them at the front rather than the end of political debate".

Oakely, (1998) agree that "community development as the national rural development strategy it set out to create and maintain the spirit of self-help within the domain of self-reliant development of rural communities." In this view community development is a tool

that can be used to create awareness and potential of those living in rural setting to solve their own problems.

2.1.6 The Arguments on the notion of CD.

However, some authors (Arce, 2003; Korten, 1980; Lam, 1995; Oakely, 1998; and Swanepoel and De Beer (2011) offers a different perspective from that stated. In their opposing view they see community development as a tool to suppress and disempower marginalized people by their own states. Arce (2003: 200) argues that, "from the 1950's onwards, social policies became the means to promote better living conditions, with people's rights to resources becoming constructed with a range of social programmes".

From this perspective, Arce (2003: 200) noted that community development can be seen as contributing to the extension of the nation state in promoting modernization and political control. Community development was part of this process of state restructuring and its continuity underlies what was arguably one of its main objective, namely, the mobilization of local political support to build up a united nation state (Arce, 2003:200).

In discussion the aims of community development from governmental point of view Korten (1980:480) claims that community development is a tool for perpetuating the status quo. Further, Korten (1980:480) argue that "the records of earlier community development and cooperatives efforts is largely a history of failure, resulting more often in strengthening the position of traditional elites than in integrating poorer elements into the national development process.

In the same vein Swanepoel & De Beer (2011: xvii) concurs that, "when in the hands of powerful people it became a tool of marginalization and disempowerment". In their opinion they strongly believe that community development should have been developed in an evolutionary way and should have been followed by adapted techniques and methodologies.

In the same opinion Dukeshire and Thurlow (2002:9) concur that among some government policy makers an urban bias may exist whereby the government pays more attention to larger, industrial centers. This government bias arises from the fact that some government members have only lived in urban communities and the lack of available information concerning rural communities.

Further, Swanepoel & De Beer (2011: xvii) echoed that community development was nearly wiped off the map before it found a rebirth through the basic needs approach and such other approaches. Hence these new approaches were the result of opposition against the modernization paradigm that became more than a paradigm by being elevated to an ideology by policy makers all over the world and also in South Africa (Swanepoel & De Beer (2011)).

From the above perspective Oakley (1998:366) argues that as an outcome, community development has given priority to the physical and infrastructural symptoms of underdevelopment in effect undermining local structures and creating divisions between people. In the improvement function of the state Arce, (2003; 200) observed that in developing countries the blue print of the European post war welfare state is noted. The improvement function generated a model for the promotion of community development programmes. In both the industrialized and developing societies the nation state engineering social relations through new re-distributive regimes and presenting itself to achieve socially inclusive society (Arce, 2003:200).

From the above discussions Lam (1995) cited in Evans, (1996:1035) supports the above claims that “developmental success depends on the interaction of highly bureaucraticized government agencies and self organized local communities”. This view constitutes the simplest justification of the proposition that the state society synergy lies at the heart of developmental process (Evans, 1996). On the other hand Korten

(1980:480) sees community development using a top down approach instead of the bottom up approach that is usually claimed to be used.

Finally, Mendes and Binns (2013:608) established that "to date, there has been no comprehensive exploration as to how rural community development practitioners use community development approaches in a practical sense within their daily activities".

The above discussions presented by different authors mean that they view the work of community development differently. The authors have one common belief that community development was established to assist poor communities to break the poverty trap and some believe that it was meant to perpetuates the status quo Korten (1980:480); Mendes and Binns (2013:608) and Swanepoel & De Beer (2011:xvii). The researcher concurs with the latter hence the high poverty levels rates in the world especially in Sub Saharan Africa. Hence this literature indicates that CD is a strategy for fighting poverty scourge in all countries and it is in existence seen above in most countries Table 2.1.2.

Given so much faith in community development to reduce poverty in poor communities, the next section examines modernization theory, a concept that has influenced much of the understandings and dialogue about community development.

2.2 The influence of Modernization theory in CD.

Perhaps the most compelling argument for poor communities since the World War 11 is that community development and community development application of strategies will transform them to a better quality of life. For Midgley and Livermore (2005:154) cited in Meyers (2011), Modernization theory evolved from Rostow's generalized theory in the early 1960's. However, Midgley and Livermore (2005:154) cited in Meyers (2011) elaborated the initial idea that "modernization theory which earlier on gave full expression to modernist thinking, evolved in the years after World War 11 to dominate

views about how the new sovereign states in Africa, Asia, and Central and South America, which had secured political independence from European imperial rule, could become modern industrial nations (Hozelitz, 1960; Inkeles & Smith, 1974; Lerner, 1958; McClelland, 1964; Rostow, 1960).

Toomey, (2011:186) is of the opinion that in response to the continued problem of poverty in some of the developing nations, as well as the determination of the developed nations to continue to pursue their own development, the idea of modernization arose. This notion of Modernization theory began to get into development practice in the 1950s through the concept of trickle down economics, in which economic development in richer core areas would eventually increase the well being of the poorer periphery (Toomey, 2011:186). The term community development came into being around the same time, and modernization was seen by many to be hopeful answer to the noted problem of backward agriculture (Toomey, 2011:186). This implies that CD practices followed the modernization of communities since was relevant at the time.

Midgley and Livermore (2005:154) cited in Meyers (2011) asserted that "the primary purpose of these modernists goal was to transform the impoverished agrarian and traditional nations of the Global South into something approximating the prosperous liberal- democratic societies of Europe and, particularly North America". Central to the modernization theory Midgley and Livermore (2005:154) cited in Meyers (2011) argue that "their means was rapid industrialization propelled by a vigorous market economy, accompanied by the transformation of traditional beliefs and practices into modern institutions and attitudes".

However, Matunhu, (2011:65) presents a different view concerning the emerging of modernization in that it is a movement of the 1950s and 1960s that is an economic theory that is rooted in capitalism. In this view Matunhu argue that, the concept of

modernization incorporates the full spectrum of the transition and drastic transformation that a traditional society has to undergo in order to become modern. Thus the modernization theory asserts that it is not automatic to undergo the transition, the society must go through certain processes. Certainly modernization is about Africa following the developmental footsteps of Europe (Matunhu 2011).

This view point of transformation was seen as an appropriate means of developing the rural communities from their traditional attitudes and practices to gain from developmental activities. This view implies that in all poor communities' traditional attitudes and practices were see as the obstacles that hinder development of their communities.

Toomey (2011:186) concurs with the idea of traditional communities and noted that since the 1950s, modernization has been spread to communities in underdeveloped countries through techniques such as in technology transfer, mechanism, agriculture extension state-led credit and the implementation of free trade agreements and policies. In Swaziland it has been seen through adapted techniques and methodologies in agricultural field to assist poor communities to have high yields to fight poverty in rural areas (IFAD 2006). This paper believes that the idea still transpires even currently in the development field.

2.3 Development as a Transformation of Society

Stiglitz (1998:3) explain that "development represents a transformation of society, a movement from traditional relations, traditional ways of thinking, and traditional ways of dealing with health and education, traditional methods of production, to more "modern ways". Midgley and Livermore (2005:159) cited in Meyers (2011) agrees that, community development also involved people's participation and empowerment however; many nationalist leaders stressed its compatibility with traditional culture,

claiming that community development was natural endeavor rather than externally imposed approach.

Further, Midley and Livermore (2005:159) cited in Meyers (2011) argues that "the role of the state in providing fiscal and other resources to improve social conditions reflected the influence of institutional development theory". State involvement was widely considered as an essential element in successful community development activities a practice that is accepted in developing countries Swaziland in particular.

In discussing the modern change Stiglitz (1998:3) comments that, "a characteristic of traditional societies is the acceptance of the world as it is; the modern perspective recognizes change, it recognizes that we, as individuals and societies, can take actions that, for instance, reduce infant mortality, extend lifespans, and increase productivity". However, Sen (1999:3) observes that development can be seen as a process of expanding the real freedoms that people enjoy. For Sen, freedoms depend also on other determinants, such as social and economic arrangements as well as political and civil rights.

Stiglitz (1998:3) is of the opinion that key to these changes is the movement to scientific ways of thinking, identifying critical variables that affect outcomes, attempting to make inferences based on available data, recognizing what we know and what we do not know. In the context of community development, development is a concept associated with improvement or progress. It is a certain type of change in a positive way.

Development as freedom Sen (1999:3) attaches to fundamental importance to removal of major sources of unfreedom: poverty as well as oppression, poor economic opportunities as well as systematic social deprivation, neglect of public facilities as well

as intolerance or over activity of repressive states. Hence poverty is undesirable phenomena that must be taken care of by the state.

The above discussion on the potential of community development is meant to address community problems by establishing relevant programmes and projects. However, in order to achieve this aim communities should be empowered so that they realize their potential and contribute towards their own development. In community development context development is freedom from poverty. Thus, community development practitioners can achieve this by using appropriate strategies since community problems vary from community to community.

2.4 The task of CDP.

In discussing the main task of community development practitioners Swanepoel and De Beer (2011:48) asserted that thousands of people calling themselves community development workers, community facilitators, development officers or social ecologists are busy with development work in deprived areas. Further, they explained that their job entails organizing people around projects that address real or perceived problems among people. Thus, development work ranges from health, agriculture, child-care, education, and engineering and have different backgrounds and different training regimes.

For Toomey (2011) community development workers should be able to play eight roles in development practice. In this view these roles entails being a rescuer, a provider, a modernizer, a liberator, a catalyst, a facilitator, an ally and an advocate. Swanepoel and De Beer (2011) submitted the five roles that should be played by community development practitioners. They mention guider, advisor, advocate, enabler and facilitator. In view of the role of community development practitioners both authors agree that on most of the key tasks of practitioners. Swanepoel and De Beer (2011:69) noted that practitioners should play their role with the utmost care. The main reason

why practitioners should be knowledgeable on the job is to make sure that they execute their duties professionally and skillfully.

In relation to knowledgeable and skilled practitioners Compton and Rooney (2012) stated that community development needs workers who are skilled who typically work in the background facilitating and enabling community and local leadership to work together for a common good in using techniques of community development as a method of evoking self-help by offering desirable objectives.

In the same view Craig (1998: 2) argues that "there is an inherent logic to the use of approaches in applying community development strategies requires knowledgeable workers dedicated to use an approach that is convenient during that particular situation". In this view these knowledgeable and skilled workers provide a multi professionalism spectrum that would solve the communal problems as they join their capabilities.

From the point of view of implementing desired change Vincent, (2006:2) concurs that positive change in the community is driven by many factors and is best accomplished through a holistic approach to organizing, planning, and implementing change In order to practice the holistic approach the professional community developer must be skillful in ways and means to identify and organize local leadership, engage the public, identify critical issues, plan strategically, and implement an action plan. This can embrace community assessment, strategic planning, organizational development, leadership development, economic development, public and private development financing, land use planning, and research (Vincent 2006: 2).

Kaplan (1996: 89) believes that "the task of the development, practitioner is to facilitate on increase in the power and consciousness of social groupings". Having said this however, there are many different kinds of development practices and these varieties of

practice are diverse. Pointing out to success in fulfilling the community needs Kaplan (1996) believed that an appreciation of development compel an intelligent and intelligible framework on variations of practice". The particular role played by a development practitioner depends on its relevance and success on the particular point of development being worked with the attitude and practice which helps facilitate development each one point often becomes harmful at another.

Vincent (2006:2) added that "this knowledge must be grounded in the theoretical frameworks of community development values, beliefs, and principles so that the reasons for doing things in a certain way make sense". For example, the need to include all stakeholders in the community in the visioning process is much easier to understand and embrace when one understands the belief that people have the right to participate in decisions that affect them and the right to strive to create the environment they desire".

Wilkinson (1991) claim that the role of community development practitioner has in some sense become one of managing community pressure rather than giving it voice. In this view Wilkinson (1991) argues that many practitioners today articulate fear of such conflicts that is intrinsically linked to the insecure and temporary nature of many community development posts. Jones (1991) (cited in Craig, Popple and Shaw 2008) argued that the role of community development practitioner is expected to support communities to have an autonomy voice even where that voice may articulate messages unwelcome to those with formal authority, or may have to act furtively in doing so.

Kaplan and Breadmaking (1996:85) views that, "community development practitioners assist in individuals and organizations and societies to power". They further explain that they intervene in people's processes such that they are able to realize their power, and ultimately, enable people to act out of a center of awareness and objectivity. In this view practitioners should empower community members to make sound and informed decisions concerning their lives.

However, Vincent (2006) pointed that, "community developers do not promote specific programs, remedies, or actions". Instead, the community developer focuses on the processes that increase civic capacity, opens doors for increased citizen participation, and develops in people the ability to give purposeful direction to their own future.

A community developer may take on a variety of different roles and s/he works with the community (Kumaran, 2009). However, in all the roles, the worker always respects the independence and self-determination of the community members and does not inflict an externally directed agenda upon them. Their work conforms to specialized standards and ethics and is complete and systematic in its approach.

Kaplan and Breadmaking (1996:85) argue that "there are many different kinds of community development practitioners operating in vastly different situations. The variety of practices is so extensive and eclectic that it is small wonder that there is little coherent picture of the practice available. Moreover, there has been little to guide either the practitioner or the development organization out of which the practitioner operates (Kaplan & Breadmaking 1996:85). So, the practitioner has many methods to use to practice. These are many rapid rural appraisal participatory, participatory research, community mapping, strategies and other forms of problem identification and analysis (Kaplan & Breadmaking 1996:85).

In view of practitioners being multi-skilled Kumaran, (2009) comments on the most important skills and pointed out that, community development practitioners are involved in organizing meetings and conducting searches within a community to identify problems, identify assets, locate resources, analyze local power structures, assess human needs, and investigate other concerns that comprise the community's character

(case study). These practitioners, sometimes called social activists, use social resources to get the economic and political leverage that a community uses to meet their needs (Kuraman, 2009).

Sender, Carlisle, Hatamian, and Bowles, (2010) acknowledges that “in community development decision makers across government and political parties have long aimed to transfer power back into the hands of citizens while at the same time restoring faith and trust in the democratic system”. However, these initiatives require communities to understand and influence the operation of complex bureaucracies and require authorities to better interact and engage with communities. In this view that is where the professionalism of community development practitioners comes in.

Community development workers strengthen the quality and quantity of these relationships (Sender et. al 2010). However, the point being made here is that the position of the state in relation to community development could be used to influence the programmes offered by community development. Talking about the influence in a less developed country like Swaziland, one has to note the colonial legacy in community development left by the previous administration. Thus, for example Swaziland inherited the British system and elements of taking charge of the communities' development still persist (Boudreau, 2010).

Jones (1991) cited by Mayo, (2008) draws attention to the fact that community development workers are expected to support communities to have an autonomy voice even where that voice may articulate unwelcome to those with formal authority or may have to act surreptitiously in doing so. In view of the above community development workers are expected to help people to think in a more orderly systematic and logical manner than they would otherwise do (Batten 1957; in Mayo 2008).

The foregoing discussion implies that community development practitioners primarily serve the voice less using their own communities as their reference point. Community development not only empower people but uses bottom-up and top-down approaches where community members voice out their concerns in all key aspects that touches their lives in order to enjoy quality life.

The above discussion highlights that community development as a tool believed that if effectively used could alleviate poverty particularly in rural areas. Hence, it is usually driven more by practice than theory. Community development is a dynamic strategy since it has diverse set of objectives, solving local problems, addressing inequalities of wealth and power, promoting democracy, and building a sense of community. However, even though community development has been defined in a variety of ways including political empowerment, service provision, local economic development and income generation projects and skills development its primary goal targets groups who are disadvantaged, depressed, displaced and marginalized.

2.5 Summary:

A community as put it by Checkoway, (1995:3) is a unit of solution in society. Based on this concept and thinking appropriately implemented it is supposed to be instrumental in solving local problems (Checkoway, (1995:3). Thus, communities are seen as role players in their own development. Incidentally there can not be community development without communities.

Community development writers note that community development is a strategy used by community development practitioners to empower and stimulate groups who are marginalized or displaced to realize their potential in participating in the development process to address their shared needs and find their own solutions to improve their quality of life. These theorists see community development as the heart or life of development. For them it is an approach or strategy to be alleged to primarily stimulate and empower disadvantaged communities.

Thus, a better understanding of all the different types of strategies is necessary to help development practitioners explore the variety and use it appropriately.

Therefore community development practitioners should scan the environment in order to find out the availability of local resources and skills to be utilized in the process of community development.

However, some development writers believe that community development is not the only tool that reduces poverty in poor communities. For them, skilled and trained community development practitioners can transform traditional communities to realize their potential to collectively address their own problems using their own locally available resources. A community developer may take on a variety of different roles and s/he works with the community (Kumaran, 2009). However, in all the roles, the worker always respects the independence and self-determination of the community members and does not inflict an externally directed agenda upon them. Their work conforms to specialized standards and ethics and is complete and systematic in its approach.

In community development field CDP have many tasks and roles. These entail guidance, facilitation, advocacy, and trainer. CDP by virtue of being an advocator for poor communities they are engaged in every step of the way in development and poverty reduction. In order for CD to achieve developmental goals CDP must help communities to form groups so to take action so that they feel the identified need to be their own. The poverty phenomenon does not allow people to use fancy and complex resources hence CDP should consider that they do not impose needs on people (Swanepoel and De Beer 2011). CDP must avail the opportunities for poor people to participate in programme that would effectively change their situation.

Whilst research on community development strategies world wide has been inspiring in particular the country studies as verified by lot of literature in this area of community development, serious gaps remain in terms of research pertaining to Swaziland. Evidence indicates that very limited research has been carried out on effectiveness of community development strategies in Swaziland compared to other countries of the world, including those in the rest of Africa.

