

**THE SIGNIFICANCE OF THE INCOME
GENERATING PROJECTS IN
KWA-NGWANASE AREA,
KWAZULU-NATAL**

BM GUMEDE

**THE SIGNIFICANCE OF THE INCOME
GENERATING PROJECTS IN
KWA-NGWANASE AREA,
KWAZULU-NATAL**

by

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**Submitted in partial fulfilment of the requirements
for the degree of
Master of Arts in Community Work
in the
Department of Social Work
at the
University of Zululand**

Supervisor: Dr TAP Gumbi

Date submitted: November 2001

DECLARATION

I, Bonginkosi Mfanawelanga Gumede, declare that the work "*The Significance of Income Generating Projects in Kwa-Ngwanase Area, KwaZulu-Natal*" is my own, and that all sources quoted have been acknowledged by complete references.

A handwritten signature in black ink, appearing to read 'B.M. Gumede', is written over a horizontal line.

B.M. Gumede

DEDICATION

This work is dedicated to my parents Dothina and Samson Gumedede.

ABSTRACT

This study is about the significance of income generating projects in Kwa-Ngwanase area.

The study was conducted on poverty alleviation projects funded by the Department of Welfare and Population Development. As an evaluative research, semi-structured interviews were conducted. A sample of twenty projects was drawn, forty respondents were interviewed where two were from each project.

Related literature has been reviewed that focuses on poverty alleviation and income generating projects. Various recommendations have been made based on the findings of the study.

The findings of the study indicated a need for training project members in capacity building. Project members also need to be motivated in one way or the other so that they can develop a sense of ownership and work hard for the success of their own projects.

The research findings indicated clearly that the strategies and policies were not effective enough in achieving the desired goals of poverty alleviation.

OKUFINGQIWE

Iolucwaningo lubheka ukubaluleka kwemisebenzi eletha inzuzo endaweni yakwa Ngwanase.

Lolucwaningo lwenziwa kubhekwa leyomisebeni. Misebenzi yokulwa nokugwema ubuphofu, imisebenzi exhaswe uMnyango wezenhlalakahle nokuthuthukiswa komphakathi. Kulolu cwaningo kwaba nemibuzo ehleliwe eyayizobhekiswa emaqoqweni angamashumo amabili alemisebenzi. Kule misebenzi engamashumi amabili kwabuzwa abantu ababili ngeqoqo ngalinye, ababuzwayo sebebonke bangamashumi amane.

Kubhekwe ke nemibhalo egxile kakhulukazi kuzo izindlela zokugwema ubuphofu nemisebenzi yokwakha inzuzo. Kube nezincomo ezakhukene ezenziwe zisuselwa emiphumelweni yoncwano.

Imiphumela yocwano izeze ukuthi kunesidingo sokuba kuqeqeshwe labo abenza lemisebenzi ukuthi bakwazi ukuyenza kangcono. Lamalunga alemisebenzi kufanele akhuthazwe ngendlela ukuze ukuthi ayibone lemisebenzi njengeyáwo bese esebenza ngokuzinikela.

Ucwano lukuvezile futhi ukuthi amasu kanye nemigomo ayikwazanga ukusebenza ngendlela ekufezeni izidingo zokugwema ubuphofu lobu.

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5. All participants in women's groups and key informants as well as my research assistance.

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CHAPTER 1

ORIENTATION TO THE STUDY

1.1 INTRODUCTION

A wide range of development programmes have been implemented in rural areas. In most of the development programmes, women are the majority. Women are seen as people who were marginalised and who need to be helped. Women have been seen as passive recipients of help but now through empowerment programmes they are participants in development.

Community developers are involved in everyday practice in development initiatives. South African communities are confronted with a vast number of social problems which result in poverty.

1.2 STATEMENT OF THE PROBLEM

"Over one billion of people in the world today live under unacceptable conditions of poverty, mostly in rural areas" (World Summit for Social Development, 1995:57). As a result the South African Government committed itself to poverty alleviation in the pursuit of a better life for all its citizens. The government policy has demanded that all departments, both national and provincial concern themselves with the alleviation of poverty in rural areas. From 1997 the National Department of Social Welfare and Population Development adopted policies which aimed at creating job opportunities by involving disadvantaged groups such as women in different projects with different programme activities, e.g. sewing, baking and poultry farming. The aim of these programmes was also to

ensure that the women had access to skills training in order to empower them for self help and self reliance.

In 1998 the National Government of Social Development and Population Development allocated fifty million rands to provinces for income generating projects. KwaNgwanase on the north of KwaZulu-Natal is one of the areas where projects were encouraged. There are presently twenty projects all started by unemployed women, who are mothers with children under the age of seven years and mothers who were recipients of state maintenance grants. The aim of the projects was to assist vulnerable individuals and families to increase their capacity to enjoy a better living through employment creation, develop skills and improve their welfare. The purpose of the study is, therefore, to assess the impact that the projects have had on the lives of women in KwaNgwanase, and what the effectiveness of the projects is in alleviating poverty and promoting socio-economic development among the women and the community.

1.3 MOTIVATION FOR THE STUDY

The researcher's motivation emanates from being actively involved in monitoring the poverty alleviation projects in KwaNgwanase area, e.g. the Manguzi Women's Organization, the Masihlanganyeleni and Siyaphambili Block Making, all of which were initiated by women. KwaNgwanase is characterised by features of under-development typified by illiteracy, unskilled practices and poverty. The developmental stance adopted by the democratically elected government aims at unlocking the human potential and ability to obviate social problems under the support of non-discriminating community based organisations and community projects. The essence of the study is to establish the contribution of projects to developing local leadership and community empowerment.

1.4 HYPOTHESIS

The following are the hypotheses of the study:-

- The effectiveness and sustainability of the projects depends on the full participation and involvement of beneficiaries in promoting their own social welfare.
- The full involvement of beneficiaries in the programme implementation process results in the improvement of local leadership and community empowerment.
- The strategies set by the government have a tendency to achieve the goals of poverty alleviation.

1.5 OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

- to determine the involvement of the beneficiaries in improving their welfare;
- to determine the strategies set out by the government in achieving the desired goals of poverty alleviation; and
- to establish the involvement in projects that contribute to improvement of local leadership and community empowerment.

1.6 RESEARCH METHODOLOGY AND PROCEDURE

The design and methodology of the study is discussed as follows:

1.6.1 Research Design

A research design provides the answer to a question: "What are the means to be used to obtain the information needed?" (Mouton & Marais, cited by Collins in McKendrick, 1987:2560). The researcher used both the qualitative and quantitative methods of research.

According to Neuman (1997:30) "quantitative data method refers to the collection of data using number counts and measures of things and qualitative research basically which involves the use of words, pictures, descriptions or narratives."

In this study the researcher ^{will be using the qualitative design} used the evaluative design because the aim of the study was to find out the effectiveness, importance, meaning and efficiency of income generating programmes to the beneficiaries and community as a whole. Tripodi in McKendrick (1987:258) defines evaluative research "as the application of research methods to the production of knowledge that is useful in appraising the effectiveness of technologies and programmes."

1.6.2 Population and Sample

The research population were all the beneficiaries of the twenty poverty alleviation projects in KwaNgwanase area. The researcher enlisted all names of the beneficiaries of the twenty projects. In choosing the

respondents in the study, the researcher used the probability sampling procedure. Systematic random sampling where twenty respondents were chosen from the list of the beneficiaries of the twenty projects was used. Mowettee, Sullivan and De Jong (1994) state that probability sampling techniques ensures that each element had an equal chance of being included in the study.

1.6.3 Research Instrument

An interview schedule was used to probe both verbal and non-verbal cues of the respondents and this gave the interviewer the opportunity to clarify matters where necessary. In this study the researcher used an interview schedule which was comprised of both open and closed-ended questions. The interview schedule was constructed in English and then translated in IsiZulu and administered in the same language, isiZulu as almost all the respondents have a low educational standard, and therefore are not conversant with English.

1.6.4 Procedure for Data Collection

In this study the researcher used the structured interview to direct the observation of respondents. The researcher perused the project documents like minutes of a meeting, project report files and the formal literature review. The interview schedule was used which had fixed response questions and open ended response questions.

1.6.5 Data Analysis and Interpretation

The information gathered was analysed statistically using graphs and

tables in presenting data. The use of data analysis was to establish frequencies and correlation of findings. The findings were then presented in the form of descriptive statistics and qualitative discussion of findings.

1.7 DELIMITATIONS OF THE STUDY

The study focussed on poverty alleviation programmes which are income generating projects. These poverty projects were funded for the period from 1999-2000 financial year by the Department of Social Welfare and Population Development. The study only focussed on 20 projects at KwaNgwanase area.

1.8 DEFINITION OF TERMS

The following terms are defined in order to eliminate misunderstanding about the conceptualisation of terms.

1.8.1 "Community Development"

Community development can be defined as always: "... to connote the process by which the efforts of the people themselves are united with those of government authorities to improve the economic social and cultural condition, to integrate those communities into life of the nation and to enable them to contribute fully to the national progress" (United Nations, 1963).

Emphasis of this definition in this study will be on the participation of the beneficiaries of the project in poverty projects and effectiveness, the impact and worthiness of the programme in promoting the welfare of the communities.

1.8.2 **"Money Income"**

Money income is defined as the sum of gross pre-taxed income, wages and salary, net income of self employment, any other cash income, including interests and dividends, and cash transfer payments, such as pensions, social security, public assistance, and unemployment compensation (Encyclopaedia of Social Work, 1995:867).

1.8.3 **"Poverty"**

In this study the concept of poverty will be defined as the state of being poor or deficient in money or means of subsistence. The poor are seen as being handicapped by the lack of resources in the environment, limited opportunities for employment and for educational advancement.

Poverty is usually defined with reference to poverty datum line, i.e., if a household earns an income lower than a set amount that household and its members are deemed to be living in poverty (White Paper of Social Welfare, 1995:86).

Poverty can also be defined as that condition in which a person, because of either inadequate income or unwise expenditures, does not maintain the scale of living a high enough to provide for his physical and mental efficiency and to enable him and his natural dependence to function useful according to the standard of the society in which he or she is a member. Anyone living in that condition is below the poverty line (Gillin, 1946:240).

1.8.4 "Empowerment"

Potgieter (1998) define empowerment as a process of increasing personal, interpersonal and collective power which allows individuals, families, groups and communities to maximise their quality of life. The helper enables them to gain the capacity to interact their environment in ways that enhance their need gratification, well being and satisfaction and closely linked to competence, self-esteem, support systems and belief that individual action or actions with others can lead to improvement in one's situation.

1.8.5 "Programme"

The term programme refers to related and mutually supportive activities which are seen as discreet projects but can aggregate into a programme. The programme deals with a much larger area of activity and has many facets.

1.8.6 "Projects"

In this study the concept of projects will mean programmes for income generation projects which are funded by the Department of Social Development and Population Development for the 1999-2000 financial year.