One gap that emerges from the Swazi literature reviewed is the attention paid to voices of community development practitioners in their implementing of community development strategies in poor communities in rural Swaziland. For example, governmental agencies embrace the community development strategies and assume that every practitioner is equally equipped with community development strategies as they attempt to reduce poverty. In so doing they mask structural constraints that prevent community development practitioners from implementing strategies.

CHAPTER 3. COMMUNITY DEVELOPMENT STRATEGIES.

Poverty is like heat; you cannot see it; you can only feel it; so, to know poverty you have to go through it (words by a poor person living in Ethiopia, quoted by Narayan, Chambers Shah & Petesch (2000:33) in Swanepoel and De Beer (2011:2)

3.1 Introduction

The previous chapter presented the notion of community development and community development practitioners. This chapter will explore the notion of CDS in fighting poverty scourge. This is in line with the objectives of the study.

According to Yanagihara (2001:10) since the 1990's the goal of international development seems to have converged on poverty reduction. This has not only been the concern by international voices but also local voices themselves. Based on this view and concern of poor people themselves Yanagihara (2001:10) anchored that a more comprehensive conception of poverty encompassing not only income and consumption but also economic vulnerability and sociopolitical of powerlessness. In Africa, Balogun and Barongo (2007:1) noted that for the majority of African states no other item ranks higher on policy agenda than the conquest of poverty and improvement in overall living standards.

3.1.1 Three pillars for Poverty reduction

Yanagihara (2001:10) identify three pillars which are a multidimensional strategy for poverty reduction. The first is expanding income –earning opportunities, secondly enhancing security and thirdly promoting empowerment. Checkoway (1995:5) is of the

opinion that even though there are several ways and means of fighting poverty, the solution lies in the poor communities. In this view Swanepoel and De Beer (2011) agree that community is an actor in development initiatives. However, Motherway, (2006) sees that community development is as a vehicle that can be driven by community development practitioners to tackle poverty. Hence, community development could use strategies which are an extended arm of community development practitioners to fight poverty in rural areas.

This chapter investigates the relationship between community development strategies and poverty reduction in rural areas. It proceeds to discuss the potential contributions of community development strategies. Then it looks at the work of several community development strategies that are commonly used in Africa particularly in Swaziland. Lastly a conclusion will be drawn.

3.2 The practice of CDS

Ideally community development strategies are an important vehicle used by community development practitioners to assist rural poor communities to get out of poverty trap (Swanepoel and De Beer 2011). In different ways community development strategies can be seen to be the practitioners' extended arm in problem solving in poor communities.

Community development strategies have become admired and accepted in development practices as well as academic fields all over the world. Both international and national organizations have joined efforts to ensure acknowledgment and consideration of community participation in all aspects of development initiatives. Mendes and Binns (2013:608) asserted that for community development workers to function effectively within the complexity of rural communities, they need to know and

understand community dynamics, key players, and resources and facilitate and maintain strong networks. In this view it is assumed poor communities participate in the decision making process not only in communities but within their own country.

Checkoway (1995:3) in his study on *six strategies of community change* offers a definition of community development strategies as “the science and art of orchestrating resources toward goals.” He further suggested that “it is a process of thinking, an approach to action and a method of moving in a desired direction”. It involves choice and sequence, staging and timing and some combination of roles and styles strategy can serve as a resource for community change but in any community, workers tend not to think or act strategically.

In the community development field of practice there are many different strategies used by community development practitioners particularly in rural community development practice within their daily activities. Thus, community development practitioners as they deliver their services to their clients must ensure that there must be proper management within the pressures of the contemporary rural practice context. According to Mendes & Binns (2013: 608) community development practitioners must know how to construct, define and intergrate community development practices, values, skills and strategies within their core practice.

3.2.1 The impact of CDS in poverty alleviation

For Checkoway all community development strategies have the most potential to empower communities depending on the situation (1995:2). This implies that they are an extended arm for practitioners who seek change but differ essentially in their direction. For practitioners to witness the work of the strategies' potential Checkoway (1995:2) believes that they can recognize the importance of strategy as an ideal or consult literature and receive training on strategy instead of applying quick thinking and short- range experience.

Sender, Carlisle Hatamian & Bowles (2010:20) observed that “strategic approaches to community development across a locality can significantly improve the impact, effectiveness and sustainability of community development work, leading to improved outcomes for stronger, more influential communities”. For Senders et.al (2010) the best thing they can do is developing a multiagency community development strategy can build shared understandings and productive working relationships between organizations, and deliver a set of jointly owned outcomes for community development work in the area .

From the literature discussed community development strategies, can play a significant role in ensuring that need and provision can be mapped, gaps identified and actions for tackling them approved. However, community development initiatives and coordinated approaches demand a shared analysis of the needs of local communities and how best to address them.

For Checkoway (1995) community development practitioners need not to apply complex strategies or majestic approval conception but a simple approach that is unique to poor communities based on locally available resources. This uniqueness of poor communities allows the best strategy suitable to fit the situation.

From the above discussion the main aim of a strategy is that it can serve as resources for community change at the same time contribute to knowledge and reinforce the field. Development writers affirm that empowerment is considered to be the best strategy that prepares the ground for other strategies for the other strategies to be practiced.

3.3. The prominent CDS

In CD there are many CDS that are at the disposal at the mercy of CDP's. The CDP's should practice all these CDS because community needs are not the same and also the levels of poverty are just not the same. Ideally CDP's should be well versed on the

practices. This would enable the CDP's to be conversant in the whole process of delivering CD programmes.

3.3.1 Empowerment Strategy:

Craig, (2002:13) in Toomey (2011:183) defines empowerment in the community development context as, the creation of sustainable structures, processes and mechanism, over which local communities have an increased degree of control, and from which they have a measurable impact on public and social policies affecting those communities. In this view empowerment should embrace the assets of that particular community.

For Swanepoel & De Beer (2011:52) empowerment means political power. The authors furthermore claim that teaching people power does not necessarily mean they have been empowered. Swanepoel and De Beer (2011:53) in their book on *Community Development: Breaking the cycle of poverty* argues "that people must have power to make decisions coupled with certain skills of enablement". They suggest that a combination of associated skills needed for decision making is the fact that people can only make enlightened decisions if they have adequate information (Swanepoel & De Beer 2011:52). Thus, empowerment is a power source assist people to make good informed decision making possible. Their view affirms or verifies that informed poor community members can participate in development activities and make informed decisions.

Sender, et.al (2010:19) concurs that empowerment has been an objective of social policy for several decades, but it has been never had such a specific and high profile commitment in policy agendas as now. Thus, in establishment of policy deliberations empowerment is usually promoted as a key concept to a healthier, comprehensive and fully functioning society, and is being included in policy development applied to the whole population. For Swanepoel and De Beer (2011) empowerment leads people to

evaluate their own developmental goals. These authors acknowledges that empowerment enhance peoples knowledge who possess the characteristics of empowerment to begin to evaluate their own activities.

However, Tremblay & Gutberlet (2012:282) point out that empowerment is often used to characterize approaches based on social mobilization. Further, these authors affirm that empowerment is not fixed but a one time experience but rather a continuous process. Thus, empowerment is an essential strategy that when applied accomplish community development activities which take particular account of the one discipline with skills, analysis, methods and experience. It is perhaps a useful tool in getting poor communities to act.

Bennett (2002) in Tremblay & Gutberlet (2012:283) describes this process as mobilization empowerment which builds on the skills, information and linkages needed for livelihood empowerment. Mobilization empowerment is connected to new self understanding, solidarity and capacity for collective action (Bennett (2002) in Tremblay & Gutberlet (2012:283). However, in Hussein (1995), in Hinshelwood (2001) argue that, "while community empowerment is a key criterion for many community development implementing agencies, it is questionable whether this can really occur while outsider holds financial control, and therefore retain the ultimate decision making". This implies that decision making lies with the pulse holder. For the people to be empowered and participate, skills acquisition and information are the main ingredients for citizen participation.

3.3.2 Citizen participation

Citizen participation has long been considered as the brand of a democratic society. However, Bowen (2008: 65) argues that, "community development practitioners are among the strongest proponents of citizen participation as an intergral element of economic improvement social change efforts". For Lister, (1998:226) community

development can be understood as an expression of citizenship traditions in action. Citizen participation is a link between community development and community action in a democratic way.

Lister, (1998:226) noted that there is a synthesis of two different citizenship traditions proposed so that citizenship is understood both as a status involving rights and as a practice involving political participation. Thus, a practical and useful strategy if appropriately implemented that gives every citizen an opportunity to voice their concerns. In its usefulness Daemane (2012:92) comments that public participation brings together the involved stakeholders, including the powerless, voiceless, and vulnerable and the poor in decision making processes that have an impact on their lives. This can be done in the form of objectivity that can break the silence syndrome of the poor communities. Social capital as a skills inventory available in all communities is discussed below.

3.3.3 Social capital strategy.

Evans perceives social capital as a relationship between and among individuals and organizations and defines it "as characterized by shared trust, shared norms and values, reciprocity, cooperation, social cohesion, volunteerism, mutual benefit, neighborliness, and a variety of other conditions that relate to relationships between and among individuals and the organizations through which they conduct the civic business of the community" (1996:1033). De Filippis (2001:784) noted that social capital is defined by its function. Narayan, (1997:1) agree that it refers to the norms and social relations embedded in the social structures of society that enable people to coordinate action and achieved desired goals .

For Putman, (2001) in Saegert, Thompson and Warren, (2001:5) social capital can play an essential role in strategies to combat poverty in several ways; firstly, it can help make investments strategies work. Secondly, to the extent that the poor can act collectively and forge alliances with outside actors, they stand a better chance of

commanding the greater resources that are necessary for combating poverty. Thus, social capital is seen on one hand as a community asset and by implication assumes the existence of a homogenous community with community interests and shared values, and on other hand a community group in which power and the production of group inequalities (Narayan, 1997:1). Social capital is a method for building networks mainly in participation and economic empowerment.

Narayan, (2000: 225) points out important facts on the connection between community approaches that pertains to economic development and it is one of the community development strategies that help to bridge orthodox divides among scholars, practitioners, and policy makers. Woolcock and Narayan, (2000:225) provide us with four distinct approaches that embrace social capital; communitarian, networks, institutional, and synergy.

From the literature social capital strategies can provide a foundation for decision making for the poor. For, Putman (2001:5) empowerment prepares the ground for political power for the poor. Social capital suggests a swing toward seeing the poor as active agents in the betterment of communities.

In view of the above discussion social capital can generate and has the greatest realistic support and lends itself best to all-inclusive and consistent policy prescriptions. Community development practitioners facilitate community members to act together as they trust and rely on one another's capability through community efforts to solve their communal problems. Building networks enable community members to gain economic freedom and help communities to contribute to others.

3.3.4 Community economic development strategy

As Giloth (1988:343) explained that "community economic development is a strategy and practices that became a buzzword in the 1980s". Giloth (1988:343) defined community economic development as "the self –help development of local jobs,

business, and human resources by and for communities". This strategy gained prominence in 1960s with the invention and public and private support of the community development corporation (Giloith,1988:343). According to Westoby & Morris (2011: 154) community dialogue highlights the horizontal direction of development work sometimes thought of as building community. They suggest that such work requires the conscious rebuilding of social fabric of community as a good in it.

Recently community development corporations are more specialized and strategic in their initiatives which include advocacy and legislative lobbying. Giloith (1988:343) observed that "there are more diverse sets of community institutions that are pursuing four types of community economic development: public/private balance sheet, capital pools, enterprise development, and new market strategies". This means that this strategy remains actively used today since the economic and social disparities that gave rise to community economic development in the 1960s remain today. Further, economic development help people to realize their potential hence help themselves.

3.2.5 Self-reliance as a community development strategy

According to Anyawu (1992:3) self-reliance is one of the foundations of effective community development in Cameroon as it is in most of Sub-Saharan Africa. In fact, the concept of self-reliance is located centrally within the discourse of community development and is connected to related concepts like self-help, mutual-help, indigenous participation and rural development (Anyawu, 1992:3). It advocates the need for people to improve their condition using local initiatives and resources in their own hands. The concept is fast being accepted as a new formula for community development. Its widespread acceptance in the development planning of most African countries has the tendency to give greater stimulus and cohesiveness to community development in these countries.

Anyanwu (1992:3) argues that "in most African countries community development has depended significantly on voluntary cooperative efforts". This follows a traditional trait that clearly underscores the virtue of self-reliance. This explains the emerging trend in community development, which sees it as an important point of take-off for better living. The emphasis is to involve groups of people in planned programmes from which they may gain skills that will enable them to cope more successfully with the problems of their everyday life.

3.3.6 Cooperatives CDS

According to Radel and Zeuli (2005:43) cooperatives are viewed as an important vehicle for community development because they mobilize local resources into a critical mass and their structure allows them to be more community oriented. The potential contribution of cooperatives to community development is that it can be used as a strategy under three contemporary community development paradigms: self help, asset-based and self –development (Radel & Zeuli, 2005:4) since these approaches overlap in many areas Zeuli and Radel (2005:47) argue that the potential role for cooperatives will be additive rather than comprehensive.

In Lesotho Daemane (2014:82) notes that cooperatives are a seedbed for development, personal and collective development of the country and can be instruments for alleviating extreme unemployment and income disparity in the country as well as poverty reduction. This implies that cooperatives make financial returns on local financial capital. Cooperatives therefore help communities overcome a significant obstacle to business development, lack of equity capital by mobilizing local financial capital (Daemane, 2014:82).

In view of the above discussion on community development strategies community development practitioners need to start from an assessment of a community's resources and think about how to mobilize those resources for the benefit of the

community. This activity requires that community development practitioners to explore all the different community development strategies and further use their experiences in implementing those strategies.

3.3.7 Public schools strategies

Using public schools as community development strategy Chung, (2002:1) pointed out that public schools are strategies for community based developers. This view acknowledges that it can have a profound impact on the social, economic, and physical character of the neighbourhood. Chung (2002:1) affirms that public schools are important as they are regarded as a good point of entry for community based developers to place their work in a comprehensive community development context. Thus community developers can probably bond and buttress public schools and neighbourhood because they are an asset to the community. However, Chung emphasized that community developers can, learn from as well as contribute to current community based efforts particularly in disinvested urban areas to reinforce the link between public schools and neighbourhoods.

Chung (2002:1) perceives that there are policy implications of including public schools in comprehensive development strategies and asserts that reinforcing the link between public schools and neighborhoods is not only good education policy but also good community development policy and practice. This view affirms the role of public schools in communities.

In view of the above discussions Mayo, (2008) presents an opposing view from that of the above that “most of these strategies are neatly articulated in project documents but are rarely put into practice mainly due to excessive donor demands which forces many stakeholders to look for short cuts”. The paper strongly identifies with this statement. Batten in Craig et. al (2012) concur with this view and mentioned that so much effort has on the whole , resulted in relatively so little actual betterment and more especially for the poor and underprivileged people who need betterment the most. However, be as

it may, social capital knit neatly norms and networks that enable community members to act collectively.

3.4. Experiences of CDP in their implementation of CDS.

Craig (1995:229) argued that, "even though community development strategies are applied quite liberally to describe a way of working with communities across the globe it is not always clear how these terms are applied". Further, Craig (1995:229) is of the opinion that strategies are rooted in the radical school of community development that they are now also used increasingly by the right. In this view Checkoway (1995:5) advice community development practitioners to first diagnose the situation in order to fit the strategy.

3.4.1. Self help approach in CD

However, at the heart of self-help approach is the belief that community development is primarily about helping people to learn to help themselves (Green & Haines, 2012:5). Community development practitioners who practice this approach Green & Haines (2012:10) believe that they tend to define their role as facilitators because they help communities identify their goals and increasing capacity to participate in the solutions of collective problems.

In increasing the capacity of community members to solve communal problems Green & Haines (2012:5) says the self help approach assumes that residents will ultimately address their problems which result in long term improvement in quality of life. In this view several conditions need to be effective in that poor community for sustainability purposes.

3.4.2 Strategies that facilitates change

There are a wide variety of processes and tools that are used by community development practitioners to facilitate change. In this view Green and Haines (2012:15) argue that there is no single right method that will work in all communities at all times.

Checkoway (1995:16) supports this view that there is no single strategy which embraces all approaches to practice. This implies that community development practitioners must not become proficient in a particular strategy and apply it regardless of the situation. Green and Haines (2012:15) agree that practitioners need to adapt the process to different situations and contexts. Hence, poverty is a dimensional phenomenon therefore requires dimensional or regiment of strategies.

Checkoway (1995:2) believe that all strategies have the potential to effect change. Community development strategies can serve as a resource for community change. For Zeuli and Radel (2005:43) cooperatives are viewed as an important vehicle for community development because they mobilize local resources into a critical mass and their structures allows them to be more community oriented.

Putman (2001:4) in Saegert, Thompson and Warren, (2001) explain that social capital can play an essential role in strategies to combat poverty in several ways. Firstly, it can help make investments strategies work. Secondly, to the extent that the poor can act collectively and forge alliances with outside actors, they stand a better chance of commanding the greater resources that are necessary for combating poverty. In this view social strategies suggest a move towards seeing the poor sitting on the driver's seat of development and being active agents in the betterment of communities.

However, Jones (1991) Craig et.al (2008) offers a different view or paints a different picture in terms of community development strategies practices that "most of the strategies are neatly articulated in project documents but are rarely put into practice mainly due to excessive donor demands which forces many stakeholders to look for short cuts." The painted picture on the documents is that community development strategies are implemented yet in reality they are not. This implies that they are many strategies but not all strategies are implemented to effect change.

3.5 The strategy that works best to reduce poverty in rural areas is best known by the workers.

The potential of any strategy that works to reduce poverty is the CDP's weapon. There are several strategies but development practitioners have faith in empowerment and participation when they want best results.

3.5.1. Empowerment:

Community development writers sees empowerment as one of the best strategy in poverty alleviation in most development countries, Swaziland included (Bennett 2002; Checkoway, 1995) and (Swanepoel & De Beer 2011). They affirm that there is a connection between empowerment and poverty reduction practice within grassroots in poor communities. For Checkoway (1995:4) acknowledged that empowerment assumes that power is a present or potential resource in every person or community. This view clearly means that people should recognize and act upon the power or potential power that they already have. For Checkoway (1995:4) it is a multilevel process which includes individual involvement, organizational development, and community change.

In supporting this view Gutberlet & Tremblay (2012:282) point to the importance of empowerment through participation. Participation as empowerment however, implies the community itself becomes organized socially, through groups or Association to meet their felt needs. Bennett (2002) also stresses that empowerment is often used to characterizes approaches based on social mobilization. Thus, empowerment is not a motionless one time thing but rather a continuous process.

However, empowerment builds on the skills, information and linkages needed for livelihood empowerment. This implies that mobilization empowerment can lead to new self understanding, solidarity and capacity for collective action. Tremblay & Gutberlet (2012: 282) observed that participatory approaches to development aim to produce empowering outcomes, including increased community capacities, broader

stakeholders' participation in decision making Lennie, (2005), in Tremblay & Gutberlet (2012: 282) and promoting social justice.

3.5.2 Participation

Participation in decision making can improve one's life choices and assets and has been shown to have empowering individuals and community outcomes. When a marginalized group takes some form of social action to improve its power positively this can be throughout of as collective identity for empowerment to flourish in a community Tremblay & Gutberlet (2012: 282).

In Australia in terms of project sustainability Stiglitz (1998:1) noted that participation at the community level allows the project choice to reflect the needs and preferences within the community, and the project design to reflect the local information, ensuring that local conditions, preferences, and circumstances are taken into account. Central to this, local participation engenders commitment, which is necessary for project sustainability over the long run. And participation in the project itself becomes part of the transformation process. There is growing evidence concerning the relationship between participation and development effectiveness.

Lister, (1998:226) pointed out that in Northern Ireland citizen in action citizenship and community development can be understood as an expression of citizenship in action. Central to citizen is that a synthesis of two different citizenship traditions is proposed so that citizenship is understood both as a status involving rights and as a practice involving political participation. Lister, (1998:226) suggested that the importance of community development lies not only in what it achieves in terms of practical outcomes for disadvantaged communities but also in the process of involving the members of those communities in working for change and the impact this involvement can then have on those individuals capacity to act as citizens.

Lister, (1998:226) argues that , “the quality of relations between people, how decisions are made, conflicts aired, problems solved, people supported and cared for, values and standards defined, control and regulation enforced and wisdom and traditions passed on. Hence citizen in action promotes bonds and fellowships in societies.

Weyers , (2011:47) observed that community development is the method , process, programme strategy by means of which change agents , with or without the help of external systems to speed up the tempo at which community develops . Weyers (2011) further asserted that community provides direction to the development process in order to realize objectives purposefully within the economic. Central to this community development contribute to human growth and the unlocking of human potential by empowering community members to take responsibility for their own as well as the whole systems development.

3.6 The importance of CDS from CDP's point of view.

Kaplan (1996:89) claimed that citizen participation takes the various forms; each form; in turn, rests upon certain assumptions and conditions peculiar to itself. It cannot be assumed that all types of citizen participation are appropriate for all occasions or for all organizations (Kaplan 1996:89). Excellent participation is not sufficient enough to introduce major changes into community or voluntary participation always a precondition for speedy, extensive cultural change. The principle of citizen participation has been complex on ethical grounds; people are intrinsically good; given an opportunity, they will do the “right thing” (Kaplan 1996:89). Citizen participation will be effective for as long as it is applied to solve community problems and to avoid using of top-down approach.

In health sector Mendes & Binns (2012) also stresses the importance of community development strategies in the health sector in that “there is a history of community development contributing to health improvement in the United Kingdom, for instance within community care and in mental health services as a cornerstone of delivering

Race Reality in mental health. Thus, community development strategies are an important way to address health and wellbeing inequalities and empower service users, families and community involved in promoting their own health and wellbeing and helping to ensure the most effective use of resources (Mendes & Binns, 2012: 608).

The above discussion implies that the centrality of strategy for the community practitioner is irrefutable. The development writers noted that without it, principles and commitment are reduced to unfilled expression. While acknowledging the worth of strategy but they also note that strategies should be developed by giving precise way for the goals with plans that will help to give direction for the community strategic goals. It is of interest to note that here that among the different definition a strategy has to ensure a formulated goal or objective is achieved.

Perhaps one of the aim of community development practitioner's is community development strategies must address the issue of freedom from poverty. In this perspective, poverty must be seen as the deprivation of basic capabilities rather than merely as lowness of incomes, which is the standard criterion of identification of poverty (Sen., 1999: 87).

In this view Balogun & Barongo (2007:1) pointed out that "community development according to development writers seeks nothing less than total liberation from poverty and from its oppression grip". While participatory processes make up the base of empowerment, participation alone is inadequate of strategies do not also build capacity of community organizations and individuals in decision making and advocacy. In this view community development can be used as a weapon that not only fight poverty but human rights.

Empowerment strategy is seen as a liberator from low self esteem and low self confidence. The World Health Organisation Report: (2006:4) views that empowerment strategy includes the potential to addresses the issue of poverty where poverty liberation promises short-term relief, community development campaign a comprehensive, long term developmental response to want and destitution.

Whereas poverty alleviation portrays the poor as a victim of deprivation, community development, challenges, the poor to help himself or herself by producing goods or services using locally available resources that are in demand (Balogun & Barongo 2007:1). Therefore community development enables individuals who are doubtful breeds' self-confidence that poverty engenders. Community development challenges those who are affected to voice out their concerns.

3.7 Summary.

In summary where community development strategies are effective, a host of factors influence or affect the poverty levels in developing countries in generally and Swaziland specifically. In principle community development strategies are supposed to make a positive impact on poverty reduction and also effect change particularly in rural areas Checkoway, (1995:2).

Having seen the status of the community development strategies effectiveness stated above, it is possible to analyze the role it plays in alleviating poverty levels. In developing countries development deals with eradication or alleviation of poverty. Swaziland as a developing country is faced with poverty in both rural and urban communities though the significance is different. Hence poverty is inter-related to other problems of underdevelopment (Balogun and Barongo 2007:1). While certain activities are most effectively undertaken at the national or international level, much of life revolves around communities and communities are often the most effective vehicle for bringing about transformation of society. Durning, (1989) cited in Checkoway, (1995:2)

believes that community development practitioner's share that communities are unit of solution.

Ideally, community developments strategies are mechanisms that are commonly applied by community development practitioners to achieve their daily activities in solving multi-dimensional poor communities' problems. Community development practitioners need to understand and learn the dynamics, key players, resources, facilities and maintain strong networks in the challenged communities. This knowledge will help them to apply relevant community development strategies. Community development effectively used can significantly improve the impact and effectiveness and sustainability of community development work or efforts.

Community development strategies are not one size fits all, one needs to first diagnosis the situation and fit in the strategy that would impact on the life of the marginalized community members. Following is a discussion of the findings of the experiences of community development practitioners in their implementation of community development strategies in rural Swazi setting.

In this research the question of experiences of community development practitioners in their implementation of community development strategies is examined from the perspective of the role played by community development in ensuring that all citizens participate in community development initiatives. In addition problem to be addressed in this study concerns the significant of community development strategies implementation to reduce poverty rates in the rural communities in Swaziland.

From the above perspective, very few studies have investigated the voices of community development practitioners in their implementation of community

development strategies in the rural setting. The literature demonstrates that despite widespread acceptance of the vital role and practices of community development strategies within the rural practice, there has been little research on the specific community development strategies used to reduce poverty in rural settings.

Hence, the study investigated how community development practitioners incorporate these strategies into their daily practice to reduce poverty in rural Swaziland. Studies have been concerned with the effectiveness of community development in breaking the cycle of poverty Swanepoel & De Beer (2011).

A complex mix of strategies is required to fully understand the effectiveness of community development strategies in rural communities in the Swazi context specifically. This study observes that different strategies have different strengths and weaknesses in addressing communal problems in Swaziland as elsewhere in the Region. The purpose of this review has been to learn the conversations and to contribute to a revised understanding of the links between community development strategies practice and poverty alleviation. In the next chapter, immediately following, the study presents the findings of the experiences from the community development practitioners in their implementation of community development strategies in rural areas in Swaziland.

CHAPTER 4 FINDINGS OF THE EXPERIENCES OF CDP's

4.1 Introduction

The previous chapter looked at the community development strategies that are practiced by CDP's. The purpose of this chapter is to present the findings presented by the CDP's in their implementation of CDS in rural poor communities in Swaziland.

The goal of this research endeavour was to develop an in-depth understanding of the experiences of community development practitioners in their implementation of community development strategies in a rural setting. Chapter 1 provided the background and description of the research problem that formed the focus for this research study. In order to achieve the objectives of the study, focus group discussion was used and a group of community development practitioners were identified residing in the Manzini Region, as it was not possible to include the total population and to provide the information. The Results and data interpretation will highlight the extent to which the findings concur with existing and published literature.

4.2 Research participants

In order to achieve the objectives of the study, data was collected using Focus Groups Discussion. In this exercise practitioners interact in order to learn from each other and share their experiences. In this view Cohen, Manion and Morrison (2005:288) asserted that "participants interact with each other rather than with the interviewer, such that the views of the participants can emerge". Using a DVD the discussions were recorded. There were three questions which were covered over an hour. During this event the researcher took notes so to add any other information mostly observable behavior during the discussions. An additional 5 question interview was used to allow participants to add more information left out during the interview. This interview session also

provided the researcher the profile of the participants a much needed information for the study.

4.2.1 Participants Profile [interview]

In this study four participants were females and three were males. In relation to age the majority fall between 31-40 years, followed by 41-50 and only one respondent has reached the age between 51-60 years. All participants have acquired tertiary education. They all stated their main role as facilitator and trainer. The majority had been practicing for as long as 15 years only two were below 15 years. This implies that all the CDP are qualified for the job and they have vast knowledge and experience in community development work. Therefore they also qualified to be in this research study.

4.2.2 Demographical data [interview]

The participants in the discussion comprised of four females and three males community development practitioners as well as the facilitator. Three participants declined due to reasons beyond their control and apologized in advanced. The size of the group was adequate as suggested by Welman et. al (2005:204) and Kombo & Tromp (2006: 119) that in focus group discussion a small group consisting of not more than 12 and not fewer than six participants. The size of this group falls within stipulated category and allowed for the effective participation of all practitioners. The participants that came were willing to share their rich information and knowledge on community matters. They were chosen since they are knowledgeable or experienced with regards to the topic of the investigation.

4.2.3 Focus group discussion (FGD)

Welman, Kruger & Mitchell (2005:201) submit that focus group discussions are special type of group in terms of its purpose, size, composition and procedures. They further say that Focus Groups are also described as group in-depth interviews. In this study

this group consists of a small number of individuals who are drawn together for the purpose of expressing their experiences and views on community development strategies implementation. In the process of data collection the main aim is to discuss a particular given topic whereby the interaction with the group leads to data and outcomes.

4.2.4 Data interpretation

In this study the eventual analysis of the information obtained from focus groups discussions is based on the interviewer's records. A DVD recording was made available with a view to transcribing it later.

According to Doucet & Mauther (1998) "a qualitative content analysis approach to data analysis involves reading and re-reading transcripts looking for similarities and differences that enable the researcher to develop themes and categories". This study will employ coding paragraphs highlighting units of analysis with different coloured ink in arranging the data into themes; cutting up transcripts and putting them in thematic folders; using a card index system.

4.2.5 Steps in developing the themes

Miles & Huberman (1994) presented a series of sequential steps conducting data analysis. These steps include developing codes and applying them to textual data, like field notes from observations, interviews or documents. The next step is editing the data. This means elimination of errors, such as checking the completeness of responses or logical inconsistencies (Cohen, et.al 2005:288).

In this study coding system of analyzing data was used. The purpose of coding as suggested by Welman et.al (2005:214) is to analyze and make sense of the data that have been collected. Furthermore, the main purpose of coding is to understand material

that is unclear by putting names to events, incidents, behaviours and attitudes. The researcher then draws information for facilitating the findings from the transcriptions. The transcription highlighted the themes and the sub-themes from the experiences of community development practitioners in their implementation of community development strategies to fight poverty in rural areas in Swaziland.

4.2.6 Themes and sub-Themes

According to Kombo & Tromp (2006: 119) steps for qualitative data analysis of the themes and sub-themes were derived at after the researcher carefully read through all the transcripts, jotted down emerging ideas from the overall picture, listed and groups topics jointly, and then returned to the scripts, colour coding the most appropriate content, and then gave themes the most descriptive wording. Similar topics were sub-themed under relevant categories. After a final decision was made concerning which theme to be included. Corresponding data was placed under each category to highlight the themes and sub-themes.

The themes and sub-themes will be described, together with verbatim quotations and the literature control in the text. Following is the main theme of the study based on the information in the transcription text.

The data interpretation as well as the literature control will be presented in this chapter in an integrated manner. Thus, to enhance easy reading of the text, and to display the similarities and differences between this study result and the evidence found in relevant literature.

The focus group discussion was digitally recorded and transcribed directly afterwards. As described specifically in Chapter 1, the data analysis was done through the use of a coding system according to the 9 steps of the framework proposed by Kombo & Tromp (2006: 119). The purpose of coding as suggested by Welman, Kruger & Mitchell (2005:214) is to analyze and make sense of the data that have been collected. The coding system helps to understand the content material that is unclear by putting names to events, incidents, behaviours, and attitudes. Following is a discussion of the major theme of the study.

4.3 Findings of the Research

This section presents findings from the participants who are the key informants responses to questions asked that addresses the practice of CDS as they work to fight poverty in rural areas. CDP voiced their their experiences regarding CDS in relation to their implementation to reduce poverty. The main theme and the repeated words from the respondents during the interaction in their involvement in CD initiatives are explored. Similarly and differences regarding their experiences in working with poor rural communities and CDS practices are elaborated. The following is the main theme of the research findings.

4.4. The main theme.

The aim of the main theme is to demonstrate the experiences, views and opinions of CDP's combined with their perception, their challenges and interventions that could help to reduce poverty levels in the rural areas.

4.4.1 The Community Development Strategies Experience.

The main theme is a result of the discussions of community development practitioners involved in rural areas that use community development strategies to fight poverty. Under this main theme there are 5 themes and fourteen sub-themes. The themes are

CDP's experiences, CDP'S perception, CDS Implementation Challenges, CDS potential and Interventions for CDS. However, there is a link between the main theme and the themes. The themes come from the practices of strategies from the CDP's point of view.

Following is a discussion of the CDP's experiences. These entail current practices of CDS; Poverty alleviation initiatives, practice of top-down approach and poverty reduction initiatives.

4.4.2 Current practices of Development initiatives [FGD]

It is imperative to reduce poverty levels in the rural areas because poverty is a phenomenon that is undesirable to humankind. This could be achieved when community development field provide relevant programmes. Currently the practice is geared towards poverty reduction strategies in the rural areas. However, community development practitioner has a role to play in ensuring that poor are saved from the plague of poverty. Usually poor people are withdrawn and locked in awkward places hence the role of CDP is to guide them on how to overcome their problems. This could be achieved by appropriately trained workers that practice community development strategies. In this view communities should be provided with the opportunity to change their mind set and identify problems and find local solutions to address them.

Swanepoel and De Beer (2011:5) stated that isolation, powerlessness and physical weaknesses render people vulnerable: vulnerability in the physical sense to disease, and psychologically to abuse and the destruction of self-esteem. Thus, poverty renders them voiceless and powerless. To break the hold of the deprivation trap (or cycle of poverty) over people, the links in the chain of the trap need to be broken (Swanepoel and De Beer 2011:5).

"Because you may find out that the people are really poor because they think that they have inherited poverty from their fore fathers. They feel helpless such that

they are not aware that they themselves can play a critical role in getting out of this situation”.

The community development practitioner's role requires specialization preparation and every worker engaged in poor communities must be prepared to implement the role successfully. However CDP must be able to screen the community first before providing any service because community needs are different and they need different programmes. CDP's are knowledgeable on the variety of CDS and they also know how to practice CDS to specific needs of communities. Having discussed their experiences, current practices of CDS are explored.

4.4.3 Practices of CDS.

The current practices of community development strategies by CDP are suggesting that poverty rates would be controlled. Empowerment, self-help and citizen participation are the most practiced strategies. This is evident due the fact that practitioners have faith in CDS effectiveness in alleviating poverty in the rural areas. However, CDP can not do this alone. They need the involvement of community members to be part of the development initiative from the beginning of to the end of development initiatives as well. Application of CDS such as mobilization and empowerment strategies is very important in CD because they assist CDP to implement development endeavors successfully. The CDP's indicated that there *“would be no community development without CDS practices”*. Hence project sustainability and continuity as the beneficiaries become emotionally attached to such development endeavors.

“The use of community development strategies' to me, they are so helpful, eh... in undertaking or executing the duties that we are supposed to do”. “An instrument that awaken a sleeping giant”.

Sender, Carlisle Hatamian & Bowles (2010:20) asserted that "strategic approaches to community development across a locality can significantly improve the impact, effectiveness and sustainability of community development work, leading to improved outcomes for stronger, more influential communities". Poverty renders people to deprivation trap. Having discussed CDP's experiences the following reveals the poverty alleviation initiatives currently practiced.