1.9 THE VALUE OF THE RESEARCH

The research will assist policy makers in planning, implementation and decision-making about different programmes. The findings will also assist in improving

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1.9 THE VALUE OF THE RESEARCH

The research will assist policy makers in planning, implementation and decision-making about different programmes. The findings will also assist in improving

the quality of service delivery to individuals, groups and communities. These, it is hoped, will help in addressing barriers, conflicts and contradictions which may have negative impact on empowering the community and which may result in distorted development.

1.10 ORGANISATION OF THE STUDY

Chapter 1: Introduction

Chapter 2: The Historical Development of KwaNgwanase Area

Chapter 3: Theoretical Framework of Poverty in South Africa

Chapter 4: Research Methodology

Chapter 5: Data analysis and Interpretation

Chapter 6: Summary, Conclusions and Recommendations

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CHAPTER 2

THE HISTORICAL DEVELOPMENT OF KWA-NGWANASE AREA

2.1 INTRODUCTION

This chapter deals with the historical development of Kwa-Ngwanase Area in KwaZulu-Natal. This chapter will look at the different areas of development. These different programmes include projects and services rendered in the community which will be mentioned in this chapter. This chapter will also look at the demographic profile of the areas, its origin, population density and different social indicators that characterize people of that area.

2.2 THE HISTORICAL DEVELOPMENT OF KWA-NGWANASE AREA AND ITS ORIGIN

The northern area of KwaZulu-Natal and the area of Mozambique and Swaziland that borders on these countries have a rich heritage, disappearing languages and traditions. This comprise the use and conservation of biodiversity, ancient fish traps, the ghost mountain, where ancestors of the Gaza Empire are buried, Dingaan's grave and Border Grave where records of ancient human settlement are found. All this characterizes the area and makes the community to be attractive to most of its tourists.

Kwa-Ngwanase, also known as Manguzi, is found in the north eastern area of KwaZulu-Natal, South Africa. The area is bounded by Mozambique border in the north and Swaziland in the north west. It is situated approximately 100

kilometres north west of Jozini and 15 kilometres south of the Mozambican border. The area is far from the urban areas. It is approximately 600 kilometres north of Durban Metropolitan Area. Durban is the main city, commercial and industrial centre of the province of KwaZulu-Natal.

Missionaries arrived in this area and came to govern it. The government took over in 1984, which followed the missionaries. A significant event that almost took place is that, Swaziland wanted to take Ingwavuma to be under its governance. Its interest was to own Kosi Bay as one of the bays that invests money in communities and creates job opportunities for people. Kwa-Ngwanase is now developed with adequate resources which is necessary for rural community.

The area has a long history of service provision to the surrounding community, which is estimated to be in the region of 100 000 people.

The commercial component in the area has tremendously boomed in the last decade. The main focus of service, therefore, still remains as services provided by the government departments and community-based organizations, the Manguzi Hospital with 290 beds, 9 residential or day care clinics, 29 Mobile Clinics, 300 community workers and other community-based health programmes rendered in the community.

Other social services include the South African Police Services (SAPS), the Department of Agriculture, primary and secondary schools, and the Department of Welfare.

Engineering services are restricted to the piped water supply and a rudimentary Telkom telephone network (Manguzi Special Framework, November 2000).

The area currently falls under the jurisdiction of Mhlabuyalingana Municipal wards of KZ277. Manguzi will be under formal development that is in terms of the existing legislation administration control. Currently this function is performed by Tembe Tribal Authority.

The Manguzi development forum provides input on specific issues that concern development in the village. Other structures such as business forums, women's groups provide assistance and support to the developing groups and small businesses in the village.

Although the Manguzi, from an outsider's point of view, appears to be striving, this does not reflect the current reality. Kwa-Ngwanase is characterized by a limited economic base, reliance on subsistence agricultural activities and limited infrastructural and other facilities.

Generally the community is young with limited exposure to employment and educational opportunities. However, improved linkages, the SDI route, for instance, with the rest of KwaZulu-Natal will improve the areas accessibility and together with the opportunities provided by the area of international environmental significance to tourism. Employment opportunities and improved service provision should, therefore, follow (Manguzi Spacial Framework, November 2000).

The lack of industries in Maputaland has serious negative implications if we consider unemployment in the area. Most of the small industries in Kwa-Ngwanase are informal industries dealing with the production of palm wine, handcraft and the collection and selling of needs. There are small industrial centres established by KwaZulu-Natal finance co-operation (KFC) located in Manguzi. The only main manufacturing industry found in the area is a timber

treating plant at Mbazwana and cashew nuts production at Manzingwenya.

In the past Maputaland area, which is actually also called Manguzi, can be considered as one of the gateways to focal points. This has been sheltered from human intrusion as a result of Malaria, the tsetse-fly and its relative remote locality in the north eastern corner of KwaZulu-Natal. However, the increasing demand and interest shown in the area which offers a pristine coastline with a coral reef lake system, indigenous forests and rugged mountains will place an additional pressure on the authorities to facilitate and promote the structured and orderly development in Manguzi.

2.3 PHYSICAL CHARACTERISTICS OF THE AREA

The land is owned and used by the community members. It is still under the control of traditional leaders. People own and control the physical resources of the area. Land is used primarily for agricultural activities, where the community practises agriculture by means of small scale farming. Land is also used for commercial farming.

The area is sandy, flat as it is along the sea. Community members use 4x4 open bakkies, buses, taxis and in other inaccessible places they use tractors for transport. The area is well developed and it attracts most of the tourists, so a lot of income is invested in the area. There are bed and breakfast lodges along the coast which are owned by some of the community members.

There is also the Maputaland mirror which is a local newspaper, which people use for to communicating through articles, advertisements, educational programmes and announcements.

There are adequate public telephone booths around Manguzi but there are no public phones from other areas. Community members need to travel for about nine kilometres in order to have access to phones. The crime rate is also fairly high, telephone booths are abused and vandalized by community members. The majority of community members have access to the piped water scheme, electricity and private telephone lines.

Other members of the community fail to pay for water, electricity and telephone expenses. It is estimated that 65% fail to pay for electricity and water rent and this results in services closure by the service providers.

2.4 POPULATION DENSITY

The area is along the boarder of Mozambique and Swaziland. The location of the area results in having unrealistic statistics. The population density is incongruence since other communities are in a position to produce identifying documents indicating the South African citizenship.

Table 2.1: The Statistics of Umhlabuyalingano Municipality

Population						Total
Male			Female			
< 15	15 - 65	> 65	< 15	15 - 65	> 65	
21 700	29 506	5 409	22 373	41 923	4 166	122 069
21 700	29 506	5 409	22 373	41 923	4 166	122 069

Table 2.2: Population Breakdown According to Municipal Wards of KZ271 by Year 2001

Wards	Male			Female			Total
	< 15	15 - 65	> 65	< 15	15 - 65	> 65	
1	947	1 244	99	959	1 981	237	5 463
2	2 620	3 310	279	2 573	5 291	493	14 567
3	2 035	3 103	183	2 168	4 104	354	11 945
4	1 384	2 111	206	1 318	2 777	350	8 145
5	1 519	2 195	182	1 607	2 921	338	8 761
6	1 849	2 603	198	1 942	3 500	340	10 433
7	2 992	3 768	262	3 200	5 319	517	16 060
8	1 824	2 416	174	1 821	3 381	259	9 876
9	2 082	2 706	242	2 165	3 821	299	11 313
10	1 510	2 241	214	1 504	3 468	360	9 297
11	1 404	1 992	168	1 482	2 883	273	8 201
12	1 531	1 817	202	1 634	2 477	346	8 008
Total	21 700	29 506	2 409	22 373	41 923	4 166	122 069

(Extract from Umhlabuyalingano Municipality (KZ271) – Interim Integrated Development Plan, April 2001).

The statistics for the year 2000 in Kwa-Ngwanase is estimated as follows:

The official figures: 76 000

The unofficial figures: 96 000

Birth rate estimated per year: 1 300

Death rate estimated per year: 810

Table 2.3: Statistics Arranged per Age Group

Age	Male	Female	Total
> 7	1 500	1 000	2 500
7 – 15	800	925	1 725
15 – 21	700	680	1 380
21 – 28	900	500	1 400
28 – 45	480	500	980
45 – 52	650	400	1 050
52 – 60	900	1 000	1 900
> 60	200	300	500
Total	6 130	3 305	11 465

2.5 SOCIAL CHARACTERISTICS

Number of Preschool Centres and Creches: 40

Number of Primary Schools: 34

Number of Secondary Schools: 21

Number of High Schools: 18

Number of Established Clubs:

 Women's Clubs: 43

 Youth Clubs: 6

 Dance Clubs: 1

Number of Sport Fields: 32

Number of Cinemas: 1

Post Office: 1

Number of Hospitals: 1

Number of Residential or Day Care Clinics: 29

Number of Doctors: 11

Number of Church Denominations: 16

Organisations:

Private Medical Services:

3

2.6 RELIGION

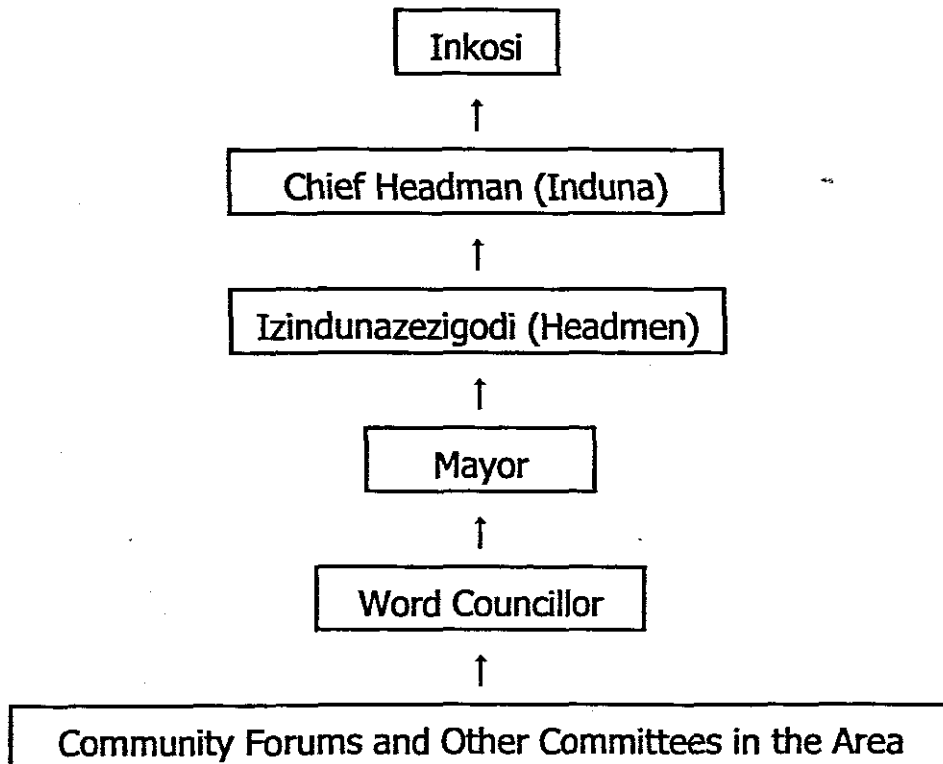
There are different types of church denominations existing in the area. These include the following, the:

- Church of the Holy Ghost
- Roman Catholic Church
- Anglican Church
- Zion Congregation Church (ZCC)
- Apostolic Faith Mission
- Dutch Reformed Church
- Maranatha Church
- Evangelical Church
- Faith Mission
- African Evangelical Church
- Methodist Church
- Christian Centre
- Nazareth
- Zion, and
- Seventh ^{DAY} Adventist Church

2.7 TRADITIONAL LEADERSHIP

The Tembe Tribal Court forms the central, traditional management for the area. The laws, development and issues relating to the area are still controlled by the Tembe Tribal Authority.