4.4.4 Poverty alleviation initiatives currently practiced

The Swaziland government of is one of the major development agents. The aim of the government is to break the poverty cycle in rural areas. In response to this issue has delegated some different departments in some different Ministries whose main task is to provide programmes to poor communities. Thus, the government formulates policies and strategies to generate country's economy to cater for the poor populations. The main purpose is to bring services and development initiatives to address the high rates of poverty level in the country.

These programmes include NDS, PRSAP, and MDG's which is seen to be a good move. However, the country does not live in isolation and it must be seen to adhere to some International policies and development initiatives. Thus, the government brings development initiatives using the top-down approach which is much against the idea of community development thinking. This then lead to beneficiaries not consulted at the initial stages. The final product is not owned by the beneficiaries hence unsustainable of programmes. Even though these governmental initiatives seems to be good but they bring more problems than good if they are imposed. Top-down approach becomes the order of the day.

"The experience we have is that government has these big dreams which yes they are good, but she tends to impose these goals on the people, and then the people do not receive them well".

Swanepoel & De Beer (2011: xvii) in supporting this above view of government or state using top-down approach they say that it is intentional that, “when in the hands of powerful people it became a tool of marginalization and disempowerment”. These authors confirm that this approach is deliberate so that the state is in control of the poor communities. Using of top-down approach influence CDP application of CDS as they work in rural poverty stricken areas. The following discussion is the CDP perception on practices of CDS.

4.4.5 Practice of top-down approach

This view of government or state using top-down approach is intentional as stated by Swanepoel & De Beer (2011: xvii) that, “when in the hands of powerful people it became a tool of marginalization and disempowerment”.

Further Swanepoel and De Beer (2011 xvii) asserted that the local people are guided to accept more and more responsibility as and when they are judged by their guides to be ready for them leads to the unsuccessful attainment of the projects goals.

However in relation to the use of top-down approach Korten (1980:480) sees community development using a top down approach instead of the bottom up approach that is usually claimed to be used.

Ideally CD strengthens and enhances the abilities of poor communities to work together in identifying the needs and finding solutions to achieve goals that are important to that community. Thus, CDP's must ensure that poor communities are seating at the drivers seat during the whole community development initiatives process.

“Unfortunately it is a top down approach, we are told “nje kutsi” by April these communities must have water, and here is the funding and if you do not use the funding, the funding is going away, so you find that the way it happens is not proper”.

The government brings in programs which are influenced by its affiliation with international bodies and family of nations which are viewed as developmental targets aimed at meeting the required international standards without the involvement of the beneficiaries. In this regard the research findings reported that most of these projects become white elephants and suffer from lack of ownership from the would be beneficiaries.

4.5 Community Development Practitioners' perception

The CDP's 'perception begins with their attitudes towards the practices of CDS as they do their work. This concern has been reported by CDP. They themselves ignore the importance of practicing CDS when they have been told by the government to implement development initiatives. CDP's find themselves practicing top-down approach much against CD principles because they have to be seen working towards achieving goals set by International development agencies and the government.

4. 5.1 Attitudes

Many CDP's take advantage when there are no guidelines and policies that are provided by the government to practice strategies. Some CDP's then tend to choose which strategy they can practice and which one can they leave out. They have a preconceived notion that no one will ever find out that they have defaulted the practice. They often ignore this practice when they are under pressure to meet deadlines and targets often prescribed by donors or government. It is expected that CDP are principled workers hence they do adhere to the practices of the community development field.

"the problem as much as the strategies are there , the problem is how people do their work in most cases you find that they have a role selection of some sort when they have to follow these strategies especially popular education is unimplementable , yet it is a tool that is very viable".

This practice more often than not becomes a habit and then it becomes a character of the CDP work. However, these attitudes then influence non practice of CDS when they are expected to meet the stipulated timeframes from donors or government.

4.5.2 The impact of Meeting of Targets and deadlines

The notion of top-down approach is common in community development field. This is witnessed by the fact that not only the government applies the top-down approach. However, this was reported by CDP that they also find themselves using the top-down approach. Therefore this act which is at odds with the principles, ethos and values that underpin much community development work may contribute to unsustainable community programmes and projects. In this case CDP's believe that when they want to meet targets like reporting on the progress of the Millennium Development Goals they apply top-down approach and they believe it is effective.

“We normally try to use this top down which is very effective for us as we knew that the country now will be reporting about the past MDG's in 2015 we know that in our organization are on track”.

There is an absence of laid down guidelines to regulate the conduct and supervision of community development practices. This may lead to a situation where CDP do as they please. This could jeopardize the intention or laid down objectives of the programme or project. The absence of community development policy is also a major concern. CDP are also guilty of imposing development initiatives down the throat of poor communities. However, CDP just like any other community worker have been exposed to some challenges. Having discussed the perception of CDP following are the challenges faced by CDP in implementation of CDS.

4.6 CDPs' challenges [from interview]

The absence of CD policy is a contributory factor since it is a guide that would assist all development agencies on procedures and guidelines for bringing development

initiatives to poor communities. Since there is no policy there would be no local development plan. Therefore development providers would not be guided on the work of community development. Thus, contributes to conflicting development initiatives in those communities.

4.6.1 Absence of community development policy [focus group discussion]

It is vital to have a policy in place so that community development workers, development agencies adhere to the practice of community development strategies. Ideally community development initiatives must be guided by community development policy whereby community development strategies are enshrined to assist community development practitioners to adhere to or obliged by the law to practice community development strategies.

“Ah... legally speaking when you talk of a policy it is a guideline, irrespective of who says what. We can try to sort out other issues but without a policy” ...

“But all in all this is going to be possible if there is the community development policy. We really need this policy...”

This community development policy will allow community development practitioners to practice strategies that are often regarded as politically inclined. Issues of politics are present in any community; however, people must be knowledgeable on the positive and negative results of political affiliation or association. However, if CD policy is largely absent from CD practice then there would be no local development plan to be followed by Chiefdoms.

4.6.2 Lack of chiefdom development plan

The problem of absence of development plan is inherited from the lack of CD policy. It would be difficult to coordinate local programmes in the absence of a development plan. This discrepancy may also lead to conflict amongst development change agents and NGO's.

"At this moment we are in a process of making sure that every chieftdom has got a chieftdom development plan which will take between 3 and 5 years

This challenge can be addressed through engaging the concerned parties in a participatory process. However, there is also a need for a body that would look into the operations of the development plan for ease of implementation of the chieftdom plan. The absence of local Development plan would encourage powerful people in the community to abuse their powers and attempt to push their own agendas in order to win the hearts of the poor people. Having said that, following is a discussion of how MP's could be empowered in order to be knowledgeable on community practices, values and principles to minimize duplication of efforts.

4.6.3 Role conflict.

CDP reported that there are many challenges that they face when implementing the CDS. One of the challenges is the conflict between change agents and aspiring MP's.

There is a significance fight between MP's and CDP's because the MP wants to win the hearts of the people by bringing in development initiatives so that they are re-elected back in the next term. MP's solicit and liaise with other development providers to bring in development initiatives yet CDP's will have to assist in terms of continuity of those initiatives.

The role conflict between MP's and CDP's hinders development efforts because MP's often yield power over poor people and the change agents. This action by the MP's disregard the on going development plans of that particular community and push their own agendas.

"I think they have to have maybe numerous workshops where they have to try to, maybe to train the Hounorable Members of Parliament about the importance of

Community Development because they are the ones who just impose those projects to them”.

This view calls for capacity development for all aspiring MP's and also a clause in the CD policy. This would encourage all change agents to be knowledgeable on application of community development principles. The development plan would inform the aspiring MP's on local development initiatives. CDP reported that there are various CDS that they are suppose to practice but the political orientation of the country hinders the practice.

CDP's have vast knowledge on the communities they work with in terms of the resources, leadership styles and any other useful information regarding development. Furthermore, NGO's bring in good development initiatives and engage people to participate by way of incentives such as paying for being part of the programme. For government to provide participants with some incentive it would take time since if it is not in the government budget there would be no payment. The government ambitious plans also pose challenges to CDPs.

4.6.4 Government's ambitious development initiatives

Yanagihara, (2001:12) argues that all sectors involved in development in developing countries governments, multilateral and bilateral aid agencies, civil society and private sector enterprises –should work cooperatively through sharing information and coordinating activities to promote the development process and boost overall development impact.

Usually the government has good development initiatives which are developed and planned without the consent of the targeted people. The poor communities would agree

to the conditions laid down by the government but would do so with reservations. However, the poor people will not own the development programmes hence unsustainable. This comes up to be a waste of time and money for the country as witnessed by white elephants in most poor communities.

"The experience we have is that government has these big dreams which yes they are good, but she tends to impose these goals on the people, and then the people do not receive them well".

The study was informed that they can not refuse any development endeavors brought by the government much against their community development principles. In the same vein Stiglitz (1998:21) notes that policies that are imposed from outside may be grudgingly accepted on a superficial basis, but will rarely be implemented as intended. This challenge can be addressed through engaging the concerned parties in a participatory process. Stiglitz (1998:21) noted that to achieve the desired transformation, the process that leads to that community development strategy must participatory. The following is a discussion that paints a clear picture on the influence of government and NGO's ambitious plans.

4.6.5 Conflicting Community Development initiatives

The study was informed that usually the NGO's bring in development initiatives that attach incentives especially just for taking part in the programme. Thus, people's mindset in that is focused on receiving free food donations in order to take part in community development projects. However, the CDP practice usually put emphasize on self-help and self-reliance combined with social capital. Community development projects that do not provide people with free food donations are seldom embraced by the people in the rural communities.

"Because in some cases you find that the initiatives they are fighting each other we are bringing in self help others are bringing handouts, we cannot yes we cannot do".

In times of disaster and drought the government disregards self-help strategy by providing some food parcels. They usually do not help the communities to find alternative means to fight the occurrence. This gesture may lead to dependency on the state for help. Hence CDP build confidence in poor communities so that they realize their potential in solving their own problems using minimal outside efforts.

Swanepoel and De Beer (2011:15) is of the view that it is important to understand and know how to interpret conditions in the local development environment to design strategies that will be successful in the local environment. Further, the existing condition is therefore of vital meaning for development projects. This implies that any condition gives birth to new development ideas. Even though CDP are willing to make the CDS operational but some are difficult to implement in the country. Following is a discussion on CDS that are impracticable in rural areas.

4.6.6 Impracticable CDS in Swaziland

The CDP's reported that indeed there are some strategies that are impracticable to practice. The mentioned strategies are popular education and advocacy. These strategies are often thought of by the government to create awareness on the part of the citizens to critically question the state governance.

"We are applying almost of the strategies that are there, except for popular education and advocacy", popular education is un-implementable, yet it is a tool that is very viable."

In view of the above stated concerns Evans (1996:119) noted that active government and mobilized communities can enhance or hinder each other's development efforts. This implies that the political orientation of that particular government of the time have a role to play in driving the development initiatives in that country. However, although there are many challenges of implementation CDS some strategies are effective in reducing poverty in the rural areas.

4.7 CDSs' potential [focus group discussions]

The CDP have realized the potential of CDS to effectively reduce poverty. They have observed poor people though a small number become directors of certain private companies due to application of CDS such as mobilization, participation and empowerment. This is significant noted and it is attributed to mobilization and empowerment strategies. They have seen tangible results and change in the communities. However, they have also identified those CDS that significantly reduce poverty in rural areas. These are self-help, mobilization and empowerment.

4.7.1 Effectiveness of CDS.

This view is supported by Gutbertlet and Tremblay (2012:282) who advocate for empowerment through participation. Bennett (2002) also stresses that empowerment is often used to characterize approaches based on social mobilization. Gutbertlet and Tremblay (2012:282) observed that participatory approaches to development aim to produce empowering outcomes, including increased community capacities, broader stakeholders' participation in decision making.

"And in some of the communities for example in the Lubombo South, change is taking place there, they are new directors of companies there, they now own companies there, and have shares and they earn dividends annually.

4. 7.2 Strategies that effectively reduce poverty

It can be noted that while the dominant strategies that were highlighted by participants emerged as empowerment, mobilization, self-reliance, and citizen participation, the general consensus of all participants was that no single strategy can be effective on its own. A combination of two or more strategies was seen as an effective panacea for poverty reduction.

I have three strategies that are mobilization, self- reliance and citizen participation. Those three (3) to me are very crucial although every strategy needs the ground to be prepared thoroughly, meaning that the people must come into the floor other than you know the application of the strategies without the people”.

In support of the participants' view, Meyers (2011:37) asserted that in development circles the most positive vigor is man's inherent force to improve his own and his community's standard of life through individual and collective action. Motherway, (2006), Bejar, (1998) and Craig (1998) posit that the implementation of community development strategies by community development practitioners has been historically been linked to improve the quality of life of the poor communities and poverty reduction. Self-help is one of the strategies according to CDPs is one that help people to realize their potential and help themselves. The CDPs are there to guide and facilitate the change. The section below discusses the best strategies that work in poverty alleviation from CDPs point of views.

4.7.2.1 Self-help strategy

Participants mentioned that self-help will lead to self reliance. The community development practitioners mention that they start off by encouraging poor people to try

and help themselves so that they are in a position to believe in themselves. Yes they can get out of the poverty trap. As suggested by the participants that “they feel helpless such that they are not aware that they themselves can play a critical role in getting out of this situation”.

Green and Haines (2011:17) addresses the self help strategy as key by indicating that “it is at the heart of the self-help approach is the belief that community development is primarily about helping people to learn how to help themselves”. Thus, practitioners who adopt this model tend to define their role as a facilitator, helping communities identify goals and increasing capacity to participation in the change process and is primarily concerned about the process of community development rather than the specific outcomes (Green and Haines , 2011:17).

The authors are of the opinion that this self help approach assumes that increasing the capacity of communities members to address their problems will ultimately result in long term improvements in quality of life. However, Green and Haines (2011:17) insist that self –help approach requires several conditions to be effective. Individual must have the necessary democratic skills, participants must have reasonable expectations that their efforts will have some impact, and they also must identify their shared interests to develop a common set of goals.

4.7.2.2 Mobilization strategy

Grabman and Snetro (2003:1) provide a definition that mobilization strategy refers to “a capacity building process through which community individuals, groups or organizations plan, carry out and evaluate activities on a participation and sustained basis to improve their health and other needs either on their own initiatives or stimulated by others”. This means that a community is allowed to get together and join hands in order to solve its problems using its locally available solutions.

Checkoway (1995: 5) confirms that its aim is to create change by amassing individuals around issues. This means that the role of the change agent shifts from being a traditional community worker to be more of a facilitator. According to USAID (2006:1) facilitating mobilization should guide communities through step-by step process that includes: 1) a big picture assessment of community's issues , needs and resources; 2) community exploration of issues and priority setting ; 3) community action planning ; 4) implementation of community action plans ; and 5) monitoring and evaluation of community mobilization plans. This implies that mobilization is guided by people's rights and also fulfills rights to participation and to determine their own future. Therefore for communities to be able to perform this right they need to be empowered.

4.7.2.3 Empowerment Strategy.

Craig, (2002:13) in Toomey (2011:183) defines empowerment in the community development context as, the creation of sustainable structures, processes and mechanism, over which local communities have an increased degree of control, and from which they have a measurable impact on public and social policies affecting those communities. In this view empowerment should embrace the assets of that particular community.

For Swanepoel & De Beer (2011:52) empowerment means political power. The authors furthermore claim that teaching people power does not necessarily mean they have been empowered. Swanepoel & De Beer (2011:53) in their book on *Community Development: Breaking the cycle of poverty* argue "that people must have power to make decisions coupled with certain skills of enablement". They suggest that a combination of associated skills needed for decision making is the fact that people can only make enlightened decisions if they have adequate information (Swanepoel & De Beer, 2011:52). Thus, empowerment is a power source assist people to make good informed decision making possible. Their view affirms or verifies that informed poor community members can participate in development activities and make informed decisions.

The themes and sub-themes described above provide the researcher with a better understanding of the practitioner's experiences and perceptions of applying the community development strategies. In view of the above self-help, mobilization and empowerment is a two way system whereby both the practitioners and the community member are willing to compromise and contribute towards the achievement of the set goals. It is not a one man's show and no one is a spectator in this community development process.

4.8 Interventions for CDS practices [focus group discussions]

To ensure that CDP's implement strategies there is a need for an establishment for CD policy. The absence of policy weakens the CDS promotion and practice. CD policy would guide the practices of all change agents including government officials. Thus, conflict would be minimized and duplication of development efforts. NGO's and government bring good programmes but they might be misdirected as there are no guidelines on implementation.

4.8.1 Create a CD policy [focus group discussion and interview]

This is an outcry by the CDP that government should consider to put in place a functional CD policy that would support their efforts. Currently there appears to be conflict between change agents as well as other stakeholders.

"Let the strategies because a clause in the development policy because they are so important everyone like all of you in your presentation shows "you are about strategies very well but if it was a clause enshrined in a policy, it would make a difference"..."

Many developing countries government such as Swaziland have commendable goals and policies regarding economic growth and development, promotion of

equity and caring for the needs of the poor and disadvantaged (Kingdom of Government of Swaziland Report, 2005/2006). Yanagihara (2001:12) believes that in translating these policies into programmes and projects during the implementation phase there are often gaps between promise and performance.

Even though Yanagihara (2001: 12) is of the opinion that many policies tend to remain only figurative statements expressing the intentions of political leaders collection piled in the shelves or files of government offices for years and never implemented. Participants acknowledge all the efforts done by the government and explained that the beneficiaries should be involved at all levels of any development endeavour. A CD policy in place will see other development initiatives implementable and strategies practiced would reduce poverty in the rural areas.

4.8.2. Measures [interview]

This study was informed that among measures of improving their work they mentioned functional meetings with management so that they could allow them to form some kind of Association. This move is to enable CDPs to partner with other development providers and CDPs to exchange programmes, forums for sharing of experiences with other CDPs. They believe that their knowledge and expertise would be enhanced.