Structure of Traditional Leadership



2.8 DEVELOPMENT PROJECTS AND SERVICES IN KWA-NGWANASE AREA

There are different components of developments for community members. Different departments are actively involved and focus on development and at the same time on empowering community members with different skills and knowledge so that they become independent.

The Department of Public Works offers different projects aimed at creating job opportunities for the local people. However, other departments like the Departments of Agriculture, Welfare and Economic Affairs and other community-based organizations provide technical skills to the entire community members.

The majority of the community members are involved in small businesses and entrepreneurship skills like selling in the free labour market along the road. The

people in Kwa-Ngwanase are skilful in craft work and indigenous technology. Other community members practise informal trading, where they produce furniture and sell it to the larger community. There is considerable competition in informal trading as there are highly skilled people in handcraft, for example, people from Mozambique. The high competition results in South African citizens living poorly as their products are not marketed well.

2.8.1 Lubombo Spatial Development Initiative

The establishment of the Lubombo Spatial Development Initiative, is an initiative to promote rapid development, amongst others in the Maputaland area, by unblocking the obstacles in the way of development.

The SDI road from Hluhluwe in the South to Maputo in the North, some sections of which have been completed, will increase the traffic flow through the town and this presents economic opportunities for the local people. It is suggested that this road will provide an all weather road access to 78 existing and planned tourism projects in the Maputaland region (Manguzi Spatial Development Framework, November 2001).

The aims of Lubombo Spatial Development Initiative are to:

- promote public sector investment in improvements to the region's infrastructure, mainly by improving transport corridors. A new road linking Hluhluwe to Maputo is being built. Improvements to the N2 between South Africa, Swaziland and Mozambique are being made.

- establish a small business support programme with relevant agencies that will allow local residents to take up opportunities for new commercial activity along the transport corridor.
- create an attractive and stable climate for investors in which to operate. Transnational protocols and multinational programmes, improved border ports, curbs on malaria, cross border conservation and a regional tourism campaign.
- develop and support a transnational control programme with relevant agencies that will extend health services, local capacity building and job creation.
- prepare and package opportunities for private sector investment in tourism and agriculture. A number of nodes that have the potential for high level growth have been identified.
- broaden ownership patterns in the regional economy; create opportunities and support structures for small business and encourage outside investors to form joint ventures with local entrepreneurs and community.
- build an international competitive regional economy (Launch of LSD Road, 2001, Compiles by Libby Dreyer & Others).

Spacial development initiative is one of the strategies for community development in Kwa-Ngwanase area. Different programmes have been initiated by this programme in this area.

The development in rural areas should not be confused with urban development and that care should be taken through the planning process to ensure appropriate development and economic growth. In this regard a meeting confirmed that the principles of sustainable development be implemented, creating and maintaining local expertise in business management and community affairs. This would ensure that development is integrated and accepted by the community, not imposed. It is suggested that the community takes ownership of the plan, set planning and development direction and that local labour and entrepreneurs be brought into process (Kwa-Ngwanase Integrated Planning and Development Framework, 16.07.1997).

2.8.2 The Transport Forums

Transport forums established in Kwa-Ngwanase are aimed at managing transport related matters and make sure that the community at large benefits by means of creating small businesses. There is no discrimination according to race, sex, disability and whatsoever. The forum includes women and youth and comprises representatives of the following groups and organizations:

- Regional Tribal Authority
- Business Sector
- Taxi Associations

- Public Transport
- Farmers Associations
- Organised Labour Organizations
- Youth and Women's Groups
- Professional Bodies
- Other Community-based Organizations.

2.8.3 Kwa-Tembe Tribal Authority (Top Ten Programmes)

The top ten consist of members of the Tembe Tribal Authority and the Department of Nature Conservation. This committee is consulted in relation to development in Kwa-Tembe tribal ward.

The natural resources of any rural area are the basic materials which the people living in that area depend on for their livelihood and have a fundamental right to exploit such natural resources in order to improve the social and quality of their lives.

The principle of top ten is to make sure that all development activities undertaken by people of that area, are aimed at the improvement of social and economic quality of life of local community members. The programme is aimed at being widely integrated and balanced programme with the need to concur and protect the natural resources, on which they rely on. These include the following:

- the conservation and protection of the natural environment which is crucial for the survival of all life. There are certain places, features and creatures which require to be protected against excessive human

encroachment and degradation.

- efforts at the conservation and protection of the environment in any area in order to be sustainable and viable. These must be taken jointly by conservation authorities established by law and the people who reside and make their living in that area and for their natural benefit (Kwa-Ngwanase Integrated Planning and Development Framework, 16.07.1997).

2.9 ECONOMIC CHARACTERISTICS

The unemployment rate is very high, but the community at large depends on informal marketing where they sell their crafts and traditional attires to the tourists. The area is along the sea which attracts most of the outside people or visitors. The economy of the area and employment opportunities is, however, improving, where people are employed as tourist guards. Other jobs are also available in the area. The lodges also employ some of the community members. The Nature Conservation Services (NCS) is one of the government agencies which employs a large number of people. There is a big factory for cashew nuts which also assists in creating job opportunities for the neighbourhood.

Community members, however, have different skills. They do not depend only on formal employment and about 70% are self-employed.

The community is characterized by a high rate of crime, and of alcohol and drug abuse. The problems mentioned above result from the high rate of unemployment. Some of the contributing factors is the influx of immigrants from Mozambique, Tanzania and Swaziland. This results in the overpopulation and

homelessness of people, which in turn results in community crime in order for these people to earn a living.

The Government of national unity should introduce programmes and projects which aim at creating job opportunities for these people. The community developers also need to work with the community in identifying the programmes and projects that can assist them in generating income for their families.

2.10 SOCIAL PATHOLOGY IN THE COMMUNITY

The community is wide with a high population living in close proximity. Most of the people live on state grants, that is, disability grants, old age pensions, child support and foster care grants.

There are about 9 600 physically channelled people. This includes people of different age and sex groups. The HIV/AIDS epidemic in the area is also very high. The physically channelled people include the deaf and dumb, and the blind and those who are physically disabled.

The problem faced by these people is that most of them are being neglected by their families. Their needs are not being cared for by the people concerned. Those who are disabled do receive state grants but these grants are abused by other family members.

There is no special school for the physically channelled children and the majority of children are not in school. They receive care from the therapy health team. The sexual abuse and child neglect is also high due to the negligence from the parents in taking care for their children.

2.11 SUMMARY

Although Kwa-Ngwanase is a rural area, it is likely to improve because it is along the sea, where a lot of investment takes place. Generally, the community's youth have limited exposure to employment and educational opportunities. Different projects are developed in order to create job opportunities and improve the area. The Maputaland corridor, the public works projects, tourism programmes are the main projects for income generation intended to improve the life of people in this rural community.

CHAPTER 3

INCOME GENERATING PROJECTS IN RURAL AREAS OF SOUTH AFRICA

3.1 INTRODUCTION

In rural communities, women and children are the most at risk. Women have taken initiatives to improve their situations and those of their families. Encouraging women to use their leadership skills, providing opportunities for them to participate in community decision-making; supporting women's organizations are some of the actions communities can take to open up opportunities for generating employment for poor women.

One of the goals of the White Paper on Social Welfare is to facilitate the provision of appropriate welfare services to all South Africans, especially those living in poverty, vulnerable groups and those with special needs.

This chapter will give a theoretical background which will serve as a frame of reference for the research.

3.2 PERCEPTION OF THE COMMUNITY ON POVERTY IN SOUTH AFRICA

The poverty among community members can be measured differently. There are various arguments that authors establishing lines that separate the poor from non-poor have advanced.

For the purpose of this study people living in poverty are those that have food shortages, those that are unemployed and in child-headed households. Most of the households obtain food from money generated through projects or self-employment. Given the fact that unemployment in rural areas is high and that opportunities for self-employment are virtually non-existent, many households are accordingly unable to afford the daily living requirements.

According to statistical evidence in South Africa (2000), it is estimated that 39% of the population is vulnerable to food insecurity. Food insecurity is one of the major indicators linked to poverty and vulnerability.

According to Meier (1984:162),

“poverty is seen as the absolute deprivation of a set of human needs without which the human potential cannot be realized.”

The researcher is of the opinion that, the poor are poor because of having inadequate income to purchase or having no access to basic needs such as food, shelter and security.

In further explaining the notion of poverty, we would observe that:

"Poverty and the poor are also associated with high unemployment rates, regardless on how they are measured. Most of the poor people have got no formal jobs. Among those who are included at work as labourers, most of them are women who are earning low wages" (Encyclopedia Article on Poverty, 2000:3).

While income and skills can be measured fairly easily, other definitions of poverty are based on more subjective concepts. A basic subjective definition is that people are poor if they believe they do not have enough resources. Studies like the United Nations Development Program (UNDP) annually publisher of the human development report, have shown, for example, that when people say they are poor if they believe they do not have enough resources (Encyclopedia Article on Poverty, 2000:5).

Poverty in South Africa is primarily a feature of the previously disadvantaged population. It is estimated that almost 65% of all South Africans live under the poverty datum line (White Paper on Social Welfare, Government Gazette, vol. 386).

3.3 COMMUNITY PARTICIPATION AND INVOLVEMENT OF PROJECT MEMBERS IN PROJECT MANAGEMENT

Community participation from the outset, i.e., the planning process is critical to the sustainability of the projects. The mid-term assessment has

revealed that projects in which the community had limited ownership and struggled to get off the ground. A greater understanding, direct ownership of the objectives is likely to lead to a higher level of commitment from the target group themselves (Business Plan 2001/2003, May 2001:3).

Community involvement in problem identification, need assessment, assessment of project relevance can help in organizing local self help schemes in a community where the community can come together and discuss problems which they may experience in project management.

Through democratic discussions, a community can get information about the problem and the problem can be clearly defined, and well understood by the project members.

According to Cloete *et al.* (1996:17),

"Community involvement and participation are prerequisites for a successful community development initiative."

Because of this reason the measurement of the participation of the community members can be directly related to the success or failure of the projects, in as far as it concerns the process, i.e., human development.

Avis (1973) and King (1965), state that community involvement helps in tackling local problems, and it will facilitate proper identification of local needs. It allows the citizens to express their felt needs, directly as opposed to what others may perceive those needs to be.

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Cloete *et al.* (1996:28), have further argued that only people themselves can say what their needs are and what they want. Development must start at grass-roots level, from within people.

This approach to development thus puts people and their needs to the centre and puts special emphasis on their responsibilities. It is important that people must state their needs, get involved and make decisions about their project. The involvement and participation of community members play an important role when problems have to be addressed and needs to be satisfied.

The participants should be organized on their own free will or should be encouraged to do so, on their own. They must not be forced to be involved in activities that are not in their interest. Active participation of community members, from problem identification, problem diagnosis, decision-making, project design, project implementation and evaluation needs to be encouraged. The group members must know the efficient utilization of external and internal resources.

He also observed that:

"Poor women become active participants in planning and management, such planning is widely recognized as a major factor in enhancing project relevance and the sustainability of project effects and ensuring that poor women receive fair a share of the project assistance" (Nic Williams, 1996:8).

3.4 DEVELOPMENT AND IMPACT OF POVERTY ALLEVIATION PROGRAMMES

Communities, families and individuals have devised and adapted to a variety of survival strategies within their status of poverty and vulnerability. Individuals within the household can be seen to be trying different tactics which are hoping to generate an adequate and sustainable livelihood.

Julian (1998:82) also comment on the importance of gaining control over income resources. According to Chopra and Ross women and men depend on agricultural production in terms of poverty. Women also have emphasized that the income earned on income generating projects belong to them, and they are the ones who should determine how the income will be spent.

The researcher is of the opinion that poverty alleviation programmes empower people to tackle their problems and to see their potential.

One of the goals of the White Paper on Social Welfare is to facilitate the provision of appropriate welfare services to all South Africans, especially those living in poverty, vulnerable groups and those with special needs.

To achieve the objective of programmes they should be funding income generating programme and projects for community empowerment (Business Plan, 2001/2003).

According to Hepworth and Harsen (1993:493) quoted by Potgieter (1998),

they define the concept empowerment "as a process of increasing personal, interpersonal and collective power which allows individuals, families, groups and communities to maximize their quality of life."

The worker enables them to gain the capacity to interact with their environment in ways that enhance their needs' gratification, well being and satisfaction, closely linked to competence, self esteem, support and belief system; that individual action or actions with others can lead to improvement of one's situation.

Poverty alleviation for women means not just an increase in their income but greater access to productive resources, such as land, capital, technology and opportunities to develop skills needed to improve their lives. It is a question of empowerment, of enabling women to help themselves (United Nations, 1995:3).

Poverty alleviation programmes expose women to different training workshops, where they learn different skills, such as financial management, project management and capacity building in different project management issues.

3.5 COMMUNITY DEVELOPMENT

For the purpose of this study, community development can be defined as the process in which the efforts of the people themselves are united with

those of the government authority, to improve the economic, social and cultural conditions of their communities. It involves two processes:

- The participation of people themselves in efforts to improve their living conditions with as much reliance as possible on their own initiatives,
- the provision of technical and other services in ways which encourage initiative, self-help and mutual help and make these more effective (United Nations, 1963:3).

Community development are viewed by different authors as a process that requires a certain procedure aimed at achieving specific goals. As a process it does not take place in isolation but there is inter-sectoral collaboration where it ensures that there is holistic response to human needs. It is cost effective in the sense that it ensures that there is no service overlap.

It works better when different sectors have clarity on roles and responsibilities. For example, in a poverty alleviation programme the Department of Welfare does not work in isolation but the department works hand in hand with the Department of Agriculture, the Department of Health and the Department of Labour. The different departments offer different skills in relation to their field of practice.

3.6 DEVELOPING LEADERSHIP

"Leadership can be defined as the frequency with which one individual influences or directs the behaviour of others within a group" (Napier, 1993:229).

Leadership should be developed among project members where the beneficiaries of the project should be active participants and accountable for all issues relating to the projects. Committee members are the ones who direct other project members and hold leadership positions in different projects. Project committees have power over other project members.

According to Napier (1993:229), power is not universal, but it is limited by a person being influenced. A powerful person has power over only those whom he or she can influence in the areas and within the limits defined by a person being influenced. What we observe is that:

"Part of the organizer's job is to help poor people to develop the type of leadership quality that will make them effective in broadening and consolidating the power of the poor within the community" (Kan, 1998:35).

Often, many of the effective leaders of the poor people will be among those who have the least stake in the community. Other categories of people are those within the poor community, from which effective leadership has often emerged. These consist of those who have income that is independent of pressure from one power structure.

According to Skidmore (1995:144), leadership can be viewed in a form of a position and an ability. As a position it means that a person is responsible for the control of certain situations and is in a directing or guiding position. As an ability it refers to the capacity or skills to influence relationships with others so that they will follow the path taken by the leader.

In project management and implementation, it requires a responsible person that will guide, direct and provide information to the whole group. It is a person that will be influential to the group; to assist the group and work toward their benefits. Leadership is the process of influencing others toward the accomplishment of goals.

3.7 PRIORITY AREAS OF ACTION FOR POVERTY ALLEVIATION

Social development and environmental protection are essential for boosting living standards and eradication of poverty in a sustainable manner. Action in all these areas should be aimed at the social and the economic integration of people living in poverty.

Overcoming hunger and poverty requires a range of complex actions, including the promotion of sustainable equity in the distribution of goods and services (Wealth and Poverty, 1990:57).

The Government of National Unity has aimed at the empowerment of the poor through ensuring their access to productive resources and has enabled them to produce food and increase earnings for their living. The social development strategy has aimed at furthering people's participation

in the development process by reforms in national institutions, enhancement of local governance and creating or strengthening them. More attention will be given to women and other disadvantaged groups like people living with disabilities and children.

The anti-poverty programme aimed at providing financial and human resource support to identified targets of poor communities especially the rural areas where women, children and the youth are most vulnerable.

Increasing income and participation in the economy by the unemployed and poor people through targeted measures to improve their skills, through training and expanding the opportunities for the poor by engaging in economic activities, by determining their access to land, credit and other productive activities are some of the purposes of the poverty programme. Anti-poverty strategies have also aimed at attending to social problems, improving the economic conditions of the disadvantaged groups and have attempted to address the imbalance of people in rural areas, and to create job opportunities for unemployed and vulnerable groups.

The World Summit for Social Development (1997:3) suggests the following strategies for poverty alleviation. Some of the strategies are:

- Promoting the high and sustained rates of economic expansion and employment creation through policies designed to create an enabling environment for rural communities.

- Through targeted measures to improve their skill training and upgrade their health status and living conditions.
- Expanding opportunities for the poor to engage in gainful economic activities by widening their access to land, credit and other productive factors.
- Targeting those localities and intervening in those areas where the poor reside and where needs are greatest.
- Addressing the pressing economic and social problems of the aged, the disabled, and those otherwise unable to engage in productive economic activity through public assistance and income generating programme.

3.8 STATE PLANNING AND WOMEN

Nelson (1979:4) has observed that:

"A number of writers on development have expressed concern that target population such as women should participate equally in the development process, in other words, that they should have self-determination in the decisions concerning their own welfare and the management of their own economic affairs".

Heyser and Sen (1994:48) have noted that:

"Throughout the region the declaration of the United Nations Decade for Women has generated responses at both governmental and non-governmental levels. Growing documentation of gender inequalities and of the complex linkages between development processes and women's social subordination and pressure from emerging women's movements and from aid donors, on the other, have led to some innovative experimentation by government and non-governmental organizations".

Different strategies have, therefore, been on the discussion at the national level about the programme that can create job opportunities for the unemployed rural women through credit and income generation programmes. This statement is supported by Heyser and Sen (1994:48), where they emphasized that many of the poverty alleviation or employment generation programmes in India have not always specifically targeted women. But the disproportionate response from women work seekers testify both to the magnitude of the problem of female poverty and to the lack of opportunities for poor women.

The meeting of human needs becomes a revised strategy for a government rather than developing an environment like the improvement of infrastructures, like building of clinics, roads, recreation halls, etc., but policy makers have come to view it as an instrument of overcoming persistent poverty, absorbing the unemployed and diminishing inequality.

According to Meier (1984:161),

"Redistribution would result by providing investment resources to the poor, improving the quality of work in rural and urban informal sectors and redirecting public investment. There would be a special emphasis on agriculture and rural development as the major concern of poverty oriented planning."

The focus now is the growth of the absolute standard of living of the majority of the South African communities who have suffered from absolute poverty. The people themselves must generate income for their families with minimal involvement of the government.

Meier (1984:164) has also emphasized that the new approach should provide public services that reach the poorest and should be designed to improve the income earning opportunities for the poorest.

Issues relating to poverty and women have occupied an important place in the planning exercises from the very inception of planning in the country. Each five-year plan has an analysis of the problems associated with poverty and women. It has also proposed alternative options and approaches to poverty alleviation and women developing specific programmes and courses of action.

The emphasis on the policy framework is on the transformation of traditional social welfare to that of a multifaceted investment to ensure

that integration of human capacity takes place to address poverty and promote social integration (Business Plan, 2001/2003, Poverty Programme).

3.9 SUMMARY

This chapter set out the theoretical background on income generating projects in rural areas of South Africa. This chapter has thus highlighted some of the government strategies on poverty alleviation programmes. The participation and involvement of community members have also been highlighted. The chapter has also indicated the impact of these programmes on their respective communities.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

In this chapter, the researcher discusses the major components of the methodology of the study. This includes the research design and methodology, the sampling procedure, the tools of data collection, the research instrument, and analysis.

4.2 RESEARCH DESIGN

In this study the researcher used the evaluative design because the study aimed at finding out the effectiveness, importance, meaning and efficiency of income generating programmes to project beneficiaries and the community as a whole.

According to Babbie (1992:89),

✓ “a research design attires the planning of scientific inquiry - designing a strategy for finding out something.”

For this study the researcher used the qualitative as well as the quantitative type of research.

According to Neuman (1997:30),

“the quantitative data method refers to the collection of data using

numbers, counts and measures of things and qualitative research basically involves the use of words, pictures, description and narratives."

Tripodi in McKendrick (1987:228), also emphasised that,

"evaluative research refers to a research purpose rather than a specific research method. Its special purpose is to evaluate the impact of social intervention. The evaluative research is also a process of determining whether the intended results were produced".

The qualitative method helped the researcher to access the clients' attitudes, values, beliefs and their perception towards poverty alleviation programmes. Qualitative research methods also helped the researcher to gain more insight and understanding into the problems experienced by project beneficiaries. Besides, quantitative methods also helped the researcher to use figures to present data collected easily.