Table 4.9. Summary of the Categories, Themes and narratives

Category	Themes	Narratives
1.CDP 's experiences	1.1 Current practices of community development strategies	<p>"The use of community development strategies' to me, they are so helpful, eh.. in undertaking or executing the duties that we are supposed to do".</p> <p>"An instrument that awaken a sleeping giant"</p>
	1.2 Poverty alleviation initiatives currently practiced	<p>"Then we have this international organizations that we partner with as countries that have this benchmark that.. will consider , you must have water for the people , you must be electrified , you must have this and this , so Swaziland adhering to those international organizations now forgets that she is helping people down there instead of adhering to the standards of international organizations".</p>
	1.3 Practice of Top-down approach	<p>"Using the top-down approach which was not effective for us because if you use the top down approach, we know that these people will not own this project".</p>

	1.4 Poverty reduction initiatives imposed by the state.	Unfortunately it is a top down approach, we are told "nje kutsi" by April these communities must have water, and here is the funding and if you do not use the funding, the funding is going away, so you find that the way it happens is not proper".
2. CDP's perception	2.1 Attitudes	<p>"the problem as much as the strategies are there , the problem is how people do their work in most cases you find that they have a role selection of some sort when they have to follow these strategies especially popular education is unimplementable , yet it is a tool that is very viable,</p> <p>"With me , it's a learning curve, for me I learnt that there is no way without community development strategies that we can fight or alleviate poverty in rural areas,</p>
	2.2 Meeting of Target deadlines influence non practice of CDS	"we normally try to use this top down which is very effective for us as we knew that the country now will be reporting about the past

		<p>MDG's in 2015 we know that in our organization are on track, I think we are ...”</p>
<p>3. CDS implementation Challenges</p>	<p>3.1 Government's ambitious development initiatives</p>	<p>The experience we have is that “government has these big dreams which yes they are good, but she tends to impose these goals on the people, and then the people do not receive them well”.</p> <p>“we have the poverty reduction fund, it's a top down approach, we have no consensus on that issue the other one is the empowerment fund, you find that when you go out to the communities those projects are just white elephants”, “we have non-taking off projects, no matter how good they were, but it ends out to be not what they were originally planned to be”.</p>
	<p>3.2 Conflicting CD initiatives</p>	<p>“Because in some cases you find that the initiatives they are fighting each other we are bringing in self help others are bringing handouts, we cannot yes we cannot do”</p> <p>“The government was providing people with food, they call it “ Mshamndane” in our local language, so this Mshamndane</p>

		<p>have spoiled the people in the communities “</p>
	<p>3.3 Absence of community development policy</p>	<p>. “Ah... legally speaking when you talk of a policy it is a guideline, irrespective of who says what. We can try to sort out other issues but without a policy” ...</p> <p>“But all in all this is going to be possible if there is the community development policy. We really need this policy, because this policy is going to”... “so the policy will guide every practitioner on how to apply the strategies”..</p> <p>“we need policies for helping NGO's policies for going to different communities they know what to do, to call all other implementing NGO's in those particular areas to come together and discuss the types of initiatives that they bring to that particular community”.</p>

	3.4 Impracticable community development strategies in Swaziland	"We are applying almost of the strategies that are there, except for popular education and advocacy",
	3.5 Lack of chiefdom development plan	"At this moment we are in a process of making sure that each and every chiefdom has got a chiefdom development plan which will take between 3 and 5 years so that it can also help the government ".
	3.6 Role conflict between MP's and CDP's	"I think they have to have maybe numerous workshops where they have to try to, maybe to train the Hounorable Members of Parliament about the importance of Community Development because they are the ones who just impose those projects to them".
4 CDS. Potential	4.1 Positive community development strategies tangible results	"And in some of the communities for example in the Lubombo South, change is taking place there, they are new directors of companies there, they now own companies there, and have shares and they

		earn dividends annually”.
	4.2 Strategies that effectively reduce poverty	<p>“Social capital will be powerful because there you are given capital for free, you became self-reliant, you become self financially standing”.</p> <p>“I have three strategies that are mobilization, self- reliance and citizen participation. Those three (3) to me are very crucial although every strategy needs the ground to be prepared thoroughly, meaning that the people must come into the floor other than you know the application of the strategies without the people”.</p> <p>“For me I think empowerment cuts above the rest. But it does not go alone, may be with self-reliance, mobilization and citizen participation”.</p>
5. Interventions for CDS practices	5.1 Create community development policy.	“Let the strategies become a clause in the development policy ...strategies very well but if it was a clause enshrined in a policy, it would make a difference”

4.10 Conclusion

This chapter has provided the research findings, analysis and interpretation of the results gathered through the FGD and interview. Data collected was analyzed and interpreted in light of existing literature. In most cases the findings matched with the published literature. The next chapter presents the research conclusions and recommendations from the objectives of the study.

CHAPTER 5 – CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter presented the findings of the experiences of CDP's in their implementation of the CDS. This chapter concludes the study given the findings. It also present recommendations and proposed future research studies.

The research spanned a broad spectrum of community development issues and this chapter endeavours to provide an interpretation of the data with a view to draw conclusions and make possible recommendations for adoption in a bid to overcome challenges and also highlight possible routes future studies can follow in related studies. The aim of the study supported by the background is to explore the experiences of community development practitioners as they implement community development strategies in fighting poverty in rural Swaziland. This will enable the researcher to draw conclusions from the investigations and provide recommendations to policy makers and stakeholders with respect to community development activities or efforts.

5.1.1 The study is guided by the following objectives: The following objectives were used to attain the above mentioned aim:

- To find out experiences from community development practitioners of community development strategies in their implementation to effect change.
- To investigate which strategy works to address rural communities' poverty in the practitioner's opinion
- To examine the importance of community development strategies from community development practitioners' point of view.

5.1.2 Purpose of the study

The main aim of the study supported by the background is to explore the experiences of community development practitioners in their implementation of community development strategies in fighting poverty in rural Swaziland. This is a link from the

background information in chapter 1 where the study set the stated problem to be investigated.

Ideally, community development strategies are effective; hence there exist a host of factors that influence or affect the poverty levels in developing countries in generally and Swaziland specifically. In principle community development strategies are supposed to make a positive impact on poverty reduction and also effect change particularly in rural areas (Checkoway, 1995:2).

Having seen the status of the community development strategies effectiveness stated above, it is possible to analyze the role it plays in alleviating poverty levels. In developing countries development deals with eradication or alleviation of poverty (Yanagihara, 2012). Swaziland as a developing country is faced with poverty in both rural and urban communities though the significance is different. Hence poverty is inter-related to other problems of underdevelopment (Balogun and Barongo, 2007:1). While certain activities are most effectively undertaken at the national or international level, much of life revolves around communities and communities are often the most effective vehicle for bringing about transformation of society (Durning, 1989) cited in Checkoway, (1995:2) believes that community are unit of solution in a society.

Ideally, Community development strategies effectively implemented are regarded as a one of the mechanisms that could be used to help communities to alleviate poverty which seems to be an obstacle in enjoying quality of life. Community development is when people who are often marginalized, displaced, disadvantaged, ethnic, religious, isolated or other groups in the rural and urban setting join together to develop programmes for improving the quality of life and the community level (Motherway, 2006). Participation at the community level allows the project choice to reflect the needs and preferences within the community, and the project design to reflect the local

information, ensuring that local conditions, preferences, and circumstances are taken into account (Jodha, 1992: 87).

Community development practitioners usually employ different approaches and strategies to alleviate poverty levels in the country which are still significantly high in the rural areas (SHIES, 2010). In Swaziland there are many development partners whose main objective is to make sure Swazi communities are poverty free. However, Swaziland Government is the major player in ensuring that poor communities get assistance (KGSR, 2005/2006). Furthermore, the government is assisted by many other international communities' and development partners who are also supporting government efforts by developing programmes that would alleviate poverty particularly in the rural areas.

Despite different ways and means in terms of community strategies applied, poverty level in the rural areas is still escalating (SHIES 2010 & UNDP 2013). Development writers agree that different communities have different problems and needs different strategies to tackle these challenges. There is a significant positive relationship between the extent of implementation of community development strategies by community development practitioners and poverty reduction rates. Development writers agree that community development is a strategy that can fight poverty in the rural areas (Motherway, 2006; Swanepoel & De Beer 2011; and Yanagihara, 2011). They also agree that community development practitioners empower poor communities to realize their potential in addressing their own problems.

The above discussion highlighted that main aim of community development can be achieved if community development practitioners implement strategies as they execute their duties. CD strategies practiced as they are an extended arm of community development practitioners can improve the wellbeing of local citizens through increased

resources, facilities, services brought about by the active participation of citizens. The role of CDP is to facilitate this process by working together with the community members.

Community members need to be assisted to identify their problems and use local solutions to address them with minimal assistance of outsiders. Subsequently community development practitioners should capacitate community members to enable them to address and have control over conditions and factors that affect their quality of life. Hence programme continuity and sustainability.

5.1.3 CD and CDP's

In chapter 2 the main thrust of the discussion was community development and community development practitioners. The core issues pertaining to the theory of community development are examined and, furthermore experiences of community development workers in Swaziland are considered. Followed by a discussion of the influence of modernization theory is also examined in CD activities. A summary of identification of gaps in the literature and set of conclusions from which this research's design was partly developed concludes the chapter. The discussion of this session is linked to the objectives of the study.

A community as put it by Checkoway, (1995:3) is a unit of solution in society. Based on this concept and thinking appropriately implemented it is supposed to be instrumental in solving local problems (Checkoway, (1995:3). Thus, communities are seen as role players in their own development. Incidentally there can not be community development without communities.

5.1.3.1 CD as a strategy

Community development writers note that community development is a strategy used by government of all countries worldwide to empower and stimulate groups who are

marginalized or displaced to realize their potential in participating in the development process to address their shared needs and find their own solutions to improve their quality of life. In this view these theorists see community development as the heart or life of development. For them it is an approach or strategy to be alleged to primarily stimulate and empower disadvantaged communities. Within CD there are CDS which are one of the weapons that are at the disposal of CDP to fight poverty.

Thus, a better understanding of all the different types of strategies is necessary to help development practitioners explore the variety and use it appropriately. This variety brings the element of complimentary in use and no one CDS is better than another but can be applied in stages to adequately fight poverty.

Therefore community development practitioners should scan the environment in order to find out the availability of local resources and skills to be utilized in the process of community development.

However, some development writers believe that community development is not the only tool that reduces poverty in poor communities. For them, skilled and trained community development practitioners can transform traditional communities to realize their potential to collectively address their own problems using their own locally available resources. A community developer may take on a variety of different roles and s/he works with the community (Kumaran, 2009). However, in all the roles, the worker always respects the independence and self-determination of the community members and does not inflict an externally directed agenda upon them.

In community development field CDP have many tasks and roles. These entail guidance, facilitation, advocacy, and trainer. CDP by virtue of being an advocator for poor communities they are engaged in every step of the way in development and poverty reduction. In order for CD to achieve developmental goals CDP must help communities to form groups so to take action so that they feel the identified need to be their own. The poverty phenomenon does not allow people to use fancy and complex

resources hence CDP should consider that they do not impose needs on people (Swanepoel & De Beer 2011). CDP must avail the opportunities for poor people to participate in programme that would effectively change their situation.

5.1.3.2 CDS Promising role

Checkoway, (1995:2) in his study on *Six Community Strategies for change* asserted that "all community development strategies have the most potential to empower communities depending on the situation." Furthermore, Checkoway claim that strategies are all valuable tools available to practitioners who seek change but differ essentially in their direction. In this view CDS involves choice and sequence, staging and timing and some combination of roles and styles strategy can serve as a resource for community change but in any community, workers tend not to think or act strategically (Checkoway, 2005:3). Community development practitioners facilitate change by utilizing different effective community development strategies that could enhance growth and development for those communities who lag behind the development process of their nation (Kuraman, 2009).

Whilst research on community development strategies world wide has been inspiring in particular the country studies as verified by lot of literature in this area of community development, serious gaps remain in terms of research pertaining to Swaziland. Evidence indicates that very limited research has been carried out on effectiveness of community development strategies in Swaziland compared to other countries of the world, including those in the rest of Africa.

5.1.3.3 Research gap

One gap that emerges from the Swazi literature reviewed is the attention paid to voices of community development practitioners on their implementing of community development strategies in poor communities in rural Swaziland. For example,

governmental agencies embrace the community development strategies and assume that every practitioner is equally equipped with community development strategies as they attempt to reduce poverty. In so doing they mask structural constraints that prevent community development practitioners from implementing strategies.

In this research the question of experiences of community development practitioners in their implementation of community development strategies is examined from the perspective of the role played by community development in ensuring that all citizens participate in community development initiatives. In addition the problem to be addressed in this study concerns the significant of community development strategies implementation to reduce poverty rates in the rural communities in Swaziland.

From the above perspective, very few studies have investigated the voices of community development practitioners in their implementation of community development strategies in the rural setting. The literature demonstrates that despite widespread acceptance of the vital role and practices of community development strategies within the rural practice, there has been little research on the specific community development strategies used to reduce poverty in rural setting.

Hence, the study investigated on how community development practitioners incorporate these strategies into their daily practice to reduce poverty in rural Swaziland. Studies have been concerned with the effectiveness of community development in breaking the cycle of poverty (Swanepoel & De Beer, 2011).

Therefore, in conclusion a complex mix of strategies is required to fully understand effectiveness of community development strategies in rural communities in the Swazi context specifically. This study observes that different strategies have different strengths and weakness in addressing communal problems in Swaziland as elsewhere in the Region. The purpose of this review has been to learn the conversations and to

contribute to a revised understanding of the links between community development strategies practice and poverty alleviation.

5.2. The effectiveness of CDS

The main aim of this session was to investigate the experiences of CDP's in their implementation of CDS to fight poverty. This chapter also highlighted the link between community development strategies and poverty reduction in rural areas. It proceeds to discuss the potential contributions of community development strategies in poverty alleviation. A number of community development strategies that are commonly used in Africa which entail empowerment, citizen participation, mobilization, self help, social capital, and community economic development, self-reliance, cooperatives and public schools strategies are discussed.

Ideally, community developments strategies are mechanisms that are commonly applied by community development practitioners to achieve their daily activities in solving multi-dimensional poor communities' problems. There is a link between community development strategies and poverty alleviation. Community development strategies particularly social capital gives poor communities the foundation for practicing other strategies.

Checkoway, (1995:2) in his study on *Six Community Strategies for change* asserted that "all community development strategies have the most potential to empower communities depending on the situation." Furthermore, Checkoway claim that strategies are all valuable tools available to practitioners who seek change but differ essentially in their direction. It involves choice and sequence, staging and timing and some combination of roles and styles strategy can serve as a resource for community

change but in any community, workers tend not to think or act strategically (Checkoway, 2005:3).

Community development practitioners need to understand and learn the dynamics, key players, resources, facilities and maintain strong networks in the challenged communities. This knowledge will help them to apply relevant community development strategies. Community development effectively used can significantly improve the impact and effectiveness and sustainability of community development work or efforts.

Community development strategies are not one size fits all, one needs to first diagnosis the situation and fit in the strategy that would impact on the life of the marginalized community members. Following is a discussion of the findings of the voices of community development practitioners in the implementation of community development strategies in rural Swazi setting.

5.2.1 Research Participants

The findings are based on focus group discussion drawn from seven community development practitioners. These community development practitioners shared their own experiences in their implementation of community development strategies in fighting poverty in rural areas. The focus group discussions were based on the three objectives of the study. The main theme of the study is; The Community Development Strategies Experience. The responses are grouped thematically as follows:

Firstly, the CDP's experiences, CDP's perception, CDS implementation challenges, CDS capacity and interventions to ensure CDS practice.

5.2.2 Analysis of data

In order to achieve the objectives of the study, data was collected using Focus Groups Discussion (FGD) and interview schedule. The interview was used to support the

discussions and to make sure that information left out in FGD is captured. During the discussions practitioners learn from each other's experiences and gain knowledge as well. In FGD Cohen, Manion and Morrison (2005:288) submit that participants interact with each other rather than with the interviewer, such that the views of the participants can emerge. During this process participants are tape recorded.

Community development practitioners were invited to participate in this discussion. These are key informants who have rich information and possess adequate skills on how to implement strategies as they work in rural communities. They are further qualified for assisting rural communities as they practice their development endeavors.

This study used purposive sampling because it is opinion based. This view is supported by Welman et. al. (2005:69). According to Leedy & Ormond (2001:135) purposive sampling is "a selection of individual that will yield the most information about the topic under investigation". Since it is usually not possible to reach all the members of a target population, one must identify that portion of the population which is accessible. Following is a discussion of the findings of the experiences of community development practitioners in their implementation of community development strategies to fight poverty in rural areas in Swaziland.

5.3 Findings

The data was collected from seven participants who voluntarily came to discuss their experiences of CDP in their implementation of CDS in poverty reduction in rural areas. The participants confirmed the potential and capacity of CDS to effectively reduce poverty as started by different authors (Checkoway, 1995 & Yanagihara, 2001:10). During their discussion some of the problems imposed by government were reported. They also mentioned the best strategies that effectively reduce poverty. Participants revealed the importance of strategies from their point of view. Following is illustration of Themes and Sub-themes which came out of their narratives.

In this study there are five Themes and Fourteen Sub-Themes and they are as follows;

Table 5.3.1 Themes and Sub-Themes from narratives

Category	Theme	Sub-theme
Theme 1.	CDP's experiences	<ul style="list-style-type: none"> • Current practices of community development strategies. • Practices of poverty alleviation initiatives • Practices of top-down approach
Theme 2.	CDP's perception	<ul style="list-style-type: none"> • Attitudes towards implementation of CDS • Meeting of Target deadlines influence non practice of CDS
Theme 3.	CDS implementation Challenges	<ul style="list-style-type: none"> • Absence of CD Policy • Lack of chiefdom plan • Conflicting CD Initiatives • Government's ambitious development initiatives • Impracticable CDS in Swaziland. • Role conflict between MP's and CDP
Theme 4.	CDS potential	<ul style="list-style-type: none"> • Positive CDS tangible results • Strategies that effectively reduce poverty
Theme 5.	Interventions for ensuring practices of CDS	<ul style="list-style-type: none"> • Create a Community Development Policy

Below is a summary of the five themes as stated above.

5.3.2 CDP's experiences

The above stated themes and sub-themes are a result of the three questions that were asked by the researcher from the CDP regarding their implementation of community development strategies. The study revealed that CDP stated the current status of CD Practices. They indicated that CDS are useful tools that alleviate poverty. However,

their concern is that government usually practice top down approach by imposing development initiatives.

These views are shared by Shaw (2005) who submitted that a top down approach is controlled by institutions with power to direct policy and resources and accessed by invited groups. In this view priorities are identified outside the context of the communities.

In the same view Yanagihara, (2001:12) submits that all sectors involved in development in developing countries governments, multilateral and bilateral aid agencies, civil society and private sector enterprises should work cooperatively through sharing information and coordinating activities to promote the development process, avoid duplication of initiatives and boost overall development impact.

In the same vein Stiglitz (1998:21) notes that policies that are imposed from outside may be grudgingly accepted on a superficial basis, but will rarely be implemented as intended. This challenge can be addressed through engaging the concerned parties in a participatory process. Stiglitz (1998:21) noted that to achieve the desired transformation, the process that leads to that community development strategy must be participatory.

In concluding this issue participants believe that CDS work is mostly influential to enhance development. They also practice them daily as they work. Participants also engage community members using a bottom-up approach which makes it easy to apply CDS. Participants observed with concern that usually government disregard the use of CDS by imposing development initiatives before empowering people, mobilization and making sure that the community is self-reliant hence such projects become white elephants..

5.3.2.1 Current practices of CDS.

The research finding suggested that community development strategies can bring change in rural areas when properly followed. Furthermore the findings revealed that community development strategies could be an instrument that could empower communities in their struggle for community development initiatives. Revealed also was that community development strategies could help to change the mind-set of poor communities to come out of the deprivation trap and to take charge of their destiny.

In addition, the findings indicated that empowerment strategy is the most popular strategy hence all community development practitioners are knowledgeable that without empowerment there is no community development.

5.3.2.2 Poverty alleviation initiatives

The findings of the study revealed that the government brings in programs which are influenced by its affiliation with international bodies and family of nations which are viewed as developmental targets aimed at meeting the required international standards without the involvement of the beneficiaries. In this regard the research findings reported that most of these projects become white elephants and suffer from lack of ownership from the would be beneficiaries. Furthermore, the findings also revealed that the government's decisions on the provision of the rural programmes are often urban biased, hence the sustainability of the projects become compromised.

5.3.2.3 Practice of top-down Approach

Participants observed that the state usually practices top-down approach when assisting poor people. They do not believe in consultation under the notion that beggars can not be "choosers". Where as poor people do not dispute the action of government but they will not own the project as beneficiaries. Participants believe that poor

community members need to identify their problems and come out with their own solution.

The research findings indicated that using top-down approach is a contributory factor in failing community development initiatives. This contradiction jeopardizes the efforts of CDP to help poor community members to own their development and use minimal outside help. The government allows some projects to be implemented before proper preparations by the CDP who are knowledgeable on community development activities. The top-down approach usually attaches incentives for participation much against the notion of self-help.

5.4 CDP's Perception

However, participants mentioned their own negative attitudes towards implementation of CDS. They submitted that sometimes they select a strategy they find easy to practice irrespective of the situation. They practice because they are under pressure to be appreciated by the government for meeting deadlines. This view was not allocated in the text however it was mentioned that some strategies are better-off being left out. This is because they can not go against the government instruction or orders.

In concluding this issue participants must be trained on how to apply CDS as they do their daily work. Participants must make sure that before they provide any programme community members are empowered and they have identified social capital (locally available resources) to enable them to appreciate and realize their potential to manage their own projects with minimal help from outside.

5.4.1 CDP's Attitude towards practicing CDS

Participants revealed that in some circumstances they decide not to practice CDS because of the pressure from government or Donors. They also want to be appreciated by the government for achieving results hence producing reports on time.

5.4.2 Impact of Meeting of Targets and deadlines

Participants mentioned that they also disregard application of CDS when they are supposed to meet deadlines of important targets sets by the government and Donors. They indicated that they also use top-down approach but at the end they realize the problems associated with this approach.

5.5 CDP's implementation challenges.

Participants revealed a host of challenges through interview. The interview was conducted to support the focus group discussions. The purpose of the interview was to make sure that all information is gathered which was not shared from the FGD. One major challenge is government ambitious plan initiatives. In this development endeavor no consultation from the beneficiaries. As a result conflicting CD initiatives are clutch because CDP emphasize self help hence government brings in handouts. The absence of CD policy was indicated as one bringing lots of conflicts between the government, Donors and the CDP.

Participants revealed that due to the absence of a policy, development agencies do as they like. However, participants mentioned that they fear practicing popular education and advocacy since they are working for the government. Participants indicated that lack of chiefdom plan also contribute to role conflict between MP'S and CDP's. MP's advocate to bring chances in some communities hence they do not possess community development skills and knowledge.

5.5.1. Absence of community development policy

The research findings revealed that the absence of community development policy that is supposed to guide both development initiatives brings about conflict between NGOs, Government and community development practitioners. NGOs tend to bring about development initiatives that usually attach rewards for the community members who have participated, such as transport and food. These practices bring along a chance for scrambling for the community members hence lack of commitment from the community members.

The research findings revealed that community development initiatives must be guided by community development policy whereby community development strategies are enshrined to assist community development practitioners and stakeholders to adhere to the legal guided lines as directed by the policy. This community development policy will allow community development practitioners to practice strategies that are often regarded as politically inclined. Issues of politics are present in any community; however, people must be knowledgeable on the positive and negative results of political affiliation or association.

These views are in line with Swanepoel and De Beer (2011: xvii) who asserted that the local people are guided to accept more and more responsibility as and when they are judged by their guides to be ready for them leads to the unsuccessful attainment of the projects goals.

5.5.2 Lack of Chiefdom development plan.

The research findings suggest that chiefdoms do not have a development plan that would feed into a national plan. Central to this plan would be Rural Community Development representatives who will be driving the community development initiatives

who will report to the community and also the government. By so doing, they will instill trust, confidence and commitment in the community members.

5.5.3 Conflicting CD initiatives

The research findings revealed that most of the legislators are not familiar with community development initiatives hence conflict amongst practitioners and legislators. Furthermore the research findings indicated that Member of Parliament have a tendency to know-it all. They normally do not know their role in community development. They usually step on toes of community development practitioner's plan of action.

The research findings indicated that communities fight each other over local leadership. This is mainly the result of scarcity of locally available resources because they believe that being in leadership it gives one better access to the resources. Meanwhile the MP's more often than not make empty promises by playing a multi-task role as development practitioners and as legislative players in order to secure their re-election position.

There is a need for MP's to be sensitized on the CD principles so that change agents and MP's sing the same tune. Furthermore NGO'S and government bring development initiatives which the community has never requested for. Communities are expected to be part of the imposed projects.

5.5.4 Government ambitious development plans

Findings also pointed to the fact that political leaders such as Members of Parliament need to be trained and sensitized on community development strategies since they are part of the system that imposes projects on the people. Training will help them

understand the dynamics of community development strategies, have a clear picture of the reasons why most initiatives fail to achieve intended outcomes and guide their initiatives in future. The development policy could do justice in sensitizing all stakeholders in order to avoid conflict among development agencies.

The study further revealed that the Non-Governmental Organizations' bring in incentives that are against self-help strategy that promote dependence much against the notion that leads to self-reliant and sustainable community development.

In conclusion among challenges faced by CDP they mentioned the issues of government's ambitious development initiatives which distract their plans. They also brought to attention the issue of government bringing in some means and easy ways of uplifting standards of the rural people some handouts which is much contradictory of self reliance emphasized by them. The absence of CD policy is an obstacle that blocks their efforts. In addition they have observed with concern that NGO's bring programme without any consultation with them. Some of these NGO's attach incentives that give community members a chance to select which programme should be followed.

5.5.5 Impracticable CDS in Swaziland

The research findings indicated that socialization of the community development practitioners is a factor in point for failing to practice public advocacy and popular education because it is attached to political orientation. The findings also suggested that these strategies are difficult to implement because they are thought to make people to be rebellious to the state. For instance, public participation is an open, accountable process through which individuals and groups within selected communities exchange views and influence decision making. The research findings also revealed that community members usually are diverse in terms of their poverty levels, education and socio-economic status.

The findings further revealed that all CDS have their own specific role to play in building the potential and capabilities of poor communities. However, the participants mentioned that for some reasons of fear and victimization they decide not to practice popular education and advocacy.

They are forced by the lack of democratic rights adherence in the country. Participants fear to lose their jobs if they create an environment for poor people to exercise their rights. They also realize that the government does not want people to question the way they are governed because development initiatives are pushed down their throats. Further more they are government employees therefore they can not deviate from the government ideas.

5.6 CDS capacity

The participants revealed that CDS can yield tangible results and added that strategies can effectively reduce poverty. They mentioned that empowerment cut above the rest. Citizen participation and self reliance also can fight poverty in rural areas. In their views, not applying CDS means no community development. Participants indicated that CDS are applicable in life situation.

In this regard some authors agree on the strategies that work best to alleviate poverty. In this view, Anyawu (1992:6) submitted that in most African countries, community development has depended significantly on voluntary cooperative efforts. This justifies the use of self-reliance as a strategy in community development. Checkoway (1995:5) states that mobilization aims to create change by amassing individuals around issues while Rubin and Rubin (2001:190) explain it as a means of getting people involved in social actions.

5.6.1 Effectiveness of CDS

The study revealed that community development practitioners have faith in community development strategies in fighting poverty in the rural areas. Participants indicated that empowerment and self reliance cut above the rest. It was noted that through the implementation of community development strategies, some community members in rural areas were now directors of companies where they earn annual dividends. This was evidence that community development strategies can effectively alleviate poverty and lead to personal development and self reliance.

Citizen participation strategy is explained by Schaft and Greenwood (2003:19) as the inclusion of divergent range of stakeholder contributions in an on-going community development process. In this view Parker (2002, xxiv) noted that since poverty is multidimensional, poor people need a range of assets and capabilities at the individual level and at the collective level. This means that CDP need to employ more than one strategy in order to effect change.

5.6.2 Strategies that effectively reduce poverty

The research findings revealed that there are four strategies that work best in reducing poverty in rural areas. Empowerment, mobilization, citizen participation and self-reliance are the most reported strategies that when applied they fight poverty in rural areas. The respondents had a common consensus that whiles the four aforementioned strategies are effective, empowerment cuts above the rest. They believe that when the community members are empowered they work towards self-reliance which is the great thing in development to avoid dependency on outside aid. The research findings revealed that these strategies overlap and acknowledged the fact that every situation is unique hence different strategies would be required and applied to each particular situation, singly or in combination.

In concluding this matter of potentiality of CDS they all agree that empowerment, participation and self reliance do work since one would not bring any programme without having empowered the people. They reported that there is no way one would work with the communities before they have not been mobilized. Finally any programme that is brought to communities must yield the fruits through self-reliance this is possible.

5.7 Interventions for CDS practices.

Participants felt that putting in place a community Development policy would make development agencies work a lot easier, they mentioned that all stakeholders would be in a position to adhere to the policy. Thus this policy would, reduce duplication of efforts and elimination of conflict between them as change agents. This would enhance efforts in all chiefdoms to develop their own chiefdom plan that is in line with the policy.

Yanagihara (2001:12) submitted that policies and programs are to be prioritized based on their feasibility and effectiveness in poverty reduction. At the operational level there should be broad participation in the decision making process within the country the host country government should take the initiatives in promoting collaboration and partnership among aid agencies and non-government organization (NGO). In this theme lack of CD policy hinders all the CDP's efforts to reduce poverty because there is currently no legal document that binds them to apply CDS.

In concluding the interventions CDP mentioned that government must refrain from imposing development initiatives to poor people. They believe that all development initiatives must come through chiefdom in a form of a plan so that all activities are coordinated in all chiefdoms to avoid conflicts among development agencies.

The focus is on the relevant issues drawn from seven community development practitioners. The responses are grouped thematically as follows:

The experiences of community development practitioners in the implementation of community development strategies, their description on the strategy that works best in poverty reduction in the rural areas and lastly the importance of applying community development strategies in promoting community development efforts.

5.7.1 Establishment of CD policy.

The findings also revealed that community members are guided by outsiders and accept responsibilities that end up disorganizing their plan of action, resulting in role-selection. Therefore having a policy in place would help all development agencies to adhere to the policy to avoid conflict and duplication of efforts. This exercise would allow all stakeholders to contribute towards the creation of a CD policy that is accepted by all.

The findings revealed that MP's offer ambitious development endeavors yet they do not liaise with the CDP who are already doing the ground work. Since they have been elected by the power they use their power to motivate and mobilize poor communities to accept those projects. However, when their term expires there is no proper handover and projects and motivated poor people are left stranded. Without the CD policy they are able to get away with murder.

5.8 Summary

The research findings suggest that there is no agreement which strategy is applicable in real life situation. Ideally, they suggested empowerment, self help followed by self-reliance. The research results reveal that some participants felt that one must start by mobilizing the members so that they participate. The findings also revealed that five powerful strategies were not mentioned. These strategies include advocacy, popular education, social capital and cooperative community strategies and economic

development strategies. However, in poverty stricken communities the economic development strategy is the stepping stone because people are more concerned with economic needs which are the most pressing ones. Furthermore, economic security is the basic for realization of other human potentialities.

Following the discussions of the findings based on the objectives of the study which were; to find out experiences from community development practitioners of community development strategies in their implementation to effect change, to investigate which strategy works to address rural communities' poverty in the practitioner's opinion and to examine the importance of community development strategies from community development practitioners' point of view. Below is the conclusions drawn from the research findings.

5.9 Conclusions of the study

From the summary of findings stated above, the following conclusions were drawn from the study:

5.9.1 Community development strategies are very helpful in alleviating poverty in rural areas.

5.9.2 Empowerment, citizen participation, mobilization and self-reliance are the most effective community development strategies in reducing poverty in rural areas.

5.9.3 The implementation of community development strategies add value to uplifting the quality of life in rural areas by bringing community embers together through mobilization, creating a sense of harmony and financially empowering community members.

5.9.4 The top down approach used by the government to impose community development programmes, lack of local ownership of programmes, disputes between chieftaincies, dependency mind-sets and lack of community development regulatory

policies emerged as the major challenges experienced by community development practitioners in implementing community development strategies in rural areas.

The above discussions of the findings confirm that community development practitioners do practice some of the popularly known strategies. Respondents confirmed the link between community development strategies and poverty alleviation. However respondents highlighted that popular education and advocacy strategy are impracticable. They stated reasons that seeing that the country is one party state it is not allowed to create awareness on questioning the governance of the country. These issues include advocating for equality in decision-making, policy-making, lack of access to resources and lack of land rights. Furthermore it transpired that outsiders decide in most of the government programmes as they financers most community programmes. Most beneficiaries are not conversant with most of the development initiatives brought by development agents.

From the discussions to a large extent the recommendations and the aims of the objectives were met. The main discovery from the experiences of CDP's firstly, community development strategies are very helpful in alleviating poverty in rural areas. Secondly, empowerment, citizen participation, mobilization and self-reliance are the most effective community development strategies in reducing poverty in rural areas.

Thirdly, the implementation of community development strategies add value to uplifting the quality of life in rural areas by bringing community embers together through mobilization, creating a sense of harmony and financially empowering community members. Fourthly, the top down approach used by the government to impose community development programmes, lack of local ownership of programmes, disputes between chieftaincies, dependency mind-sets and lack of community development regulatory policies emerged as the major challenges experienced by community development practitioners in implementing community development strategies in rural

areas. Fifthly, the absence of CD policy is mentioned as the stumbling block in ensuring CDS are practiced by CDP in their daily activities. Hence the government imposing development initiatives and MP's ambitious development plan controversial to CDP's practices.

Having concluded the research findings the following are the main recommendations directed to all development agencies in the country to reduce the rates of poverty in the rural areas in Swaziland.

5.10 Recommendations

This study investigated the experiences of community development practitioners in the implementation of community development strategies in rural areas in Swaziland. Based on the findings and conclusions, the following recommendations are offered for consideration towards improving on the community development strategies implementation to reduce poverty in rural areas.

5.10.1 Swaziland government should refrain from using top-down approach in bringing community development initiatives since it jeopardizes the ownership of the beneficiaries.

5.10.2 Swaziland government should ensure that the communities targeted for the community development initiatives are ready to accept and willing to be part of those projects or programmes.

5.10.3 Create an effective community development policy so that all development partners adhere to the guidelines of the policy. This aspect should involve all stakeholders in the community in different categories. All community development strategies should be enshrined so that all communities benefit from the practices of community development strategies in the rural areas.

5.10.4 Create a development plan for each Inkhundla so that allocation of resources should be based on the development plan and the community members need to be involved on a continual basis. In line with the development plan there should be a central coordinator that would support the activities proposed by the Inkhundla. Development Committee should be formulated within the local community in order to liaise with the development practitioners in tapping development initiatives.