4.2.1 The Sampling Procedure

In the selection for a sampling technique, the researcher ensured that each element had an equal chance of being included in the study.

4.2.1.1 The population

The research population comprised of beneficiaries of the twenty poverty projects functioning in KwaNgwanase area, in Ingwavuma District, KwaZulu-Natal. The study was about

projects funded by the Department of Social Development from the period 1998-2001. The beneficiaries of these projects are women.

4.2.1.2 The sampling strategy

The researcher used the probability sampling procedure for this study. Sheaffer, Mendenhall and Sullivan (1990:137), state that in probability sampling each element in the population has some chance of being included in the sample, and the investigation can determine the chances of each element being included in the research.

In this study the researcher used the stratified and judgmental sampling procedures because he knew the income generating projects in the area. According to Babbie (1992:215), stratified sampling is a method for obtaining a greater degree of representativeness by decreasing the probable sampling error, rather than selecting your sample from the total population at large. The researcher ensures that the appropriate number of elements are drawn from homogenous subsets of that population.

In choosing the respondents in the study, the researcher used the ^{transfer} systematic random sampling where ²⁰ forty respondents were chosen as the respondents for the study.

The sample was chosen from a list of the poverty alleviation project register kept by the Department of Social

Development. They are twenty (20) projects functioning in KwaNgwanase area. One respondent was randomly selected from each project. This led to twenty (20) respondents for the study.

4.3 RESEARCH INSTRUMENT

The type of measuring instrument used in this study for collection of data, comprised an interview schedule. The interview schedule was constructed in English and then translated to IsiZulu and administered in the same isiZulu language as almost the majority of the respondents have a low educational level. The following areas were covered by the research instrument: information about the project, participation and involvement of project members, programme planning and implementation.

An interview schedule was used which enabled to probe both the verbal and non-verbal cues of the respondents and in order for the interviewer to give clarity where necessary.

In this study the researcher used an interview schedule which, consisted of both open and closed-ended questions.

Face to face interviews were conducted through semi-structured questionnaires to ensure flexibility and at the same time the researcher was able to observe and use his own clarification where necessary.

The researcher consulted some sources with past information about women groups. The researcher read project files, documents, mid-term assessment reports for the June-July 2000 period conducted by the Social Development

officials together with Independent Development Trust. This information formed the background where the researcher was able to interpret and gain insight in some of the issues, like project implementation, business plan, minutes of the previous meetings and income generated by project members.

Different departments working with income generation projects like the Department of Agriculture, Department of Health (Nutrition Programme), Department of Works and Department of Local Government, were also used as the key informants for this study.

4.4 DATA ANALYSIS

Analysis was partly seen as an ongoing process that commenced at the beginning of the research project. Each stage of the study provided valuable data that influenced the subsequent stage of research.

The information gathered during the collection of data was analysed in the form of statistics, tables, graphs and coding of data.

Quantitative data contained in the questionnaire were analysed by making use of spread sheets. Qualitative data generated by the semi-structured interviews and face to face interviews were analysed through a process of coding and categorizing. The findings were presented in the descriptive statistics and discussions of findings.

The data collected were coded and arranged in the manner that the reader could easily understand.

Mouton and Marais (1990:103-104), state that,

"analysis is understood to mean the resolution of a complex whole into parts. It has an interpretative dimension of explanation in the social science. Although the eventual interpretation presents an indication of the manner in which the events may be understood, as a process of resolution, it is relatively easily accomplished when an existing theory is used as a form of reference."

4.5 RELIABILITY AND VALIDITY

The researcher's main concern was whether the study would measure the variable that it was intended to measure and a major concern would be whether the measuring device measured the concept as it is theoretically defined. To ensure that the findings were accurate the reliability and validity of the study were taken into consideration.

According to Babbie (1992:131), the concept "validity" refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration.

According to Babbie again, (1992:129), the concept "reliability" refers to a particular technique, applied repeatedly to the same object, that would yield the same results each time.

To ensure the validity and reliability of the findings, the researcher used the social workers working in other districts for collection of data. Social workers were chosen because they have knowledge in working with women groups. The social workers also formed the key informants for the study. Key informants are believed to be reliable because they have experience in working with poverty

alleviation projects and they were involved during the mid-term assessment of the effectiveness of income or poverty projects in KwaZulu-Natal in 1999.

The researcher used a combination of semi-structured questionnaires supplemented by observations of physical structures of the projects and observed their attitudes and beliefs towards the programme. The researcher also used some project documents from the District Offices to limit personal biases.

4.6 LIMITATIONS OF THE STUDY

Limitations within the study were noted during various levels, and can be summarized as follows:

- The research only focussed on KwaNgwanase poverty alleviation projects, therefore, the findings drawn cannot be generalised to all poverty programmes in KwaZulu-Natal.
- The cultural and beliefs system also limited the respondents to be open to express their feelings.
- It became difficult for the researcher to access other places because of inaccessible roads.
- The research was conducted on women groups. Sometimes it became difficult for the researcher to get them on the first day. It required him to return to the same place for about three times.

4.7 SUMMARY

In this study, the researcher explain and has attempted to discuss the methods employed in collection of data. The study was an evaluative design and the data analysed was qualitatively and quantitative. Semi-structured interviews were used for the collection of data.

The following chapter outlines the findings of the study.

CHAPTER 5

PRESENTATION AND DISCUSSION OF FINDINGS

5.1 INTRODUCTION

In this chapter research findings are presented and discussed. The findings are presented according to the interview schedule used in collecting data of the study. The interview schedule is attached as Appendix A.

Table 5.1 Information about the project

Project Type	Number	Percentage
Craft work	2	10
Sewing	3	15
Gardens	6	30
Poultry	7	35
Block making	1	5
Other	1	5
Total	20	100

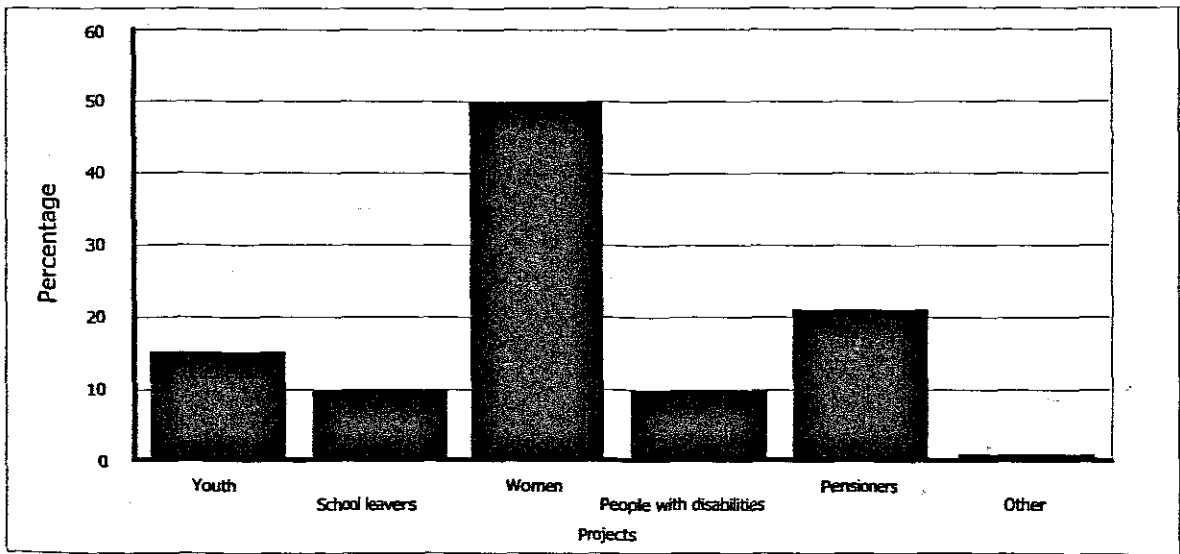
Table 5.1 indicates that the majority of the project 7 (35%) were on poultry farming and 1 (5%) were on block making.

The study shows that the majority of the projects were involved in agricultural activities like poultry farming. Agriculture appears to be the most important component of local economic activity in rural areas.

Food security becomes the important activity for poor women because food is the basic need for all. The project members also benefitted by means of getting fresh meat from the project in order to feed their families.

The following graph indicate the percentage of the target group of people who were involved in poverty alleviation programme.

Figure 5.1: Target group of poverty



According to Figure 5.1, it is clear that women are in the majority of the participants in poverty alleviation programmes.

This ties very well with the United Nations (1983:1) "Accounting on Governance," which states that the target group of the poverty alleviation programme is those citizens that are most affected by poverty; those that are vulnerable and are rarely served by the province.

"The worlds 1.2 billion poor, most are women" (United Nations, 1993:1).

Since women constitute the majority of the community, reducing poverty requires improving both economic and social status for women.

Women also undertake the secondary activities like raising their families, care for sick children, the elderly and adults. They are also responsible for food production in caring for their families.

The United Nations has stated that:

"More than 550 million (60 percent of the worlds rural population) are found in rural areas."

Table 5.2 Period of operation for a project

Period	Number	Percentage
1 - 2 years	4	20
2 - 3 years	6	30
3 - 4 years	10	50
4 - 5 years	0	0
5 and more years	0	0
Total	20	100

Table 5.2 indicates that 10 (50%) of the programmes of the project were operating for the period between 3 - 4 years. There were no projects running for more than five years.

The findings indicate that the projects were initiated by the Department of Welfare, through the poverty alleviation programme in 1998/1999 financial year. There was no programme initiated by people with their own efforts. The community needs were identified by the professionals rather than people themselves.

Figure 5.2 Availability of business plan

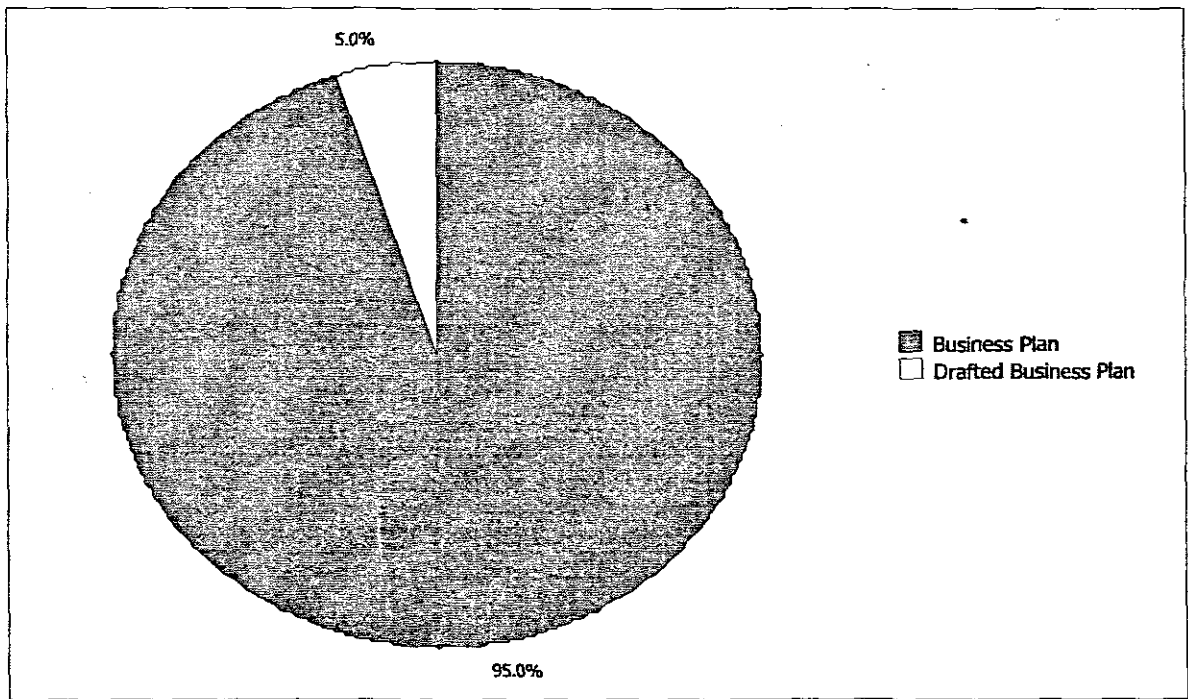


Figure 5.2 indicates that 95% of the respondents reported having prepared and drafted a business plan. The study also revealed that 70% of the project members were in a possession of a business plan but they know nothing about the issues written in the business plan.

During discussions with different respondents it became clear that the business plans were drafted and prepared by welfare officials, consultants and agricultural extension officials. One project was assisted by a certain consultant who charged them R1 000,00 for drafting a business plan.

5.2 AVAILABILITY OF A CONSTITUTION

The constitution is an important document which states clearly how members should behave. A constitution also serves as a guideline and disciplinary document for project members.

The findings revealed that 90% of the projects had a constitution. As already stated in the business plan, here, the project members did not have insight into the content of the constitution.

The researcher is of the opinion that the sustainability of the project could rely on the involvement of project members in drafting a constitution.

5.3 ARE THE PROJECT ACTIVITIES INLINE WITH THE BUSINESS PLAN?

This question was asked to find out whether the planned activities were in line with those activities planned in the business plan.

Project "X" reported that:

"our initial plan was to buy a tractor and plough fields in order to generate income for our families. We deviated from our initial plan because of discouragement received from the Department of Welfare officials. This resulted in a business which involves hiring of tents and chairs to the community."

Project "X" reported that:

"we did not apply for funding from the Department of Welfare. The business plan for funding was drafted by the development committee which decided to apply for a gardening project for us. We did not apply on our own. That is why we have changed to poultry farming."

The study has indicated that improper planning, unavailability of skills, poor knowledge about the planned activities, resulted in many projects deviating from initial planning in the business plan.

The majority (60%) received insufficient funds for planned activities, which resulted in them changing into less costly activities. The study also revealed that the majority of the programmes were not serving the interestd of the project members. The programmes were not in line with the expressed needs.

The findings linked with Avis and King (1965) who state that

"Community involvement helps in tackling local problems and facilitate proper identification of local needs. It allows the citizens to express their felt needs directly as opposed to what others may perceive those needs to be."

5.4 PROJECT MEMBERS ACCOUNTABILITY TO PROJECT ACTIVITIES

Accountability is the ability to demonstrate and take responsibility for performance agreed upon commitments. Lack of accountability to a large extent contributed to the failure of projects.

The findings show that there was lack of accountability on the part of some members. The roles and expectations of each member were not clear. The project members were unaware of the programme activities.

70% of the respondents reported that the project committees are active participants to all activities of the project. There is no transparency in management of funds. The project members were demotivated to continue being members of the project.

The findings also link with the views by Cloete *et al.* (1996:5) who have argued that

“only people themselves can say what their needs are and what they want, development thus starts at grass-roots level, from within people.”

This approach to development thus puts people and their needs at the centre and puts special emphasis on their responsibility. People must state

their needs, get involved and make decisions concerning their life and well being.

5.5 PARTICIPATION AND INVOLVEMENT OF MEMBERS IN PROJECT PLANNING

5.5.1 Participation of project members in need assessment

This information was asked to determine the participation of projects in need assessment of the project.

The findings revealed that the majority of the project members participated in need assessment. The decision was taken in a formal meeting. In some projects there was lack of participation resulting from the fact that they were not formally informed about meetings and activities in the projects.

According to Cloete *et al.* (1996:17), community involvement and participation are prerequisites for a successful community development. Because of this reason the measurement of the participation of the community members can be directly related to the success or failure of the projects in as far as it concerns the process goals, i.e., human development.

5.5.2 Involvement of other project members in decision-making

Involvement of other project members in decision-making can help to identify problems, and accountable.

Through data analysis it became clear that only the project committee, especially chairpersons, take decisions for the needs of the project.

There was lack of financial accountability among project members. The findings indicated that the project members had no clear understanding of how money should have been used.

Polland (1990:49) states that community participation is essential during the project design, project implementation and evaluation. Community participation have the following facts:

- * it can lead to the increase of labour, material and non-material to the wider community.
- * it can make for greater effectiveness in planning and implementation of development initiatives.
- * to improve the maintenance of assets and infrastructure through local resource contribution and management.

- * it can offer accountability and equal distribution of resources to community members.

5.5.3 Involvement of project members in programme implementation

This information was asked with the aim of determining the project members involvement in programme implementation.

The findings revealed that people who are involved in implementation are people who initiated the projects. It is of interest to note that the project committees are the ones who implemented programme activities.

The study also indicated that women are employed as labourers and males perceived themselves as managers in different projects. Although women are not involved in implementation, only males took the leading role.

5.5.4 Skill development among project members

Skill development involves providing project members with training workshops. This information was asked to determine skill development among project members.

The following facts were reported by the respondents from different discussion groups:

- * Project members' benefit from the programme.
The project members gained skills in marketing and financial management. This made them easier to run the project.
- * The community members purchased products like eggs, meat, bread at affordable prize from the project.
- * The project members had developed skills through fund raising.
- * The project members also learned teaching skills through drama activities on HIV/AIDS education.
- * Project members also developed skills in sewing, block making and poultry farming.
- * Improvements in methods of agriculture like proper ploughing of vegetables was also acquired.

Although the majority of the projects reported positive results some negative results were also noted from the study which are as follows:

One of the most contributing factors, is that almost 90% of funds were granted to projects without prior training on entrepreneurship skills, basic business skills and other skills related to project management.

Project "X" reported that there was:

"little progress in income generating since the project members had problems with the chairperson of the project."

The study revealed that the majority of the project members were demotivated through their involvement in training workshops of the project.

5.5.5 Information on project relevance in the community

This information was asked to determine whether the project activities were in line with the needs of the community.

From the interviews the respondents stated the following facts of importance of the project in the community:

Project "X" stated that:

"the project was situated in remote rural areas where there was high demand of eggs, fresh meat and vegetables so the community purchased products at a reasonable price."

One (1) project reported that through drama, communities are made aware about AIDS and its related diseases. There were job opportunities reported for the community members as well.

The findings indicated community ownership. The community members support and protect the property of the project.

5.6 PROGRAMME PLANNING AND IMPLEMENTATION

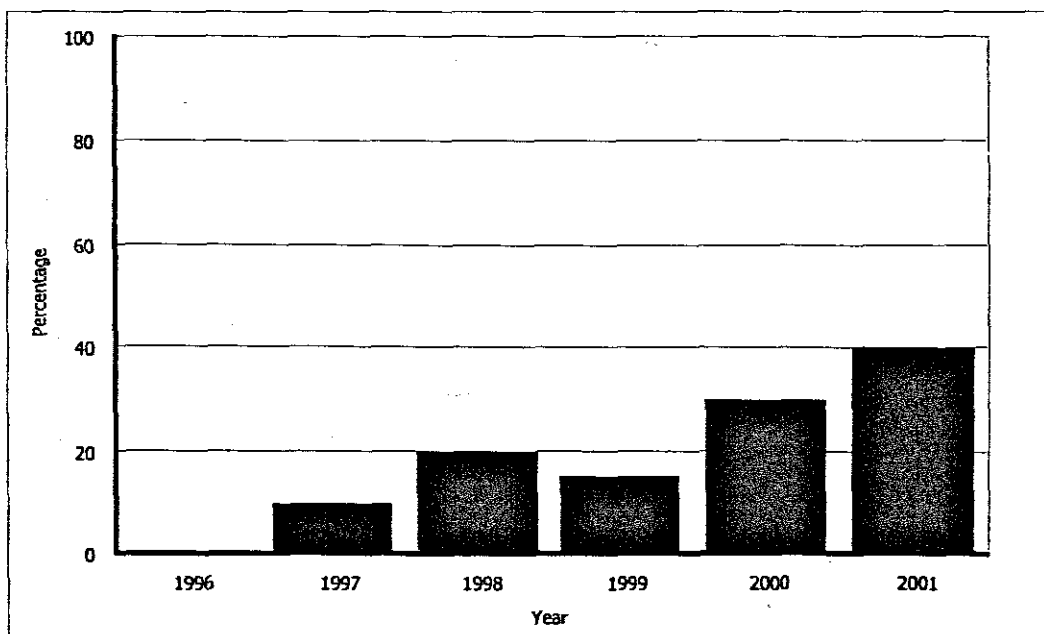
5.6.1 Information on project management and planned activities in the business plan

The majority of the projects (16) 80%, deviated from their initial planning stipulated in the business plan. The following issues were raised in the business plan:

- * The project members changed their initial planned activities because of impossible and difficult programme activities.

- * Poor infrastructures like water and electricity resulted in many projects changing from their planned activities.
- * The programme activities were planned beyond the programme budget.
- * Lack of training between the project members and committee members resulted in the collapse of projects.

Figure 5.3 Employment opportunities in the project



According to figure 5.3, it became clear from the analysis that the employment rate for the five-year period or more is fairly slow.

5.6.2 Resources availability in the achievement of project goals

The study indicated in most projects the availability of material resources for achieving goals of the project. Different projects have big buildings, machinery and other materials for sewing projects.

The study revealed that 8 (40%) lacked non-material resources like human resource and programme management.

Some of the project members complained about poor infrastructures like unclean polluted water and unavailability of electricity. The poor infrastructure retarded the production in most projects.

5.6.3 Problems encountered in the project

During interviews different problems were reported. Some of them are listed below:

- * Lack of commitment among project members in attending meetings and participation in project activities.
- * Deterioration in income due to low production in a project.
- * Some projects reported theft from their products.