5.10.5 Community development initiatives should be coordinated by a central office in the region. This would ensure that no community development initiatives are brought in without the knowledge of the office. Furthermore, to ensure that all community development partners work is coordinated and all strategies are enshrined in the community development policy. This policy development must be done through all the levels of communities.

5.10.6 Community development practitioners must apply all the community development strategies that effectively reduce poverty in rural areas. They should not choose what is best for the poor communities and leave out other strategies.

5.10.7 Community development practitioners should establish partnerships benefit from exchange programmes within Sub-Saharan Region so that they learn from different diverse environment. Community development practitioners should conduct research studies on community development issues so that they have reliable and valid information as they work. Forums should be encouraged so that they share their experiences and learn from each other.

5.10.8 To future researchers in this field, the researcher recommends that they pursue the matter of expanding Focus Group Discussions and collection of primary data from the voices of community development practitioners in other Regions who were left out of this discussion due to time factor.

5.10.9 Further studies should also focus on investigating the factors behind the failure of community development projects to achieve intended results in Sub-Saharan countries.

5.11 Summary

In this study the aim was to explore the experiences of community development practitioners as they implement community development strategies in fighting poverty in rural Swaziland. The current practice is that Swaziland government imposes community development initiatives. In this regard it is recommended that first and foremost; Swaziland government should refrain from using top-down approach in bringing community development initiatives since it jeopardize the ownership of the beneficiaries.

Secondly, findings revealed that lack of community development policy contribute to duplication of efforts and community work being done haphazardly. Furthermore, the issue of NGO's bringing development initiatives without the consultation of the other development partners. The study recommend all development partners and stakeholders should collectively create an effective community development policy so that all development partners adhere to the guidelines of the policy. This aspect should involve all stakeholders in the community in different categories. All community development strategies should be enshrined so that all communities benefit from the practices of community development strategies in the rural areas.

Thirdly not all known and user friendly communities are practiced by the community development practitioners. The practitioners practice role selection hence some versatile strategies are not practiced. However, no single strategy is good enough for best results different strategies are used in different situations.

Fourthly, community development practitioners should establish partnerships benefit from exchange programmes within Sub-Saharan Region so that they learn from different diverse environment. Community development practitioners should conduct research studies on community development issues so that they have reliable and valid information as they work. Forums should be encouraged so that they share they experiences and learn from each other.

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APPENDICES.

APPENDIX 1

Interview guide for focus group

Welcome

Introduction of moderator (researcher)

Our topic for this focus group discussion is about your experiences as community development practitioners in your implementation of community development strategies in rural areas in Swaziland

The results will be used to draw conclusions from the investigations and provide recommendations to policy makers and stakeholders with respect to community development activities.

You were selected because you have had an experience of community development practices in your respective areas which will help to get answers for research questions and to achieve research objectives.

Focus group Discussion

Obtain verbal consent

Information sheet will be read. The moderator will ensure that participants' know their rights. This includes the right to withdraw their participation at any point in the research, even during the focus group discussion. Participants will be reassured that their identity will remain anonymous and that their identities will not be revealed in any publications / reports.

Guidelines to help establish ground rules

Only one person speaks at a time, as we will be audio recording.

Confidentiality is ensured. "Whatever will be spoken in the room will stay in the room"

No right or wrong answers to questions, ideas, experiences, opinions and only differing points of view which are all valuable.

You don't need to agree with each other, but you must listen respectfully as others share their views.

It is important to hear for us to hear all aspects of an issue, both positive and negative.

I ask that you turn off you cell phones, if you cannot and you must respond to a call urgently, please do so as quietly as possible and rejoin the group as quickly as you can.

My role as the moderator will be to guide the discussion.

Please talk to each other.

Ground rules will be displayed on a flip chart. Participants' will be offered an opportunity to add to the list of ground rules.

Opening question:

What are your experiences as CDP in relation to practices of CDS in your work (probe based on discussion?)

Ending question:

Of all things discussed here today, what is the most important to you?

Summary question:

After a brief oral summary of the discussion the question will be asked:

Is this an adequate summary?

Final question:

The moderator reviews the purpose of the study and will then ask the participants:

Has anything been missed?

Closure and thanks to participants

APPENDIX 2

Telephone Script for the recruitment of Participants for the Focus Group

Identification: My name is Eliane and I am a MASTERS IN DEVELOPMENT STUDIES (MDS) student at University of Free State (UFS). I am currently doing research on "The experiences of Community Development Practitioners in their implementation of community development strategies in rural Swaziland".

Purpose: I am conducting a focus group to explore and describe Community Development Practitioners perceptions / experiences on their implementation of community development strategies.

Method

I am recruiting approximately 8-10 people for the focus group. It would take 1-1 ½ hours of your time

The focus group is scheduled to take place on 11/12/2014

Time: (09:00 a.m) at (Matsapha)

Would you be interested in participating?

Would you consent to be tape recorded?

I would like to send you a letter/email confirming your participation. It will include directions to the location of the focus group. May I have your email address please?

Approximately one week before the focus group I will communicate with you in order to confirm your participation in the research and answer any question you may have.

Thank you for agreeing to participate. I look forward to meeting with you soon.

APPENDIX 3

Participant confirmation letter.

Dear (Participant)

Thank you for agreeing to participate in the focus group to explore and describe your experiences in relation to "The experiences of Community Development Practitioners in their implementation of community development strategies in rural Swaziland".

The focus group will be held at the below date, time and location

Date: 11/12/2014

Time: 09:00a.m-10:30a.m

Name of location: Matsapha

Opposite: UNISWA- Along Lozitha Road.

Room Number: Board Room

Please be reminded that the focus group will be recorded and your comments may be included in the final research report. The identity of all the participants participating in the focus group will be kept confidential throughout the research.

Should you have any further questions feel free to contact me.

Email: reli_bhe@yahoo.co.uk.

Cell: 7611-0319

Yours sincerely

Eliane R. Bhembe

MDS Student.

APPENDIX 4

Interview questions for the Focus Group Discussions

Purpose: To explore and describe your experiences of the implementation of CDS in rural poverty.

1. What are your experiences in applying the community development strategies in rural Swaziland to reduce poverty?
2. Which strategy works best to address rural communities' poverty in your own opinion?
3. Describe the importance of community development strategies as a community development practitioner.

APPENDIX 5

INTERVIEW GUIDE:

INTERVIEW QUESTIONS FOR THE COMMUNITY DEVELOPMENT PRACTITIONERS:

Respondent Profile:

1. Gender

Male	
Female	

2. What is your age range?

25-30	
31-40	
41-50	
51-60	

3 What is your highest education attainment?

High school education	
Tertiary education	

4. In your own opinion what is your role in the community?

.....
.....
.....
.....

5. How long have you been practicing?

5 > years	
6> 10 years	
11> 15 years	
16>20 years	
Other	

6. How long have you been practicing in rural area?

5 > years	
6> 10 years	
11> 15 years	
16>20 years	
Other	

7. What does community development strategies mean to you?

Instrument []

Tool []

Alignment []

Means or ways []

Other.....
.....
.....
.....
.....

8. In your own experience what are the challenges that you have encountered as you go about your duties?

.....
.....
.....

9. In your own view, what could be a measure of improving your work?

.....
.....
.....
.....

THANK-YOU FOR YOUR TIME AND COOPERATION

APPENDIX 6

FOCUS GROUP DISCUSSIONS - Verbal Transcription

Date: 11/12/2014

Venue : SIMPA BOARD ROOM

Number of Participants: 7

Seven community development practitioners agreed to be involved in this research process. These were the Focus Group Discussion who provided me with detailed information on the three questions.

4.0 Facilitator

4.1 Respondent 1

4.2 Respondent 2

4.3 Respondent 3

4.4 Respondent 4

4.5 Respondent 5

4.6 Respondent 6

4.7 Respondent 7

4.0 Facilitator- Introduction of the FDG.

Welcome, our topic for this Focus Group Discussion is about your experiences as community development practitioners in your implementation of community development strategies in rural setting in Swaziland, the results will be used to draw conclusions from the investigations and provide recommendations to policy makers and stakeholders with respect to community development activities. You were selected because you have experience of community development practices, in your respective areas particularly in rural areas which will have to get research answers to achieve research goals. Eh...one of the key questions is about your experiences, eh.. This is a

crucial question to find out your experiences, views, opinions on community development practices in your respective areas. May I start with Sibongile Mthembu just to tell us more about her own experiences as she implements the community development strategies? Over to you Sibongile

4.1 Respondent 1.

Question 1. What are your experiences in implementation of community development strategies in rural communities to reduce poverty?

Good morning everybody. My name is Sibongile like the Facilitator has said. I work for Swaziland Women's Trust, an Organisation that empowers women and youth economically throughout the country. Basically my experience in the area of community development has been quite different, with mixed feelings, expectations, beliefs and in various areas where you come across because people at different levels, poverty levels, and social challenges that they face, but you relatively find them at different levels, faced with different challenges, as you encounter different communities with different challenges whereby you are expected to address, you know, because immediately you arrive in the community with those challenges you are expected to manage the situation and in particular the community will expect a miracle from you in terms of what are you bringing on board, what are you going to change, they are saying how are you going to bring the change to the challenges that they are facing every day. But as a community development officer your role then becomes more than just being development facilitator or officer because you then have to intervene in the various sectors of empowerment to say how you empower people in such a way that they know the situation that they are in, they also see themselves as players of getting out of that poverty trap.

Because you may find out that the people are really poor because they think that they have inherited poverty from their forefathers. They feel helpless such that they are not aware that they themselves can play a critical role in getting out of this situation. so they are relatively made poor because my father was poor, because my forefather was poor

nothing can change the status quo, and then as a facilitator your role is to change that mind set which then because your role at the beginning , to say how do you change the mindset among people you arrive and find in that community in such as a way that they see that i can never be like my forefather, i have a role to play in changing the situation, i have a role in cutting the poverty trap such that my future generations are not trapped in that situation, so that you find yourself facilitating that situation of starting with that mindset , moving on to other interventions, because other interventions will come , they will not come because people' mindset you know are in that mindset that we are poor , we have to remain poor, we have to change that in terms of what can be done so that they see themselves as playing a role in order to come out of that trap, how can we see the brighter future . Where they are playing a role in terms of getting out and they themselves are tired and do not want to remain poor but want to help themselves in getting out of the trap. Thank you.

Facilitator : Next speaker

4.2 Respondent 2.

Thank you Facilitator Good morning everyone, Eh.., I am Sibusiso Shiba just like what faciilitator has said , I'm working for the Department of Water Affairs under the Ministry of Natural Resources, Eh.., I am a community development officer, although my title has changed to something else I am called senior water Development Analyst , Mh...The use of community development strategies to me , they are so helpful, eh... in undertaking or executing the duties that we are supposed to be expected to do. Eh.. I would say in the rural water supply eh.. Section, I have noticed that the community development strategies are so helpful. I will call them an instrument to awaken a sleeping giant in that in some cases you find out that you know, some communities they do not know what they want or they do not know what they need, when you discuss with them through using the community development strategies such as community mobilization, community participation or self reliance , you find that they realize that they have the potential to actually develop themselves, they have the power to change the situation in as far as water and sanitation supply is concerned , eh.. for example what

we normally do is that we let the people decide on what kind of water supply system they need through the community development strategy called mobilization, the people are able to sit and discuss and actually also to forward their views , they are also able to conclude the way they would like to undertake their project. For instance they participate during the construction and installation of pumps and so on.

That's why I am saying community development strategies to me, are two which we can use to awaken this epi-giant, Eh.. when it comes to at times you find that there are other activities or other programs that the people can also work on, you know after the water and sanitation system has been put in place, through advocacy, we also help the people to think of other projects that they can actually work on besides the water and sanitation projects, I would quote some few cases , we have water and supply systems in the Lubombo region whereby people are able to start self-help projects such as gardening, livestock farming, you know it is through these community development strategies that the people are able to think out of the box other than being you know , saying we need clean water supply only. So to me basically community development strategies are so helpful, Thank-you.

Facilitator: Next speaker on experiences

4.3 Respondent 3.

Good morning everyone, I also think community development strategies are good especially in empowering people everywhere, in urban, and rural areas, I work with self –help groups... self help groups is also a community development strategy, in this self –help people are .. Are sensitized to partake in self-help groups.. groups of 10-15 they save a little amounts of money, from as little as 50 cents say to 45 cents and see how much they can give out to their groups, I think it is very helpful especially to the people at the lower end of our poverty levels in Swaziland because this initiatives it believes in that everyone has a potential, if he has been given a chance to do something for, herself or himself. It is a good strategy especially because most of these development

initiatives are brought to the people at the lower back end, but only to the reachable places. I think it is very helpful.

Facilitator: the next speaker please

4.4 Respondent 4.

Good morning everybody, my name is Nhlanhla Sithole from the Ministry of Natural Resources working from the Department of Water Affairs. I think I will be shorter in my contribution here because my colleague here Mr Shiba has already made over 18 years in my organization, Eh, I have already said that it is very helpful eh.. Especially trying to develop communities are so dynamic eh.. And people as well. So we have to apply different strategies in trying to make them feel or owners of those projects because we.. rural communities are non functional and then we go there and find out what, basically what is the main reason for those community development projects to be not functional, we come up with these strategies that we learn about from our course which is the community development course where we apply those different strategies and come up with .. and try to assist those different communities ..eh. with those communities, especially on the approach, eh.. I will touch base on the approach, because basically most eh like the past 10 years.. The project.. Using this top-down approach, which was not very effective for us because if you use the top-down approach, we know that these people will not own the project but basically as people learning from this case we normally try to use this top down which is very effective for us as we knew that the country now will be reporting about the past MDG's in 2015 we know that in our organization are on track, I think we are....

Facilitator: our next speaker please

4.5 Respondent 5.

Thank you colleague and morning everyone, my name is Gcinaphi. I work for the Ministry of Tinkhundla as Tinkhundla Secretary but my involvement in the profession is that of a development personnel. So to talk about community development strategies is something like its user friendly to me... First about the strategies, I am a different twig

because I have hands on experience on the people that are being mobilized to undertake projects in communities , the problem as much as the strategies are there , the problem is how people do their work in most cases you find that they have a role selection of some sort when they have to follow these strategies especially popular education is un-implementable , yet it is a tool that is very viable, because you believe that everyone's encompass is taken care of , for anyone to choose that where I want to belong to that group, but if it is becomes difficult , popular education has a tendency of selection, like where you talk about some of the things because they are sensitive for the country. Our country in particular I wouldn't talk about other countries, but Swaziland is not so user friendly yet it is very powerful strategy and when we choose to use citizen participation eh..m when these people have to participate they then do this role selection. Some don't want to do ABC, because someone else must do it, and the thing is ... the ownership that is supposed to be created.. the tendency is then to say it belongs to so and so like bo Make Sbongile or bo Thobile' uyati"meaning that they were initiators , I feel like , my colleague earlier indicated that the poverty line that people are dwelling and still in it is that they look at their fore-fathers.

In this particular case public citizen participation seems poor in that people select roles , people feel like, who am I to, to, to get people to be enriched out of me? That's where the strategies become poorly affected. As much as you would expect service delivery then what do you expect if people are not willing to participate fully, so service delivery becomes poor again Eh.. be that as it may be the strategies are the key , if they were to be followed .. be you can tell in self-reliant eh... group participation people are expected to , to, to, deliver to themselves , and be answerable to themselves . So you can see how that strategy is very useful to the individuals, but because of the role selection and the fear of the unknown, and the belief that in the past... by my colleagues here, the rural eh..eh water group, they want to facilitate, they want to give us clean water, but someone will come and divide the group and say look, we have always been drinking from that small river and the water is still running and so why do you expect me to pay

that money because in most cases when you talk about participation, especially it involves labour contribution it involves some money.. so that's where the strings' get attached where people don't want to fully participate, they discourage each other in their small groups in the communities, otherwise community development strategies would be and are still supposed to be pursued until the country and the people of the country get to know the uses and the importance of them contributing towards their... development.

Facilitator: the next person please

4.6 Respondent 6.

Thank you very much ladies and gentlemen, my name is Vusi Stanley Dlamini , I am working for the Ministry of Tinkhundla Administration and Development as a community development officer. Eh.., the community development strategies I have been practicing as I work are community mobilization, capacity building, and then monitoring and evaluation. Those are the key areas that we are looking at, but seemingly, the country doesn't have the community development policy, which means everything that is done is not guided by policy for the country. Maybe that can be one of the problems but as a department or as a Ministry we are applying most of the strategies there, because when we come to community mobilization, that is when we sensitize people, by sensitizing people, some people discover themselves to say who they are, what exactly do they need and where do they want to go in the future. So by sensitizing the people, it helps, more especially if the policy is there , so the policy will guide every practitioner on how to apply the strategies so on capacity building, it also helps people to come forward about skills, eh..

About skills, about management, about doing their development of their own because as community development practitioners we are saying that every development aspect is for people, by the people and they are beneficiaries of the development. Two , seemingly most of the strategies we apply them as a Ministry , we provide funds for

development to take place , but seemingly on that part there is still a long way to educate people about development there, because seemingly in the past , the government was providing people with food, they call it “ Mshamndane”(food parcels) in our local language, so this Mshamndane (food parcels) have spoiled the people in the communities because when you say that you are from the government, they would expect to get everything for free or else it is you (community development practitioner) who must do things for them and who must identify whatever they want and how they must do it. At this moment we are in a process of making sure that each and every chiefdom has got a chiefdom development plan which will take between 3 and 5 years so that it can also help the government because...now we are planning development policy where we need things to go down to the community , where we need people to be able to identify their problems to say exactly what and how they are going to do it, so... before the chiefdom development plan, we are encouraging people at their household level to have a development plan for the coming 3 to 5 years for them to develop the chiefdom. From that development plan it is expected that an Inkhundla development plan will be born and from that plan a regional development plan will be developed and thereafter, the national development plan. But all in all this is going to be possible if there is the community development policy. We really need this policy, because this policy is going to.. Seemingly now eh...the government, the NGO's and other stakeholders will be in the same page on development plan of that particular community. As it is now all development agencies are in the same communities helping the same people, the reason is that there is no policy that guides how development can be taken in our communities, Thank you.