- * Chicks and chicken feeds were both expensive.
- * There was lack of knowledge and relevant skills in project management. Conflict and corruption among project members affected members morale in various projects.
- * Youth projects reported problems of membership. Members were always up and down looking for employment, rather than attending to matters involved with the project.

The majority, 13 (75%) reported having inadequate funds to carry out their desired activities planned in the business plan.

5.7 TRAINING

5.7.1 Training

This information was sought to determine the training needs for the project members.

The study revealed that project members needed training in financial management, training in agricultural activities, basic project management and in business plan writing.

The findings indicated that there were project members that needed training in capacity building. The training already offered by other departments, consultants and NGO's was not enough for the project members.

5.7.2 Availability of skills among the project members

The study, however, indicated that some respondents had acquired skills, namely gardening, poultry farming, block making, baking and sewing skills.

Ongoing training by government officials is necessary for sustainability of the projects. Some of the projects had developed human skills that involve project management and conflict management.

5.7.3 The significance of training

The majority of respondents mentioned financial management as the best training among all other forms of training.

Project "X" reported that:

"financial management becomes the important training to our project because we get to know how to control and use our money effectively."

The researcher was of the opinion that people value money. This ties in well with the operational definition of income generation. It refers to income generated through the efforts made by people in different projects and programme activities. Agricultural activities such as baking and gardening become the priority for poor people as they generate money for their families.

5.7.4 Strategies used by the Department of Welfare in monitoring progress in the poverty projects

The findings revealed that the majority, 14 (70%) reported their dissatisfaction with the monitoring tool.

Project "X" stated that:

"the requisition process takes too long and it delays the production."

Some of the project were satisfied about the monitoring that took place where project "X" stated that:

"checking us all the way makes us conscious about how the funds need to be utilized."

The monitoring of funds is important because the project members as well as the workers can evaluate the progress and problems in the project. The problems can be minimized.

5.7.5 Project sustainability

The study revealed that 16 (80%) of the projects were not making profit. Only 4 (20%) were making a profit. One of the contributing factors was improper planning and implementation of project goals. Some of the contributing factors were the policy of the poverty alleviation programmes where there is a limited time frame for allocation of funds to the project.

There seems to be some confusion between providing participants with production skills and enabling participants to make profits for their projects.

The findings revealed lack of skills among the project members. Thus, it resulted in low production and insufficient income generated.

Project "X" stated that:

"the quality of products produced is poor. It cannot command high prices as to make reasonable prices."

The community could not purchase poor quality products. This resulted in project members selling their products at a cheap price.

The majority, 16 (80%) stated that projects could be sustainable if they had received more funds.

The sustainability of a project depends on the positive working relationship from project members, project committees and staff involved in development. The sustainability also depends on the knowledge about the programme and interest on the part of the project members.

These findings support Cloete *et al.* (1996:17) who emphasize that,

"Community involvement and participation are prerequisites for the successful community development."

5.8 SUMMARY

Although there were several training workshops undertaken for project members, there was less development of skills observed from them. There are infrastructures like sewing structures, poultry sheds but there was less income generated. The study revealed the lack of training needs among the project members. Extensive training on sewing and gardening is significantly in order to produce quality products. Most of the projects

depend on donor funding since only four (4) projects have managed to generate profit and shared among each other. The sustainability of the project depends on the willingness and interest of project members to be committed to all programme activities.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

In this chapter the writer presents the findings of the study, draws conclusions and makes recommendations. The objectives and hypothesis of the study are also restated.

6.2 RESTATEMENT OF THE OBJECTIVES OF THE STUDY

The objectives of the study were as follows:

- to determine the involvement of the beneficiaries in improving their welfare;
- to determine the strategies set out by the government in achieving the desired goals of poverty alleviation; and
- to establish the involvement in projects that contributes to improvement of local leadership and community empowerment.

6.3 RESTATEMENT OF THE HYPOTHESIS OF THE STUDY

The following were the hypotheses of the study:

- the effectiveness and sustainability of the projects depend on the full participation and involvement of beneficiaries in promoting their own social welfare.
- the full involvement of beneficiaries in the programme implementation process results in improvement of local leadership and community empowerment.
- the strategies set by the government of national unity achieve the goals of poverty alleviation.

6.4 FINDINGS OF THE STUDY

The following were the findings of the study based on information obtained from the respondents:

- the findings revealed that (10) 50%, that is, the majority of the respondents in poverty alleviation programme were women. This was one of the strategies of poverty alleviation programme where it targets women and other vulnerable groups.

- a number of writers on development have expressed concern that a target population such as women participate equally in the development process. In other words, that they should have self-determination in the decision concerning their own welfare and the management of their own economic affairs (Nelson, 1979:4).
- the study also revealed that 95% of the projects were engaged in subsistence agriculture. Agricultural programmes such as gardening, poultry farming, sewing, baking and craft work seem the easiest of activities which project members can be in a position of managing. Project members were also able to generate income and at the same time improve the nutritional status for their families (see Table 5.1).
- in ascertaining the operation period for the project, fifty percent (50%) of the programmes operated for the period of 3 – 4 years. It was noted that the programme was still new and the programme was initiated by welfare officials through the poverty alleviation programme in 1998 – 1999-financial year. This shows clearly that implementation and need for assessing the project relevance was done on behalf of the community

members rather than mere involvement of community members.

- ninety five percent (95%) of the respondents reported having prepared and drafted a business plan. The study revealed that seventy percent (70%) were in possession of a business plan but they had less insight about the content of the information written in the business plan. The researcher was of the opinion that the business plan was drafted by government officials. The project members were not consulted in the drafting of a business plan.
- the findings also revealed that 2 (10%) of the project had information about the content written in the business plan. It became difficult for project members to know whether they were working in line with the activities planned in the business plan or not.
- the majority, 12 (60%) of the respondents deviated from planned activities. The respondents reported the unavailability of skills in carrying out the desired activities, insufficient funds or grants and that programmes were largely impossible to implement.

- the study also revealed that most of the programme activities did not serve the interests of the programme members. Project "X" reported that, "we didn't apply for funding from the department of welfare. The business plan for funding was completed by the development committee, who decided to apply for gardening project for us".
- these findings tie in well with Avis and King (1965) who state that:

"community involvement helps in tackling local problems and facilitate proper identification of local needs. It allows the citizens to express their felt needs directly as opposed to what others may perceive those needs to be."
- seventy percent (70%) of the respondents reported that the project committee were active participants in all activities of the project. The project committee work alone without involving of the members of the project. The lack of involvement from other members resulted in members losing interest to continue with the programme activities.

Cloete *et al.* (1996:17) state that

"Community involvement and participation are pre-requisites for a successful community development."

Because of this reason the measurement of the participation of the community members can be directly related to the success or failure of the projects, in as far it concerns with the process goals, i.e., human development.

- the findings further revealed that the project committee, especially chairperson, takes decisions for the needs of the community. Improper consultation from the project members results in improper and mismanagement of funds. Project members had fewer skills in management of funds.
- Polland (1990:49) states that community participation is essential during the project design, project implementation and evaluation. Community participation have the following facts.

It can lead to the increase of labour, material and non-material to the wider community. It can also make for a

greater effectiveness in planning and implementation of development initiatives; to improve the maintenance of assets and infrastructure through local resource contribution and management, and accountability and equal distribution of resources and community members accountability to other members.

- it was also noted that skills development involves providing project members with training workshops. From discussions during data collection, these were the facts reported by the respondents in the study:

- * the project members gained skills in marketing and financial management. This made it easier for them to run the projects.
- * the community members purchase products like eggs, meat, bread with affordable prices from the project.
- * project members had developed fund-raising skills.
- * project members also learned teaching skills in sewing, block making and poultry farming.

- * project members also improved the method of agriculture like proper ploughing of vegetables.
- although the majority of the projects reported positive remarks but some negative results were noted from the study. These included the fact that:

One of the most contributing factors is that ninety percent (90%) of funds were granted to projects without prior training on entrepreneurship skills, basic business skills and other skills related to project management. Lack of skills resulted in failure in most of the poverty alleviation projects.

- the findings revealed that the project activities were in line with the needs of the community. From the interviews the respondents stated the following facts of importance to the project in the community:

One (1) project reported that through drama performances they were able to be aware of Aids and its related diseases. There were also employment opportunities reported from community members developed through poverty programmes. The community at large also benefited by means of

purchasing eggs, fresh meat and vegetables as the project was situated in a remote area.

- the findings indicated community ownership, where the community members support and protect the property of the project.
- the study in most projects indicated the availability of material resources for achieving of goals of the project. There are material and non-material resources. Different projects have buildings, machinery and other materials for sewing.
- project members lacked skills in carrying out desired programme activities. This retarded the production in the project.
- during data analysis, various problems were identified and reported by the majority of project members. Project members reported the lack of commitment among project members in attending meetings and participation in project activities.
- poultry projects reported the unavailability of chicken feeds and chicks around the area. Chicken feeds were

very expensive and project members paid a lot of money for transport.

- the majority, 13 (75%) reported having inadequate funds to carry out their desired activities planned in the business plan.
- the study revealed that project members needed training in financial management, training in agricultural activities, basic project management and business plan writing. The findings indicated the need for training in capacity building. The training already offered by other government departments NGO's was insufficient to carry out programme activities.
- the majority of respondents mentioned the absence of financial management as the best training they would have liked to attain.

Project "X" reported that:

"Financial management becomes the important training to our project because we get to know how to control and use our money effectively."

- it is essential for rural communities to be equipped with skills into how the funds should be managed. Financial management training becomes an important aspect of all projects because then members become able to budget, calculate cost and control the income and expenditure in the project.
- the researcher was of the opinion that people value money. This ties in very well with the operational definition of income generation. It refers to the income generated through the efforts made by people in different projects and programme activities. Agricultural activities such as baking, gardening become the priority for poor people as they generate money for their families.
- the findings revealed that the majority, 14 (70%) reported their dissatisfaction by the strategies used by the department of welfare in monitoring the progress in the project. The remaining 6 (30%) were satisfied by the monitoring which they said enabled them to be conscious about how funds need to be used.
- the study revealed that 16 (80%) of the projects were not making profit. 4 (20%) were making profit. One of the contributing factors included improper planning and

implementation of the project goals. Some of the contributing factors were the policy of the poverty alleviation programme where there is a limited time frame for allocation of funds to the project.

- the sustainability of a project can also depend on the quality of products produced. It was noted that if the quality of products is poor, it cannot command high prices in order to generate sufficient profit. The community, therefore, cannot purchase poor quality products, thus resulting in project members selling their products at a cheap price.
- the majority, 16 (80%) stated that projects could be sustainable if they received more funds. The researcher is of the opinion that funds cannot be the only source of project sustainability, but the sustainability of a project depends on the positive working relationship among project members, project committees and staff involved in development. The sustainability also depends on the knowledge about the programme and interest on the part of the project members.
- the project could be sustainable if leadership is shared among project members. The project beneficiaries need to be involved and given chance by the project

management committees to practise their skills. The development of skills could be improved if all project members are interested in working toward the achievement of goals.

6.5 RECOMMENDATIONS

In view of the stated conclusions the researcher recommends the following:

- that the constitution becomes the important document for a project. It is therefore necessary to particularly involve project members in drafting of the constitution. This would empower project members to work in line with the constitution.
- that project members should be empowered with skills to identify and establish their needs. This would enable project members to plan, budget and implement activities according to the planned activities.
- that project members should be involved in setting of programme goals, formulation and designing of implementation strategies for the proposed programme activities.

- that all project participants including the volunteers should be involved in initiating the work on the project as well as assessing the ongoing progress. The project management and project participants should monitor work and provide progress in the programme activities.
- that the management committee should attend to problems and conflicts in the project. Immediate corrective actions should be taken rather than waiting for welfare officials intervention.
- government officials should plan together with the support agencies for workshops that are aimed at improving skills among project members.
- that the training need to be based on on-going activities in accordance with project development cycle and at the level of project members development. They should also follow up on training that should be done to make sure that there is sustainable knowledge for all project members.
- that the networking and intersectoral collaboration become the important strategy that all government officials should practise in order to achieve the goals of poverty alleviation.

- that the various departments should make sure that there is no duplication of services. They should plan together and develop a plan of action for the programme in operation.
- that there be a need to strengthen the Department of Welfare's roles with other stake holders. There should be no overlapping roles from the department as well as other stakeholders like NGO's and CBO's. The role and expectations from each department should be clear to avoid role confusion among different practitioners.
- that there should be a close monitoring and continuous evaluation in all stages of project development to make sure that there is sustainable development.
- that the government and non profit organizations should ensure that their policies cater for proper presentation of women at village level. Effort should be made to strengthen existing women's projects by improving women's leadership skills and project management skills.
- that project members need to be motivated in one way or the other so that they can develop sense of project

ownership and work hard for the success of their own project.

- that workshops are needed to empower project members with the necessary skills to be able to evaluate the feasibility of ideas, then select the best project for implementation. It is also important that project members set measurements that are realistic, specific and time frame goals.
- that the project members should be educated about development methodology. They should also be clear about the stages of group development that is the planning phase, implementation and conceptualisation phase; and
- that the government should make sure that people at village level are actively involved in designing certain policies which are aimed at eradication of poverty.

6.6 CONCLUSION

The study was based on poverty alleviation projects which was an operation project funded by the Department of Social Development. The project or programmes aimed at the alleviation of poverty among rural communities.

A number of recommendations were made where it became clear that income generating projects in Kwa-Ngwanase have shortcomings. The effort made by project members and those who are monitoring projects is not enough for achieving goals or objectives of poverty alleviation.

Women have been empowered with various skills like gardening, handcraft, sewing, baking, etc. So far women have not yet developed independence to work on their own. There is skill improvement and training needed to improve the skills already acquired among project members.

Most of the projects less income as there was a gap in the attainment of important skills like marketing, sales and production skills. Poor skills thus reduced the income generated by project members.

The strategies set out by the government in achieving the desired goals of poverty alleviation are good but the government lacks the implementation and planning part of the programme. In most cases the beneficiaries are not consulted in the initial planning of projects. About 70% of the programmes do not serve the interests of the local people.

Community members should be motivated in one way or another so that they can have a sense of project ownership. This could push them to work hard for the success of their projects.

On the basis of the research findings, some implications were made which further enabled the researcher to make some recommendations. It is therefore hoped that the aforementioned recommendations, if implemented, could bring some improvements on income generating projects in Kwa-Ngwanase area and in the entire KwaZulu-Natal. The recommendations will also, hopefully, assist policy makers in the implementation of different policies relating to poverty alleviation programmes.

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INTERVIEW SCHEDULE

THE SIGNIFICANCE OF THE INCOME GENERATING PROJECTS IN KWANGWANASE AREA

SECTION A: INTRODUCTION

1. INFORMATION ABOUT THE PROJECT:

1.1 Project type

- (a) Craft work
- (b) Sewing
- (c) Gardening
- (d) Poultry
- (e) Block making
- (f) Other (specify)

1.2 Target group

- (a) Youth
- (b) School learners
- (c) Adults
- (d) People living with disabilities
- (e) Pensioners
- (f) Other (specify)

1.3 How long has the project been running?

- (a) 1 - 2 years
- (b) 2 - 3 years
- (c) 3 - 4 years
- (d) 4 - 5 years
- (e) 5 years and above

2. PROJECT MANAGEMENT:

2.1 Do you have the business plan?

Yes

No

If no, why? _____

2.2 Do you have the constitution?

Yes

No

If no, why? _____

2.3 Are the project activities in line with the business plan?

Yes

No

If no, why? _____

2.4 Do you follow the constitution?

Yes

No

If no, why? _____

3. PARTICIPATION AND INVOLVEMENT OF MEMBERS IN THE PROJECT:

3.1 Did you participate in the need assessment of the project?

Yes

No

If no, why? _____

3.2 Are the project members (general members) involved in decision-making regarding the issues and needs of the project?

Yes

No

If no, why? Support your answer: _____

3.3 Are the majority of the project members involved in the implementation?

Yes

No

If no, why? Support your answer: _____

3.4 **Do you think that the poor people benefit from the project?**

Yes

No

If yes, why? Motivate your answer: _____

3.5 **What skills were observed to improve project members abilities?
Please explain:**

3.6 **Are the project goals in line with the needs of the community?
Please explain:**

4. PROGRAMME PLANNING AND IMPLEMENTATION:

4.1 **Are the project members engaged in the programme activities that were planned in the business plan? If they deviate from the business plan, explain why?**

4.2 How many members are permanently employed in the project?

4.3 Does the project have enough resources for the achievement of project goals? Please explain:

4.4 What are the problems encountered in the project? List some to them:

5. TRAINING:

5.1 What are the training services you need for your project?

5.2 Do you think that you have enough skills to perform your project activities?

5.3 From your own training that you have already acquired, what is most beneficial to you and why?

5.4 Are you satisfied with the financial monitoring carried out by the Department of Social Development? Please explain:

5.5 Do you make profits? If not, what is the cause of failure?

5.6 Do you think that the project is sustainable? Motivate your answer:

Thank you

UHLA LWEMIBUZO

LOLUCWANINGO LUBHEKA UKUBALULEKA KWEMISEBENZI ELETHA INZUZO ENDAWENI YAKWA-NGWANASE

ISIGABA SOKUQALA : ISINGENISO

1. UMBIKO MAYELANA NENHLANGANO.

1.1 Uhlobo lomsebenzi olwenziwa yinhlangano.

- a) Umsebenzi wezandla.
- b) Ukuthunga.
- c) Ukulima izivandi.
- d) Ukufuya izinkukhu zesilungu.
- e) Ukwakha izitini.
- f) Okunye (chaza)

1.2 Uhlobo lwamalunga enhlangano.

- a) Intsha
- b) Abafundi
- c) Abantu abadala
- d) Abantu abaphila ngokukhubazeka.
- e) Abantu abahola impesheni.
- f) Okunye (chaza)

1.3 Sekuyisikhathi esingakanani inhlangano isebenza?

- a) 1 - 2 iminyaka
- b) 2 - 3 iminyaka
- c) 3 - 4 iminyaka
- d) 4 - 5 iminyaka
- e) Iminyaka emihlanu nangaphezulu.

2. UKUPHATHWA KOMSEBENZI

2.1 Ngabe ninalo uhlaka oluchaza indlela umsebenzi ozoqhutshwa ngayo?

Yebo noma Qha?

Uma uthi qha usho ngani?

2.2 Ninawo yini umthethosisekelo?

Yebo noma Qha?

Uma uthi qha usho ngani?

2.3 Ngabe izinto ezenziwayo ziyahambisana yini nezinto ezisohlakeni lokusebenza?

Yebo noma Qha?

Uma uthi qha usho ngani?

2.4 Niyayilandela yini imigomo ebhalwe kumthethosisekelo.

Yebo noma Qha?

Uma uthi qha usho ngani?

3. UKUZIMBANDAKANYA NOKUSEBENZA KWAMALUNGA ENHLANGANWENI.

3.1 Ngabe niyazimbandakanya yini ekucwanigeni kwezidingo zenhlango.

Yebo noma Qha?

Uma uthi qha usho ngani?

3.2 Ngabe amalunga angabanini bomsebenzi ayambandakanyeka ekuthathweni kwezinqumo ngezinto ezithinta izimo nezidingo zomsebenzi eziwenzayo?

Yebo noma Qha?

Uma uthi qha usho ngani? Sekela impendulo yakho.

3.3 Ngabe iningi lamalunga omsebenzi ayalibamba yini iqhaza ekwenziweni nasekuphumelelisweni kohlelo lomsebenzi?

Yebo noma Qha?

Uma uthi qha usho ngani? Sekela impendulo yakho.

3.4 Ucabanga ukuthi abantu abampofu bayasizakala ngokuzimbandakanya enhlanganweni?

Yebo noma Qha?

Uma uthi qha usho ngani? Sekela impendulo yakho.

3.5 Yimaphi amakhono okwenza umsebenzi avelayo kubasebenzi okuyiwona angathuthukisa izinga lomsebenzi. (Yenaba kulokhu)

3.6 Ngabe izinhloso zomsebenzi ziyahambisana yini nezidingo zomphakathi? Chaza.

4. UKWENZIWA KOHLELO NOKUSEBENZA KWALO.

4.1 Ingabe amalunga alenhlango ayazibandakanya emsebenzini (ezintweni) ezenziwayo ezazihlelwe ukwenziwa kwasekuqaleni? Uma kungukuthi sebephumile ohlelweni lomsebenzi olwalubhaliwe, loloshintsho ludalwa yini?

4.2 Mangaki amalunga aqashiwe ngokugcwele kulomsebenzi?

4.3 Ngabe ninazo zonke izinto eziyizidingo, okwenza amaphupho alomsebenzi afezeke? Chaza.

4.4 Yiziphi izingqinamba enihlangabezana nazo kulomsebenzi. Bala ezinye zazo.

5. UQEQUESHO.

5.1 Yiluphi uqeqesho eniludingayo ukuze nenze kahle lomsebenzi?

5.2 Kuqeqesho esenilutholile yikuphi okube yinzuzo kinina, nikusho ngani lokho?

5.3 Ngabe nenelisiwe yini ngendlela uMnyango Wezenhlalakahle olandela ngayo ukusetshenziswa kwezimali? Chaza wenabe.

5.4 Ngabe niyayenza yini inzuzo kulomsebenzi eniwenzayo? Uma ningayenzi ngabe kudalwa yini ukungakwenzi ukwenza inzuzo?

5.6 Nicabanga ukuthi lomsebenzi wenu uzosimama? Sekela okushoyo.

Ngiyabonga