Facilitator:

4.7 Respondent 7.

Morning everyone, I am Lungile from Ministry of Tinkhundla Administration and Development. Wow, the speaker I am following has said it all but eh.. well said, the bottom up approach is the best approach that can ever be used in community development , in my experience, the bottom up approach has worked, but yes I will not

say it has not happened , there are situations of top-down approaches whereby you find that our government has strategies in place and those strategies need to be implemented, they will tell us that by 2015, everybody must be electrified, how are we going to train the person on the ground to receive electricity and an NGO is going to come and fund that, and today I wake up in the morning , there is electricity in my yard. How do I make sure this... its something I have to deal with on my own now?

Its something I have to make sure there is electricity in my yard because the NGO has come, they have sponsored electricity and government has signed (written) and so doing she has electrified Swaziland now there is light in Swaziland, but how do you maintain that is something community development has to do before the, the development comes, but the way government does it makes it to be not easy to maintain, it is not so easy to implement, these things, so now what happens is that the projects, however good they may have been, they are destroyed because some of them tend to be white elephants, if it is a structure no body will be using it because they do not know exactly why it was constructed. We have such constructions in our constituencies where they were looking at having small business operating there but you find overgrown grass if you go there because the people do not understand why you cannot stand there and be a vendor and go to that structure that was constructed.

These people no matter how it happens, I think the rate of development and the rate of community development officers implementing their jobs is doing what they have to do because if you train somebody its not an overnight thing. You have to get these people, mobilize the people, you be with these people and understand their way of life you know, understand what really do they need what you are bringing.

The experience we have is that government has these big dreams which yes they are good, but she tends to impose these goals on the people, and then the people do not receive them well. We.. then we tend to have these eh.. White elephant structures, we

have non-taking off projects, no matter how good they were, but it tends out to be not what they were originally planned to be. We have the poverty of the mind if I can say because if the recipients are not empowered to receive this development, no matter how good it is, it tends out to be negative because, let me say that its water, if there is this dam that has been constructed, there are outlets pipes going to the people, if they are not trained you will find herd boys swimming up there and what will happen down there we are drinking, and what will you say, this water that government has brought to us in the name of development is making us sick so we are going back to our fountains where we were getting water before because there was no diarrhea in our communities. These people have not been trained. Somebody said I have money and government said I want water somewhere can you please help me and the person says "yes" I can make a dam for you, I can provide pipes for you, the people will have water. Then we have this international organizations that we partner with as countries that have this benchmark that.. will consider , you must have water for the people , you must be electrified , you must have this and this , so Swaziland adhering to those international organizations now forgets that she is helping people down there instead of adhering to the standards of international organizations.

Now before that I don't understand why should I have electricity "nje" in the first place, because I can go to the forest I can get my firewood and can come and make my fire and cook my food , why should I have electricity , is one thing I have to first have been empowered to know the importance of electricity, so I think my experience with our strategies "yes , they work but if only the community development officer, I would say " office" was given that empowerment vibe "sitokhona lokusebenta le kuma (to enable us to work effectively) communities, sente lomsebenti wetfu kahle" you know once we have , you know it is us that will say, now these people are ready for whatever development we have, we can go ahead from here , if only it was like that , unfortunately it is a top down approach, we are told "nje kutsi" (that) by April these communities must have water, and here is the funding and if you do not use the funding

, the funding is going away, so you find that the way it happens is not proper. Thank – you.

Facilitator: Yes, you have discussed your experiences as community development practitioners, now it is time we discuss the second question.

Question 2. Which community development strategy works best for you to alleviate or control poverty?

Respondent 1: it's critical because most cases you find that as she was just saying that most projects are top-down you know approach initiatives, so you find that the people really do not see the need, people ownership on the various projects that are being implemented is not there, they just remain white elephants after the end of the projects, yet you know , as community development practitioners, regardless of what government is doing , regardless of lack of resources,

I think it is upon us to implement the various committees , one you have empowered the people to see the need, because the need has to come from the people, because if people really understand the need, there is water for instance coming on board to the community , people see the need for water you know, what has been the various water challenges over the years and how do they think these community development strategies will be of benefits to them as a community and of what value because if it comes from them, they surely going to own up to that projects , but if that project is just coming in “boom” people have not been empowered, people have not been sensitized on the importance, on the value... the village of that project coming on board , what strategic plans are there that are in place in ensuring that they continue managing that project even after the project is completed ,

I think that is critical. Past that I think you know another strategy that is critical to me is self-reliance, you know reliant are the people, how reliant are the people are they

posing in as "khamisa" (open your mouth) or just waiting for somebody, again like he was just saying that "Mshamndane" (food parcels) we have got a lot of these challenges in Swaziland whereby particularly government has come down.. towards elections, so many of these projects are going to be coming to the communities , we can name them, we have the poverty reduction fund, it's a top down approach , we have no consensus on that issue the other one is the empowerment fund, you find that when you go out to the communities those projects are just white elephants, you read in the papers that so many bags of cement , were found in one community member's house, so many bags of cement have dried up, and you feel so sorry that your day..

If it were me we could have helped the people. So unless people are reliable enough, they really want that, we teach people how to fish rather than giving them any credit, people are learning their human potential we can save, we can generate so much, we can borrow how much from the fund, we can ... you know, that project will never be yours, you can always wait for the next person to come in, and immediately that person.. you put everything in order , yet if you have initially , personally initiated that project, you know ownership, you have the passion, you want the project to grow, you want to help generations to come because you have also benefitted , from the project, I think that really helps you know, thank- you.

Facilitator: Thank-you Sibongile for the information on what best strategies that works from your own community development practitioners. Let's have Mr Sibusiso Shiba now.

Respondent 2.

My colleague has just said it all, but with me I have three strategies that are mobilization, self- reliance and citizen participation. Those three to me are very crucial although every strategy needs the ground to be prepared thoroughly, meaning that the people must come into the floor other than you know the application of the strategies without the people. I'm saying citizen participation is very important especially when

dealing with rural water supply, the project should come from the people, they should come from the people, they should be a common bond among the community members, and that actually tells us that the people will then own the project and they will be actively involved in whatever they are required to do. I think with the three strategies we believe that we can develop self-reliance because the people will be able to identify other people who will help them develop their lives, with these few words colleagues I think these three strategies are doing our business. Thank you

Facilitator :

Now that we have heard Mr Sibusiso Shiba telling us about the three (3) strategies that work best for him lets now listen to Thulie's submission on the same issue.

Respondent 3.

For me I think empowerment cuts above the rest. But it does not go alone, may be with self-reliance, mobilization and citizen participation, because if they are empowered then for what, then they have to do something for themselves, as Sibongile was just saying , for me self-help is just another strategy that is working for the people especially down there , for the people who did not believe they can do something for themselves, I think empowerment and self help, self help will lead to self-reliance but it first starts from mobilization, and then to citizen participation because you mobilize the people and then you enhance citizen participation because you mobilize the people and then they participate, then you can then give them what you are trying to help them with . Thank you

Facilitator: Thank- you Thulie for your valuable contribution. It is time we listen to Nhlanhla's submission.

Respondent 4.

Thank-you once again, for me I will touch on two of the strategies, I strongly agree to my presenters now, that empowerment and mobilization, I strongly agree on those ones, because especially as I said earlier on that I am from the water sector we know

that with effective projects we have to use those strategies in order to see that the project is 100 % functional. On the other note about empowerment I will also touch on Tinkhundla that like these days I think they have to have maybe numerous workshops where they have to try to, maybe to train the Hounorable Members of Parliament about the importance of Community Development because they are the ones who just impose those projects to them. I think I will add that to the Ministry of Tinkhundla that please in order to improve lets try to train our MP's on the empowerment strategy in the community work. Maybe they should have to join the adult education course so that they see the importance of education in the country. Thank-you

Facilitator: thank you Nhlanhla for the submission on the strategies that work best for you as a community development practitioner. Our next speaker is Gcinaphi Dlamini

Respondent 5.

Eh.. You are taking me out, just now a phone call is coming in, I know they want to ask something, something there at Tinkhundla level has been imposed. I agree that the hounorable members and all the teams have to be empowered at Tinkhundla centers. Social capital with me, like my colleagues have touched all, they are all important, they work versatile, social capital is another important because that's a starter... to say basically from our forefathers they did'nt have capital. There is this facility, social capital is important but people need to be capacitated, they are given funds without being trained on how to handle funds. Trying to empower them again with social capital goes back to the drawing social because they will say the same money that came from our forefathers. Social capital will be powerful because there you are you are given capital for free, you became self-reliant, you become self financially standing. Thank you.

Facilitator : Thank you Gcinaphi for your submission that have added value to the other speakers contributions. Our next speaker is Vusie Dlamini

Respondent 6.

Thank you very much ladies and gentleman , on my side as I have stated before that seemingly as a department we are applying almost of the strategies that are there, except for popular education and advocacy, those I do not think we apply, but the others we are applying all these strategies, mobilization, in terms of empowerment, in terms of self reliant and self help, there is no project that is funded by the government without the people fully participating in the project by contributing some cash or manpower for that project to take place.

Also as a Ministry we also have service delivery because of the Tinkhundla centres where we serve the community through "imiphakatsi" (chiefdom) we also get to assist them get Certificates, Personal Identification, Passports, and all the likes. They manage to get these services although we are not covering all the country; there is a need to improve on that so that the people will get service nearby by not spending money for transport. So in short ladies and gentlemen I think we as some have stated, we need to empower some of these people like the Honourable Members of Parliament because they are the legislators and who make legislation for the country. You can not separate community development with politics, because where there is politics there is development, so you just need to educate people so that they will know very well what we mean by development. Thank you ladies and gentlemen.

Facilitator: Thank you Mr Dlamini for your valuable submission. Next we have Lungile Kubheka to contribute on which strategy works best for her.

Respondent 7.

Thank you once again colleagues, looking at the question which says which strategies are working for us , I think its empowerment , because we have to be empowered in the communities that we are working in or we are working with in the rural folks , some are educated some are not, we have to bring one big understanding to them so they understand what are we up to, where are we going , so empowerment for me is working a miracle , thank you.

Facilitator now having heard about which strategy works best let's look at the next question. What value does implementation of community development strategies add or bring in or uplifting the quality of life in the rural areas.

Question 3. Describe the importance of applying or implementing of CDS in your own point of view as a practitioner.

Respondent 1.

I think the implementation of community development strategies add value in the sense that people are brought together thorough mobilization strategy which previously did not exist as people were in different corners. Once you mobilize them they come together, they share various issues, people have been empowered, they know what needs to be done, they know their challenges, so whatsoever interventions that comes on board it finds people that are empowered, within the community and the social action again people participate because they know the end results, the benefit as well to ensure self-reliance on what ever project or initiatives.

Respondent 2.

Thank you very much , with me community development strategies are of the best value of course I would say because without them I don't see any community achieving whatever it would like to because it is where people you know they get together like my colleagues has just said. They come together to discuss you know issues that you know are bothering their being in the society , they actually went to prioritize various issues that are of importance to their lives, so with me I think the application of all development strategies there is no way that a community can actually succeed or attain its intended goals for instance I would say there is a situation whereby the community has an opportunity to discuss the issue of say water, they discuss do we need a road, do we need a water supply then through the application of these community development strategies , they end up agreeing on which projects do we engage on first, and then you know the second, the third and the like , so with me through application of community

development you know a community can achieve a lot of things you know, and things that of value to the community itself.

Respondent 3.

I also think that the community development strategies are of value, because to me, people are brought together and that creates harmony on its own, as the people come together they are able to share their head together, they discuss that. Another thing Vusi mentioned the development policy, I think if may be we can have that as a country. We can go along way...we need policies for helping Non –Government Organisations, policies for enabling NGO's for going to different communities , they know what to do, may be they know that they have to call all other implementing NGOs in those particular areas to come together and discuss the types of initiatives that they bring to that particular community. Because in some cases you find that the initiatives they are fighting each other we are bringing in self help others are bringing handouts, we cannot yes we cannot do anything in that situation. I think its of value... they are of value.

Respondent 4.

Okay , thank you , what I can say about implementing strategy as crucial to developers I think this adds value in our implementing projects because we have already from the start brought together the people, they prioritise their need, they knew exactly what their intended they knew exactly what their benefit is at the end. Eh..i will disagree with this policy , with this policy , Eh.. because you know what, we can also develop a policy , a community development policy, to implement projects especially where we have to involved the NGO's and so firstly but the only thing use have to look first as a country is there community disputes, that the main thing before you implement a project . you can find that is on the other side is on the other community ,but as a social worker , you see that , that homestead must also benefit , but those community disputes you will not achieve those projects because their chief will not allow her to attend that certain community because that's why I say I disagree first on the policy because as a country

lets try and solve these disputes first, so that we can strongly implement those projects effectively so that we can reach this Kings' vision of 2022, Thank you

Respondent 5.

Thank you very much.... To make all these polices in place including those that guide the Umphakatsi , chief so to speak because without that we cannot even change the dispute issues because if it comes as a gift...(Liphakelo) your thing that..Ah... legally speaking when you talk of a policy it is a guideline, irrespective of who says what. We can try to sort out other issues but without a policy , someone will think especially the strategies its somebody else' live just you choose well , Yes the Checkoway thing will be his thing without a policy and these strategies close like the legal issues are a clause of a legal document, let the strategies because a clause in the development policy because they are so important everyone like all of you in your presentation shows you are about strategies very well but if it was a clause enshrined in a policy, it would make a difference and make bo Mkhaliphi. There are so many directors sing the clause within an enshrined document, thank you.

Respondent 6 .

Thank you very much ladies and gentleman , I think the strategies are trying to help communities more specifically on the Lubombo South these strategies have helped people there and some of them they are still developing , although there are conflicts and chieftaincy disputes in the communities so that development can take place so easily . And in some of the communities for example in the Lubombo South, change is taking place there, they are new directors of companies there, they now own companies there, and have shares and they earn dividends annually.

So it shows that people in some communities are trying maybe to put us in a better position as far as development is concerned because those projects there are not mainly agriculture, there are other projects which are not agricultural projects they also help other people who are not interested in agriculture, so I think if also the government can look at this thing of agricultural projects because seemingly true that "imali

isemhlabatsini " (money is in the soil) and if it is ensured that something is that South of the Lubombo Region at least there is something that they are benefitting from using their land there , so I think if we can also put emphasis on the empowerment part of the strategies, that is a very important part when we talk of the strategies, some people may have the strategies or desires to do something , but without being empowered for development in terms of funding, there is nothing that can go as far as development is concerned . Thank you ladies and gentlemen.

Respondent 7.

Thank you ladies and gentlemen well said, when we empower, we educate , we get results of participation, we get results ofand we have the rural folk now, like Vusi was saying , they are no more migrating to-...the urban areas, they have found what they can do within their communities. We have the national development strategy that has clauses, we have to be by 2022 and really if we are going to be empowering these people educating them, providing them with finances for them to start those projects, there is somewhere we are going as Swaziland, and yes in empowering and educating is some strategies that I think are very crucial as we develop in our communities, thank you, the value, its of value to the development of our communities, Thank-you.

Facilitator: Okay, everything has been said in terms of the three questions. Now out of all the things discussed here today, what is the most important thing that you have learnt, basically anyone can just say something because sesite nalesikhatsi, angasho something nje umuntfu ngive naku, lomunye asho lokunye and bese senta isummary cesicedzile.

Respondent 1:

Thank- you ladies and gentlemen, for me with this group discussion I have learnt a lot , I am surprised, everybody knows a lot community development strategies, with that in mind I would expect them to take on, meaning that it means there is a problem somewhere , lying somewhere that fails the development strategies as it is the situation currently , but really it has been a learning curve to know that everybody knows about

these strategies , we no matter which organization one comes from but they are familiar, base department, they all apply so I have an opportunity to be within this group discussion, Thank-you

Respondent 2:

I learnt a lot for me it's the passion that I saw from this group the discussion on the community development strategies.

Respondent 3:

With me , it's a learning curve, for me I learnt that there is no way without community development strategies that we can fight or alleviate poverty in rural areas, you know when there is very little attention being paid to these very important strategies you know, the number, the percentage of poverty in the rural areas will grow , it is very important for each and every government you know to try by all means to make sure that actually these strategies are used in a very, very, very profitable manner, thank you.

Respondent 4:

I would say the community development office is crucial for the development of the country if government would really give us that status ... officers because after sharing here you would realize that every department needs a community development office so that we know if we have money , how does that money go to the people , which people are we going to give this money if we have resources, how do we distribute these resources do we give them just as a manna to the people or the people must want, want we have lets first educate them that we leave this product but do you really need it? Let me have the need then we can give it to them because now they know if we need this, then they are going to use it somewhere somehow to develop themselves. Thank you

Respondent 5:

I will take this opportunity to thank you, once again Miss Bhembe especially just you to invite us to this forum. On the community side of this discussion, as you know that

community development is the key to development, it starts there, so as you have invited us here, I think as a team we have to do something today. Start doing something so that we can try to spearhead our "top brass people" of the country because if you, you, you don't go to them, those are the ones that have these muscle powers, they are the ones who say implement this project, impose this project as a community we will not be going anywhere so I'm thinking all the people have to do something to start the community development initiatives so that it will work for us within the country, thank you..

Facilitator:

Thank you, for availing this golden opportunity to discuss as practitioners your personal experiences of implementation of CDS as you attempt to fight or control poverty in the rural areas.